

Context and planning process



IPC Shooting developed this Strategic Plan as a sport-specific extension of the overall IPC Strategic Plan 2011-2014 and in line with the mandate of the IPC General Assembly to further strengthen the development of the IPC sports with the aim of making them self-sustainable. This strategic plan has been developed in parallel with the strategic plans of all other IPC sports following a common framework and recognising their commonalities and combined strengths, while it also carves out the sport specific long-term strategies and objectives.

The common elements which emerged from the integrated development process are described in more detail in the overarching document "Overall IPC Strategic Plan on IPC Sports." This present "Shooting Strategic Plan" is an excerpt of the overall plan focussing specifically on the priorities in the area of shooting thus taking into account its specificities and current stage of development. It has been written in a way to be a comprehensive and self-contained document in its own right.

Shooting is governed by the International Paralympic Committee (IPC) through the IPC Shooting Technical Committee as the International Federation (IF) and represents one of nine IPC sports under the umbrella of the IPC.

Vision, mission and values

The strategic plan development process revealed consensus and a common understanding about the vision, mission and values of the nine IPC sports. It is also considered important to have one common reference to guide and strengthen the sports collectively. Hence here below you find the vision, mission and values applicable to all IPC sports while putting this into the context of shooting.



The sport



Shooting has been a part of the Paralympic Games since 1976 in Toronto and is today regularly practised in 57 countries by over 500 licenced athletes. At the London 2012 Paralympic Games, 140 athletes competed in 12 individual medal events. The sport is a test of accuracy and control, in which competitors use pistols or rifles to fire a series of shots at a stationary target. Shooting competitions are divided into two major events: rifle and pistol competitions at three distances: 10, 25 and 50m. The rules depend on the gun, the distance, the target, the shooting position, the number of shots and the time limit.

Shooting uses a classification system which enables athletes from different impairment groups with the same level of functional ability to compete together. Many athletes eligible for the sport of shooting have an impairment of their lower limbs, such as an amputation or a loss of muscle strength, and thus many compete in a seated position.

Since the 1980 Paralympic Games, shooting has developed from a disability-orientated towards a functional

classification system. This has resulted in a reduction in the number of classes from five to two classes.

IPC Shooting enjoys a close working relationship with it's Olympic counterpart, the ISSF (International Shooting Sport Federation). A memorandum of understanding signed in 2010 outlines various areas of co-operation, such as sport rules, mutual promotion, training of technical officials and sharing and exchanging knowledge and resources.



International Paralympic Committee Shooting Strategic Plan

A plan of IPC Shooting for the period 2013-2016



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Paralympic Games and World Championships

Strategic priorities

- Ensure that the 2016 Paralympic Games and 2014 IPC Shooting World Championships event programme is attractive to athletes and National Paralympic Committees (NPCs), as well as to spectators.
- Implement an athlete qualification system that ensures a) viability of all events, b) participation of top-ranked athletes, c) clarity for spectators and media and d) representative participation of all gender and impairment types from across the globe.
- Ensure regular communication and technical reviews with the event organisers in order to promote management, presentation and officiating of the sports at the expected level of excellence.



Objectives/outcomes

- Build a programme for the above mentioned competitions which features highly competitive events which appeal to spectators and media.
- Continue to explore new opportunities to develop and/or increase the IPC Shooting programme of events,
- Increase the percentage of female participants to at least 35 per cent. Establish further athlete quotas and qualification principles at least two years prior to the competitions.
- Conduct at least two technical visits to the host cities and establish a routine to finalise the sports technical agreements with the organisers no later than 10 months prior to the start of the competition

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Athlete Development

Strategic priorities

- Produce an integrated elite competition structure staged annually for the world's top shooting athletes, with quality assurance through IPC competition management support. A well balanced worldwide spread of the host cities should endeavour to address regional needs.
- Conduct classification and education at a minimum of one competition covering at least three regions each year.
- Create a targeted strategy for athlete and competition programme development in South America and Africa. Such strategy shall also address needs such as for classification, education etc.
- Provide knowledge and education resources to NPCs for coaches, technical officials and classifiers.

Objectives/outcomes

- Produce annually at least three World Cup competitions and designate at least one World Cup competition annually in three regions (Europe, Asia, Americas) with the objective to reach a total of six World Cups per year (and extend to Oceania and Africa).
- Ensure that the competition calendar is set and shared with all NPCs by at least 1 December the year preceding the competition year.
- Assess opportunities and test new competition formats such as decimal scoring for 10m Air Rifle and 50m Prone Rifle events.
- Enable athletes of all regions to follow their own career and qualification path in order to reach elite competitions or the Paralympic Games through own achievements thus reducing bipartite needs.
- Establish fair classification which is supported by sports and scientific evidence.
- Increase the number of female athletes engaging in shooting, aim for an increase to 35 per cent female representation among licensed athletes and at major competitions.

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Paralympic Brand

Strategic priorities

- Create communication platforms that raise the profile of IPC Shooting and its athletes to a wider, global audience.
- Create the opportunity for annual awards showcasing the best of the sport and the athletes.
- Create a brand development section in IPC Shooting's marketing plan with targets for further reach.
- Engage other partners who can carry the brand message for IPC Shooting.

Objectives/outcomes

- Create competition highlights and peaks in-between Paralympic Games and World Championships to engage spectators in shooting.
- Increase the visibility of IPC Shooting competitions and athletes in order to allow for continuity and for fans to follow the sport on an on-going basis.
- Work with the ISSF to promote the IPC Shooting brand and develop its global reach.
- Reach consistent usage of brand applications and terminology with good understanding of commercial rights and implications.
- Measure brand visibility against initial plans. Establish a set of objective criteria to be determined.



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Funding

Strategic priorities

- Introduce key partners to contribute to the funding and development of IPC Shooting.
- Develop an IPC Shooting Marketing Plan outlining clear targets. Carve out sponsorship packages for potential sponsorship partners.
- Develop media and public visibility to further promote sponsorship and advertising sales.
- Ensure IPC Shooting demonstrates itself as an economically sustainable organisation.
- Increase revenue generated from IPC Shooting competitions.

Objectives/outcomes

- Secure at least one shooting-specific sponsor by 2016.
- Carefully manage income and expenditure of IPC Shooting budget to ensure IPC Shooting is economically sustainable.
- Increase annual number of IPC Shooting World Cups and ensure at least one, if not two, regional Championships are held in both 2013 and 2015.

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Organisational Capacity

Strategic priorities

- Provide quality service and support to IPC Shooting Championships, World Cup and international competitions. Enhanced focus by IPC Shooting in the development of South America and Africa.
- Provide on-going support to existing classifiers while mapping out the identification of new classifiers to establish the optimal level by spring 2015. Proactively determine needs and pursue appropriate recruitment and training for classifiers.
- Cultivate a network of technical officials across all regions through education at IPC Shooting competitions.
- Develop an information and support network for coaches.
- Foster engagement with IPC Shooting community through social media and web forums.

Objectives/outcomes

- Establish standard competition levels with a consistent definition of IPC involvement.
- Establish an annual or bi-annual organisers workshop for IPC Shooting competition managers to further educate organisers and ensure a consistently high standard of competitions at all levels.
- Establish a pool of highly qualified classifiers and a network of other volunteers in accordance with the competition and athlete development plans outlined before.
- Reach a fair gender balance and regional spread with sufficient numbers of classifiers and officials.
- Work with the ISSF to develop a programme of judges' education programmes, specifically in South America.
- Enhance communication with key shooting communities such as with athletes, coaches and officials and ensure their needs are taken into account.
- Assess the viability to establish an IPC Shooting Coaches Advisory Group.

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Strategic Partnerships

Strategic priorities

- Build on the concepts and areas of collaboration outlined in the memorandum of understanding with the ISSF by leveraging all opportunities in detailed follow-up and project work.
- Develop key partnerships with NPCs and national federations to ensure regional delivery of IPC Shooting strategic plan. Educate NPCs on how to develop local partnerships e.g. to facilitate access to sport structures.
- Use the Sport Technical Committee where appropriate to engage with partners where required to deliver development opportunities for IPC Shooting.
- Partner with the Agitos Foundation, as well as with other appropriate external institutions/universities/NGOs to strengthen research on the sport.
- Leverage expertise and resources of partners such as NPCs, Local Organisers and host cities in the staging of major competitions.

Objectives/outcomes

- Enhance relationship to ensure that IPC Shooting has a continued presence on the ISSF website and in external communications (newsletters, memos, etc).
- Develop relationship to ensure IPC Shooting and ISSF technical officials' education.
- Enhanced working relationships with all parties involved in staging major competitions and use of synergies and efficiencies in budgets and resources.

