



International
Paralympic
Committee

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Strategic Plan

2019 to 2022



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PRESIDENT'S WELCOME



Dear Paralympic friends,

This 2019-2022 IPC Strategic Plan marks the start of a bright and exciting new era for the International Paralympic Committee (IPC) and the Paralympic Movement.

Since its creation in 1989, the IPC has enjoyed 30 years of tremendous growth. This has been reflected in the Movement's expansion to more than 200 member-organisations, the rapid improvement in Para athletic performance across all sports, and the evolution of the Paralympic Games into the world's number one sport event for driving social inclusion.

Such unprecedented development has not been without challenges. With this at front of mind, we listened first-hand to the views and issues facing our members and key stakeholders.

Acting on the feedback received ensures this is a strategic plan for all and a plan, that through five strategic priorities, leads the way for the Paralympic Movement. Over the next four years it charts a course for IPC members to follow as we harness the unique transformational energy of the Paralympic Movement.

A PLATFORM FOR GROWTH

Para athletes, fair and competitive sport and strategic partnerships represent core pillars of the Paralympic Movement that are essential to safeguarding its long-term integrity and development.

By delivering this plan, we will make sure that the IPC is an open, proactive and collaborative support organisation that better engages, understands, and addresses the needs of its members and its athlete community.

An organisation is only as strong as its members and it is essential that we work hard to strengthen the Paralympic Movement at all levels. We will improve communication and knowledge sharing, promote good governance and robust classification throughout the Movement, and encourage Para sport participation and gender parity both on and off the field of play.

As an athlete-centred organisation, athletes must play a bigger role in our decision-making. I am delighted therefore that the priorities outlined in this plan are complemented by the IPC Athletes' Council's own four-year strategy published in March 2019.

We are confident our members will continue to develop the best possible athletes across all sports, benefitting – where needed – from Agitos Foundation support. Between now and 2032, we will further improve the quality of the Paralympic Games, broadening global participation and reach. We also will maximise the impact of each edition in the areas of economic, education, societal, sport and urban development for the host city and country.

TRANSFORMING SOCIETY

There is no escaping the fact that the Paralympic Movement's work has a significant and profound impact on society. A

particular area in which we can witness the power of the Paralympic Movement is in how we advance several of the Sustainable Development Goals (SDGs) which are designed to achieve a better and more sustainable future for all. By continuing to capitalise on the growing profile of our activities, sport events and Para athletes, together we can advance the SDGs, engage greater audiences and transform global attitudes towards persons with disabilities, celebrating diversity and uniqueness along the way.

We will work closer with our IOC counterparts, members and other strategic partners that share our passion for inclusion to promote effective storytelling, fully maximising the opportunities presented to us by the digital revolution.

CULTURAL SHIFT

Fundamental to creating this cultural shift is a better global positioning of the Paralympic brand so that the widest possible audience has more opportunities to engage, understand and appreciate what makes our transformational work unique.

The first step in this positioning has been the development of a refined vision and mission for the IPC to better reflect its purpose in using sport as a catalyst to create a better world for all.

I fully appreciate that delivering this ambitious plan will require a lot of hard work from the IPC management team. They will be supported fully by the IPC Governing Board and the outstanding volunteer workforce, whose

dedication to the Paralympic Movement knows no bounds.

At the IPC we want to further raise the standards of what we do and how we do it, showcasing best practice and sharing knowledge amongst all stakeholders. Our objective is simple, to make the IPC a better organisation to work for and engage and collaborate with each day.

MAXIMISING POTENTIAL

As the IPC celebrates 30 fantastic years, I am certain that the organisation's best and most fruitful years still lie ahead. We have achieved a lot - probably more than most could have dreamt of back in 1989 - but, in my view, we are still only scratching the surface of what we can achieve. The key now is to unlock and maximise the potential of the Paralympic Movement.

Together I am confident we can do this. We have a unique opportunity to transform the world, empowering the lives of the world's one billion persons with disabilities.

Together, we can make a more inclusive world through Para sport.

A handwritten signature in black ink, appearing to read 'A Parsons'.

Andrew Parsons
IPC President

Vision: Make for an inclusive world through Para sport.

Founded on 22 September 1989 as an international non-profit organisation, the IPC is an athlete-centred organisation composed of an elected Governing Board, a management team and various Standing Committees and Councils. Since 1999 we have been headquartered in Bonn, Germany.

The IPC's primary responsibilities are to support our 200 plus members develop Para sport and advocate social inclusion, ensure the successful delivery and organisation of the Paralympic Games and act as the international federation for 10 Para sports.

Our membership draws together National Paralympic Committees (NPCs), International Federations (IFs), Regional Organisations and International Organisations of Sports for the Disabled (IOSDs). The commitment and obligations of these members forms part of

the IPC Handbook, the Paralympic Movement's ultimate reference document and framework.

Since the first Games in Rome, Italy, in 1960 the Paralympics have grown exponentially in size and scale. Today, the event provides a platform for Para athletes with a diverse range of impairments to showcase their outstanding abilities to millions of spectators and billions of TV viewers.

Thanks to the unique combination of ever-improving athletic performance and increasing global awareness, the Paralympic Games are today firmly established as the world's number one sport event for driving social inclusion. The event boasts a strong track record for transforming attitudes, cities, countries, and the lives of millions of people around the world.

Mission:

To lead the Paralympic Movement, oversee the delivery of the Paralympic Games and support members to enable Para athletes to achieve sporting excellence.

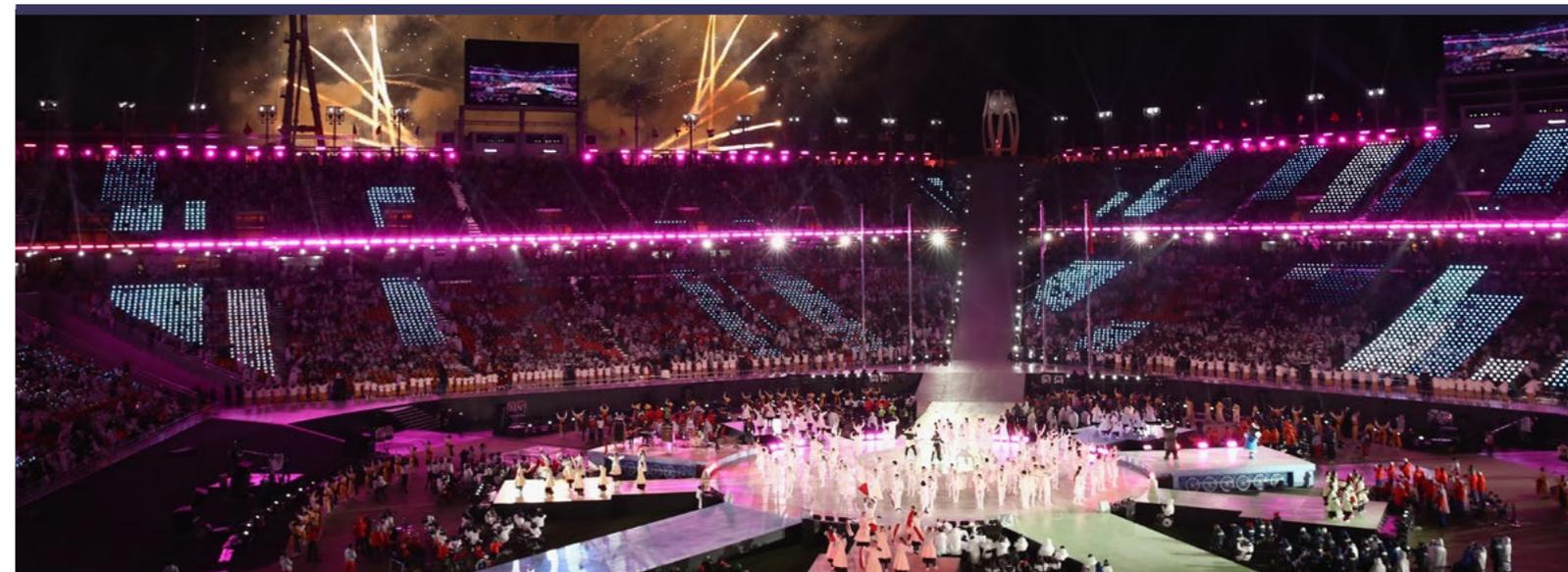
The Paralympic Movement has adopted and follows athlete-focussed values, which act as the underlying reference for all those involved in Para sport.

- **Courage:** Para athletes through their performances showcase to the world what can be achieved when testing your body to its absolute limits
- **Determination:** Para athletes have a unique strength of character that combines mental toughness, physical ability and outstanding agility to produce sporting performances that regularly redefine the boundaries of possibility
- **Inspiration:** As role models, Para athletes maximise their abilities, empowering and

exciting others to be active and participate in sport

- **Equality:** Through sport, Para athletes celebrate diversity and show that difference is a strength. As pioneers for inclusion, they challenge stereotypes, transform attitudes and break down social barriers and discrimination towards persons with disabilities.

Launched in August 2012, the Agitos Foundation is the IPC's development arm and is the only global charity focussed on the development of Para sport. It implements several programmes of work together with IPC members to provide sporting opportunities for all Para athletes – from grassroots to the high-performance level.



STRATEGIC FRAMEWORK

Since 2015, the IPC's focus has evolved as its practices have matured. Working with the Paralympic Movement, the IPC has improved the quality and expanded the reach and scale of both the Paralympic Games and Para sport participation, as well as developing its brand and partnerships.

The IPC now seeks to further advance as an organisation and invest in the wider growth of the Paralympic Movement, to be more inclusive in everything we do and to deliver excellence in our sporting events, through our people and our interactions with our Para sport partners.

To achieve this, the IPC's four-year strategy is founded on delivering progression, inclusion and excellence in how it operates and engages members. Five strategic priorities have been identified with each having a set of strategic objectives that reflect the IPC's focus and areas of activity during the next four years. The identification of target outcomes across all the priorities will help the IPC monitor its performance and impact until 2022.

- **PROGRESSION** – Advance the Movement's capacity, participation, leadership and impact
- **INCLUSION** – Seek, integrate and showcase difference
- **EXCELLENCE** – Continuously improve our people, Games, brand and assets





STRATEGIC PRIORITY 1

STRENGTHEN THE EFFECTIVENESS OF THE PARALYMPIC MOVEMENT AT ALL LEVELS



A STRONGER PARALYMPIC MOVEMENT INCREASES THE OVERALL IMPACT WE ALL CAN HAVE ON ENABLING PARA ATHLETES, DELIVERING SPORT OPPORTUNITIES, AND DRIVING SOCIAL INCLUSION.

- 1.1 Improve two-way communication and engagement within the Paralympic Movement, share best practice and knowledge and promote evidence-based decision making
- 1.2 Implement measures, together with the Paralympic Movement, to ensure clean, safe and fair sport
- 1.3 Globally implement the IPC Athlete Classification Code and address the long-term challenges of classification
- 1.4 Advocate good governance and compliance, and champion effective athlete representation throughout the Paralympic Movement
- 1.5 Encourage worldwide Para sport participation especially for athletes with high support needs
- 1.6 Promote gender balance in leadership positions across the Paralympic Movement
- 1.7 Advance organisational maturity and capacity of IPC members to better support the delivery of the IPC's vision and mission
- 1.8 Actively engage the Agitos Foundation and other stakeholders in the development of the Paralympic Movement
- 1.9 Address the spread, quality and scheduling of sport competitions in consultation with IFs and other stakeholders



STRATEGIC PRIORITY 2

ENHANCE THE PARALYMPIC GAMES EXPERIENCE AND FURTHER ITS REACH AS A CELEBRATION OF HUMAN DIVERSITY



THE PARALYMPIC GAMES SHOWCASE THE OUTSTANDING CAPABILITIES OF PERSONS WITH DISABILITIES, STIMULATE THE CREATION OF TRULY INCLUSIVE SOCIETIES THAT HAVE ACCESSIBLE ENVIRONMENTS, PROMOTE SAFE AND FAIR PARTICIPATION, AND INSPIRE PHYSICAL ACTIVITY BY ALL.

- 2.1** Maximise and enhance the Games experience
 - 2.1.1 Ensure the sport programme is the highest level of competition, featuring the world's best athletes, and include understandable sport classes and eligibility criteria that deliver competitive results
 - 2.1.2 Create opportunities for athletes with varying types/ ranges of impairment, in particular athletes with high support needs, to compete in an equitable event programme with equal opportunities for male and female athletes
 - 2.1.3 Broaden the number of countries seeking to compete at the Games to ensure athletes from all regions in the world are well represented
 - 2.1.4 Provide an environment for clean, fair, safe and well-officiated sporting competition

- 2.2** Further the global reach, impact, legacy and value of the Games:
 - 2.2.1 Engage with IPC members and partner organisations (commercial, broadcast and strategic) to activate a growing global audience in the Games
 - 2.2.2 Increase the number and value of viewers and countries that broadcast the Games across all platforms, targeting growth in strategic markets
 - 2.2.3 Grow the recognition of the Games' impact amongst the global disability rights movement and governments
 - 2.2.4 Evaluate Games impact

- 2.3** Fully capitalise on the positive impact of the Games in the host territory in the areas of urban, education, economical, sport and social development

- 2.4** Work closely with the IOC to increase Games visibility and brand awareness, maximise cost savings and legacy plans under Olympic Agenda 2020, further co-operation and efficiencies in operational delivery and knowledge transfer



STRATEGIC PRIORITY 3

DRIVE A CULTURAL SHIFT THROUGH PARA
SPORT FOR A TRULY INCLUSIVE SOCIETY



THE PARALYMPIC MOVEMENT MUST USE ITS GLOBAL POSITION AND INFLUENCE, TOGETHER WITH ITS EVENTS AND ACTIVITIES, TO CHALLENGE THE STIGMA ATTACHED TO DISABILITY, EMPOWER SOCIAL TRANSFORMATION AND MAKE FOR A MORE INCLUSIVE SOCIETY FOR ALL.

- 3.1** Engage global stakeholders and audiences to help change the storyline of disability
- 3.2** Advance the implementation of the Convention on the Rights of Persons with Disabilities and the Sustainable Development Goals
- 3.3** Utilise the growing profile and credible voices of Para athletes to highlight and mainstream the everyday barriers that are disabling people with an impairment
- 3.4** Forge partnerships with governments, volunteer networks and Non-Governmental Organisations (NGOs) and research establishments with shared interests, to extend the impact of the Paralympic Movement's work beyond sporting events
- 3.5** Through education, engage future generations in the history and values of the Paralympic Movement
- 3.6** Cultivate a generation of Paralympians and Para Athletes who act as ambassadors for the Paralympic Movement and advocates for disability rights
- 3.7** Reinforce the Paralympic Movement's commitment to a diverse and inclusive society through its governance and management structures, policies, practices and programmes
- 3.8** Develop metrics and indicators that showcase the impact the Paralympic Movement has on transforming society



STRATEGIC PRIORITY 4

CONTINUOUS PURSUIT OF EXCELLENCE IN WHAT WE DO AND HOW WE DO IT

THE IPC IS DETERMINED TO REMAIN A WORLD LEADING SPORTS ORGANISATION THAT DELIVERS ON ITS MISSION AND IS COMMITTED TO EXCELLENCE IN ALL AREAS.

- 4.1 Further develop and implement good governance, leadership, structures, practices and regulatory compliance
- 4.2 Make the IPC a great place to work using the move to new headquarters as a catalyst for developing diverse and inclusive talent, as well as nurturing a workforce and volunteer network who can fully embrace the IPC's vision, mission and culture
- 4.3 Foster an engaged, enthusiastic and enabled workforce and volunteer network who fully embrace and endorse the IPC's vision, mission and culture
- 4.4 Continuously improve effectiveness and monitor the organisation's performance and sustainability
- 4.5 Ensure the organisation is financially sustainable and is cost, risk, social and environmentally aware
- 4.6 Enhance knowledge management and knowledge sharing practices within the IPC and across the Paralympic Movement
- 4.7 Nurture the IOC relationship to realise the full potential of the IOC-IPC Agreement



STRATEGIC PRIORITY 5

DEVELOP AND DELIVER A NEW BRAND STATEMENT THAT
GLOBALLY POSITIONS OUR VISION AND MISSION

IT IS IMPORTANT THAT MORE PEOPLE ARE EXPOSED TO AND ENGAGE WITH THE PARALYMPIC MOVEMENT, UNDERSTAND ITS PURPOSE AND RECOGNISE ITS TRANSFORMATIONAL IMPACT IN CHANGING THE WORLD FOR THE BETTER.

- 5.1 Implement a global engagement strategy that communicates the values of the Paralympic brand and showcases activities within the Paralympic Movement
- 5.2 Safeguard and further develop the Paralympic brand, its statement, attributes, and graphical representation throughout the year
- 5.3 Enhance the Paralympic brand through greater activation and collaboration with IPC members, the IOC, broadcasters, commercial and strategic partners

TARGET OUTCOMES

Ten target outcomes have been identified that span across the IPC's five strategic priorities. These will help measure the success of the strategy over the next four years. Each outcome is supported by internal key performance indicators which the IPC will monitor and use to track progress.





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