



ANNUAL REPORT 2019/2020



**CHANGE
STARTS
WITH
SPORT**

INTERNATIONAL PARALYMPIC COMMITTEE

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VISION

Make for an inclusive world through Para sport.

MISSION

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

PRESIDENT'S WELCOME

IPC President Andrew Parsons on a year that saw celebrations, a new strategic direction, partnerships forged for a better world, athlete-centred reform proposals, and a desire to transform the world through sport.

STANDING ON THE SHOULDERS OF GIANTS

The IPC's 30th anniversary brought together the great and good of the Paralympic Movement, provided an opportunity for us to celebrate many wonderful achievements and hear praise from world leaders on the impact of our work.

As IPC President it gave me a greater appreciation of the work of my predecessors Dr Robert Steadward and Sir Philip Craven, as well as the Paralympic Movement's founder Sir Ludwig Guttman.

What the three of them accomplished in such a relatively short space of time is staggering, filled me with immense pride, and more excitement for the future.

The potential of the Paralympic Movement is immeasurable and in 2019 we made several important changes to strengthen the IPC for the years to come. This included adopting a new strategic direction, publishing governance reforms, launching a new brand narrative and making changes to the management team.

NEW DIRECTION FOR A NEW ERA

Marking the start of a new era for the IPC, two-time Paralympian Dr Mike Peters was appointed as Chief Executive and a new strategic plan was published following 12 months of stakeholder consultation.

Historically, the IPC's core strategic pillars centred on growing the Paralympic Games and developing our members. However, the

new strategic plan establishes a new third pillar that focuses on how the IPC's activities advance the human rights agenda for persons with disabilities and change the stigma attached to disability.

Reflecting our new strategic direction, we refined the IPC vision, developed a new mission statement that better reflects our purpose and launched a new and bold brand identity. A new brand narrative Change Starts With Sport was also introduced to better communicate the IPC's transformational impact on society.

After 20 years headquartered in Bonn, the IPC's long-term future in the former German capital was secured; the City of Bonn, the State Government of North Rhine-Westphalia (NRW) and Federal Government partnering to find a new home for our growing workforce.

TOGETHER FOR A BETTER FUTURE

To achieve our vision, we need to work with strategic partners who share our passion for making for a better world.

Our most important strategic partner is the IOC and since the 2018 signing of our latest long-term agreement our relationship has flourished. Today, it is the strongest it has ever been with excellent co-operation and support from all levels of the IOC and Olympic Movement.

In addition to social inclusion, the IPC is fully committed to making this planet a healthier and more just place for all. That is why I was so pleased to sign a historic agreement with the UN SDG Action Campaign, as our work advances 11 of the 17 Sustainable Development Goals and puts human rights at the very heart of the agenda.

Showcasing this commitment, it was fantastic to see the SDG emblem displayed across athlete bibs at the 2019 World Para Athletics Championships. I'm also delighted that as a

climate-conscious organisation, and with the support of BP and the UN Framework Convention on Climate Change, we offset all our travel and office emissions for 2018 and became a signatory of the UN Sports for Climate Action Framework.

ATHLETE-CENTRED, MEMBERSHIP FOCUSED

I am passionate about the IPC being an athlete-centred, membership focussed organisation and had the pleasure to engage with both communities face-to-face during 2019.

October 2019's IPC Conference and General Assembly gave members an opportunity to interact directly with the IPC and hear first-hand about Remaining Fit for Purpose, the IPC's proposed governance reforms. Published following extensive stakeholder consultation, the governance review proposal aims to ensure the IPC remains a world leading sports organisation with up-to-date and robust governance structures to thrive in the ever-changing sporting landscape.

December's IPC Athletes' Forum hosted by the USOPC in Colorado Springs, USA, provided a much greater insight into the issues and concerns of the Para athlete community and presented valued input for the development of the IPC Athletes' Council's first strategy.

CHANGE STARTS WITH SPORT

When the IPC membership came together for the 2019 IPC Conference and General Assembly, little did we know how dramatically the world would change in the coming months.

Within weeks, COVID-19 changed the way we all live our lives and impacted the global sporting community, including a historic postponement of the Tokyo 2020 Paralympic Games.

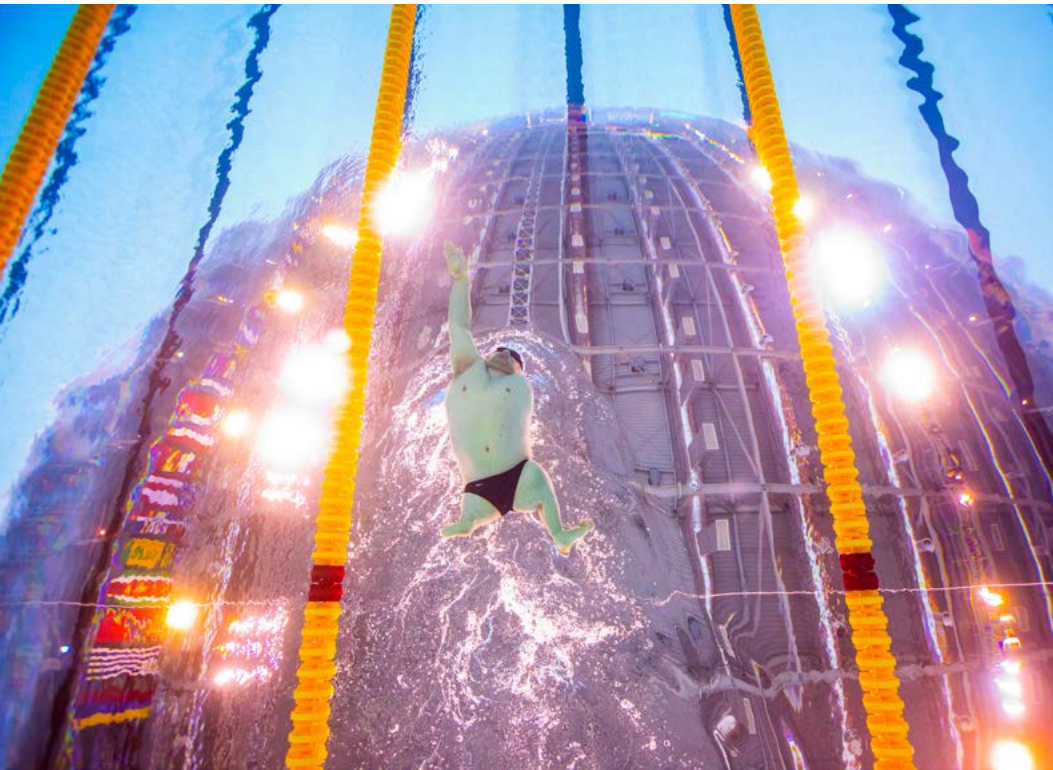
The pandemic has taught us all many things. My biggest learning is that the role of the IPC

and the Paralympic Movement is more important now than it has ever been. The global pandemic has disproportionately impacted persons with disabilities and our Movement is well positioned to help change this. Through our activities and events, we can use sport as a vehicle to build back better and ensure that post-pandemic society is more inclusive for the world's one billion persons with disabilities.

From grassroots sport development programmes that empower persons to become active healthy citizens to athletic performances that change attitudes towards disability, our activities really are proof that Change Starts With Sport.

The Paralympic Movement is, and always will be, more than just sport. With a renewed sense of purpose, and a growing network of outstanding members, volunteers and strategic partners, I believe the uncertainty created by the pandemic has made one thing clearer than ever before. Our role in transforming the world through sport has never been more needed or urgently required for the world's largest marginalised community.

Andrew Parsons
IPC President



Mexico's José Arnulfo Castorena still making waves at the age of 41. The veteran Paralympian won gold in 50 metre SB2 breaststroke final in a new record time at the 2019 Parapan American Games in Lima, Peru.



“The uncertainty created by the pandemic has made one thing clearer than ever before. Our role in transforming the world through sport has never been more needed or urgently required.”

Andrew Parsons,
IPC President

BUILDING AN EVEN BETTER MOVEMENT

CEO Mike Peters on the strategic business decisions that will ensure the IPC is a more member-focused organisation.

The IPC’s 30th anniversary was more than a landmark celebration. It also was a pivot point allowing us to define what we want to build next.

Historically, the IPC has had two core strategic pillars. The first is our members. Were it not for them, the IPC and the Paralympic Movement would not be what they are today. Indeed, it is primarily because of our members and the athletes they serve that Sir Ludwig Guttmann’s unshakable belief in the power of sport and vision to create a more inclusive world are alive and well.

SERVING THE MEMBERSHIP

Supporting our members is central to my role as CEO. Our commitment to members is to be more supportive, accessible and transparent.

The information exchange we have with our members is vital to helping us fully comprehend the opportunities and challenges they face, as well as helping us determine how we can better serve and support them.

Like the Para athletes our members serve, we need to show up every day, put in the work and maintain our commitment to continuously improve what we do. In 2019, we made structural and resource changes that are helping us to improve. In anticipation of members passing the Governance Review and having the sports separate from the Movement, we appointed a World Para Sports Managing Director. We wanted someone to help develop with our sports a long-term strategy that will ensure they become highly competent international federations.

We also announced in 2019 the intention to bring the Agitos Foundation programme delivery team back into the IPC business in order to increase efficiencies, align efforts and strengthen our ability to support our members. The Agitos Foundation will become ‘Membership Programmes’ within the IPC and will continue the great work of many initiatives you will read about in this report.

Complementing the incoming Membership Programmes team is the IPC’s Membership Engagement team, which serves as the primary liaison between the IPC and members.

This team has done a great job supporting NPCs and Regional Organisations, providing a single point of contact within the IPC for each of these members. What we realised, however, was the importance of providing the same support to International Federations (IFs) and International Organisations of Sport for the Disabled (IOSD). So, in 2019, we bolstered the Engagement team by adding one colleague to look after the IFs and IOSDs, and another to support the IPC Athletes’ Advisory Council and contribute to their athlete engagement efforts.

WORKING AS ONE TEAM

Our investment in these areas, we hope, demonstrates our commitment to realise the IPC’s fourth strategic priority which is ‘A continuous pursuit of excellence in what we do and how we do it’.

Drawing again on the example of Para athletes, our efforts take root best when they are grounded in a clear set of values. One of the first things I wanted to do as IPC CEO was create a new set of organisation-wide values – we detail this further on page 60 of this report.

Our values are about working as one team, aligned and focused on fulfilling our new vision and mission. There are six values: passion, authenticity, inclusion, trust, care and strategy. Collectively, these values are about empowering our team members and bettering our organisation. With them, we strive to create a workplace where our team members feel uniquely valued for their individual contributions to the organisation; where refusing to work in silos, proactively sharing information with colleagues and treating mistakes as learning opportunities are celebrated; and where people are empowered to be bold in their approach to work, encouraged to care for one another and feel energised by the organisation’s development and success.

And we will need to be synchronised in our efforts as we continue to prepare for the Tokyo 2020 Paralympic Games. The second pillar of our organisation, the Paralympic Games represent one of the greatest achievements of our members. It was during the governance review of 2003/04 that our members decided to build the Games into the pinnacle event they are today. The main motivation? Simple: our members knew that Para athletes deserved the opportunity to compete on the same global platform as Olympic athletes.

COMMUNICATING THE VISION

Speaking of equal opportunity, we are starting to build the IPC’s third pillar, which IPC President Andrew Parsons announced at the 2019 General Assembly. In this pillar, we will strengthen our ability to advocate the power of Para sport to government and quasi-government organisations, highlighting the role our members play in their respec-



Germany's Clara Klug, guided by Martin Hartl, claimed her first biathlon title at the 2019 World Para Nordic Skiing World Cup in Sapporo, Japan.

tive territories to advance the Sustainable Development Goals and the Convention on Rights of Persons with Disabilities.

While we are a sports organisation first and foremost, we have a responsibility to communicate the vision and values of Para sport. We also have a unique opportunity to harness the solid base of our membership and our Games to effect change and further the cause of the world’s one billion people with disabilities.

Indeed, we already are doing so. This Annual Report is titled Change Starts With Sport. It details the five key priorities of our Strategic Plan. There are some fantastic stories in here from Para athletes and members that are a positive affirmation of the impact our work has in communities across the world. I am proud for Team IPC of the partners and stakeholders speaking warmly about us as a world-leading sport organisation in diversity and inclusion. Together we are going to build an even better Paralympic Movement.



Brazil celebrate beating Argentina 5-3 to win the Football 5-a-side title at the 2019 Parapan American Games.



“ While we are a sports organisation first and foremost, we have a responsibility to communicate the vision and values of Para sport. We also have a unique opportunity to harness the solid base of our membership and our Games to effect change and further the cause of the world’s one billion people with disabilities.” **Mike Peters**, IPC CEO

“MY IMPAIRMENT? THERE IS NOTHING TO BE AFRAID OF”

Para swimmer Husnah Kukundakwe embodies ‘Change Starts With Sport’. With the help of the IPC, aged 12 she was Uganda’s sole representative at 2019 World Para Swimming Allianz Championships.

In this personal essay, Husnah reflects on a year of discovery and how Para sport has changed her life for the better.

DOES CHANGE START WITH SPORT? If my short life is anything to go by, then I can only say yes. Sport has changed me and my world.

SPORT HAS HELPED DEVELOP MY PERSONALITY. When I started school, I was very shy. I would wear a sweater for the whole day, even if it was hot, just to make sure I could hide my hands. When I started swimming, I began to lose that shyness. I also lost the sweater; I just forgot about it. Swimming made me more confident.

SPORT HAS CHANGED HOW OTHERS LOOK AT ME. I made my international debut in May 2019 at the World Para Swimming World Series in Singapore. I went away during the school term and when I came back nearly everyone in the school knew who I was and what I’d done. Walking around the school, kids were saying “Hi Husnah” and I was waving back at people who waved at me. My self-esteem was raised by the fact that people knew me for my sport and not my impairment.

SPORT PROVIDES ME WITH NEW EXPERIENCES. Thanks to the funding I received from the Agitos Foundation’s Athlete Development Programme, I managed to compete at the 2019 World Para Swimming Allianz Championships. On arrival at London, we went straight from the airport to the Aquatics Centre. It was amazing from the outside and even better inside. In Uganda, we only have one 50 metre pool which is private, very expensive to access and only has cold water.

Here I was training in a heated pool and it felt amazing.

SPORT IS FULL OF INSPIRING PEOPLE. When I was in the marshalling area ahead of my first race, I was alone at a competition for the first time. I looked to my left and there was someone twice my age. I looked to my right and there was one of my role models, Sophie Pascoe of New Zealand. Then, as I was about to walk to my race, I met my other role model Ireland’s Ellen Keane. I ended up giving her a big hug because she is one of the people who made me believe I could do this.

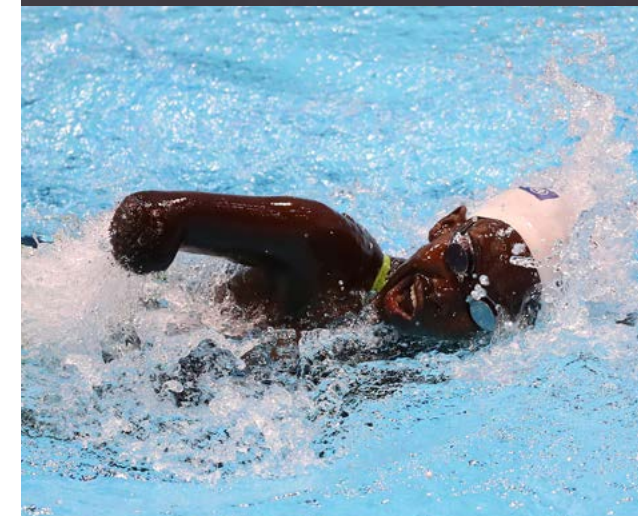
SPORT PUSHES YOU IN NEW WAYS. As I took to the blocks for my first race, I was very nervous. I was thinking, ‘What do I do now?’ I took a deep breath and said to myself, ‘You know what Husnah, just go for it.’ I knew it wasn’t about getting a medal, this was about focusing on the experience. In the end I swam a personal best and a new national record. I was so happy to share such a nice experience with my mum, and for my coach to see that all the hard work had paid off.

SPORT HAS MADE ME MORE FOCUSED. The World Championships were one week before my final main exam to take me to high school. I didn’t want to fail and for someone to say that swimming was taking me away from my education. I made sure I balanced both. I’d swim early in the morning, go to school a little late, and then leave earlier than others for evening training. Because I wanted to do

swimming and school, I was asking my teacher lots of questions regarding the work I could have missed, getting him to explain to me anything I didn’t understand. The good news is that I passed, and I got the best grades in Uganda. My performance was all over the newspapers and all local TV stations.

SPORT PROVIDES SO MANY LESSONS. I was like a sponge in London; I took it all in. When I came back to Uganda, I tried to work on some of the techniques that I saw other swimmers use. The determination of high-performance athletes left a mark on me. During a hard training set, they wouldn’t stop; they would keep going through the toughness. I took away that if you work hard, focus on what you want, believe in yourself and be confident, then you can do anything.

SPORT HAS CHANGED MY APPROACH TO DISABILITY. My first World Championships gave me so much confidence. I’m the only Para swimmer in Uganda and I train with swimmers without a disability. But in London there were so many people with different disabilities. I saw that I was not alone and that there are a lot more people around the world with more severe impairments than mine. They are confident, they love themselves and they are happy with the way they are. That has had an impact on me. I love myself more now. I realised there is nothing to hide and that there is nothing to be afraid of in the future.



“ At the World Championships I saw that I was not alone and that there are a lot more people around the world with more severe impairments than mine. They are confident, they love themselves and they are happy with the way they are. That has had an impact on me.”

Husnah Kukundakwe, Husnah Kukundakwe, Para swimmer, Uganda

WHO WE ARE

The International Paralympic Committee (IPC) is the global governing body of the Paralympic Movement. An international non-profit organisation based in Bonn, Germany, we celebrated our 30th birthday on 22 September 2019.

We used this landmark date to announce a new 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. This is what we have committed to.

OUR VISION

TO MAKE FOR AN INCLUSIVE WORLD THROUGH PARA SPORT.

Since the first Games in Rome, Italy, in 1960 the Paralympics have grown exponentially in size and scale. The transformational impact of the event has also matured, acting as a catalyst to change for people, cities, governments and countries. Today, the Games are the world's number one sport event for driving social inclusion.

Away from the Games, Para sport empowers people, changes attitudes towards disability and creates greater opportunities for the world's one billion persons with disabilities.

We use Para sport as a vehicle to drive social inclusion at all levels.

OUR MISSION

TO LEAD THE PARALYMPIC MOVEMENT, OVERSEE THE DELIVERY OF THE PARALYMPIC GAMES AND SUPPORT MEMBERS TO ENABLE PARA ATHLETES TO ACHIEVE SPORTING EXCELLENCE.

As an athlete-centred, membership focussed organisation, the IPC sets the strategic direction for the whole Paralympic Movement through the publication of four-yearly Strategic Plans. In addition to overseeing the delivery of our pinnacle event – the Paralympic Games – we also aim to provide support, guidance and the relevant tools to our 200-plus members to develop Para sport at all levels, from the grassroots right through to high-performance.

OUR BRAND NARRATIVE

CHANGE STARTS WITH SPORT.

This was created to better communicate the transformational impact the Paralympic Movement has on society and to drive the human rights agenda. Through our brand we aim to change attitudes and create more opportunities for persons with disabilities, as well as improve mobility and accessibility.

OUR STRATEGIC PLAN

FIVE STRATEGIC PRIORITIES

In 2019, after consulting with our members and other key stakeholders, we developed five strategic priorities with bespoke objectives. These reflect the IPC's focus and areas of activity until 2022.

1. Strengthen the effectiveness of the Paralympic Movement at all levels.
2. Enhance the Paralympic Games experience and further its reach as a celebration of human diversity.
3. Drive a cultural shift through Para sport for a truly inclusive society.
4. Continuous pursuit of excellence in what we do and how we do it.
5. Develop and deliver a new brand statement that globally positions our vision and mission.

This Annual Report is a snapshot of the impact the IPC is having in delivering our vision, mission, brand narrative and strategic priorities, and who we are partnering with to deliver them.



Former wheelchair basketball player Annika Zeyen of Germany won her first world title at the 2019 Para Cycling Road World Championships in Emmen, Netherlands. Annika works for the IPC as World Para Sports Brand Manager.

IPC STRUCTURE



The IPC Governing Board. Missing from shot, Board member Leonel Pinto.

THE IPC GOVERNING BOARD, elected by the IPC membership every four years at the IPC General Assembly, is responsible for setting the policies and for ensuring that the directions set by the membership at the General Assembly are implemented. Composed of 12 elected members, plus the IPC CEO and Chairperson of the IPC Athletes' Council, it meets at least three times a year and meetings are chaired by the President.

THE IPC ATHLETES' COUNCIL is a group of elected athlete representatives who act as the voice of the Para athlete community to the IPC.

THE IPC MANAGEMENT TEAM based in Bonn, Germany, undertakes the IPC's day-to-day activities which aim to fulfil the organisation's strategic priorities.

WHO WE WORK FOR

The IPC's primary responsibilities are to serve and support our 200-plus members, develop Para sport and advocate social inclusion, and ensure the successful delivery and organisation of the Paralympic Games. Our members are:

182 NATIONAL PARALYMPIC COMMITTEES NPCs are the sole representative of the Paralympic Movement in their territory. They have the exclusive right to enter their athletes in the Paralympic Games and other IPC competitions.

15 INTERNATIONAL FEDERATIONS They have a responsibility for governing sports on the Paralympic programme. There are 11 Olympic and Paralympic Federations: archery, badminton, canoe, cycling, equestrian, rowing, table tennis, taekwondo, triathlon, wheelchair curling and wheelchair tennis. There are four Paralympic Sport Federations: boccia, sitting volleyball, wheelchair basketball and wheelchair rugby.

10 PARA SPORTS The IPC is currently the Federation for: World Para Alpine Skiing, World Para Athletics, World Para Dance Sport, World Para Ice Hockey, World Para Nordic Skiing (in charge of the Para biathlon and Para cross-country skiing disciplines), World Para Powerlifting, World Shooting Para Sport, World Para Snowboard and World Para Swimming.

5 REGIONAL ORGANISATIONS They focus on regional games, member support and regional cooperation. There are four Regional Organisation members: African Paralympic Committee, Asian Paralympic Committee, European Paralympic Committee and Oceania Paralympic Committee. The Americas Paralympic Committee is an IPC Regional Committee currently under IPC governance.

4 INTERNATIONAL ORGANISATIONS OF SPORT FOR THE DISABLED They concentrate more on grassroots development of the sport. CPISRA (cerebral palsy), IBSA (vision impairment), IWAS (wheelchair and amputee) and Virtus (intellectual impairment). IWAS is also the organisation responsible for the sport of wheelchair fencing.

Together we have a unique opportunity to transform the world, empowering the lives of the world's one billion persons with disabilities. Together we make a more inclusive world through Para sport.



China celebrates winning a maiden gold at the 2019 World Wheelchair Curling Championship in Stirling, Scotland.



1

STRENGTHENING THE PARALYMPIC MOVEMENT

A stronger Paralympic Movement increases the overall impact we all can have on enabling Para athletes, delivering sport opportunities, and driving social inclusion.

HELPING ATHLETES BE THE BEST THEY CAN

Para athletes from many NPCs continue to benefit from the IPC’s wide-reaching NPC Development Programme.

The NPC Development Programme powered by Toyota aims to close the gaps in Para sport participation in terms of gender, sport, impairment and region. There are three elements of the programme: organisational development, sport technical training, and athlete development, all receiving direct financial support grants. In total, 548 Para athletes and coaches from 90 NPCs have benefitted from the initiative between 2017 and 2019.

The Athlete Support Programme makes a huge difference to many athletes, helping to provide classification and qualification opportunities and to attend training camps. Athletes and coaches from six countries across the Oceania region benefitted from one of these camps just before the 2019 Arafura Games in Darwin, Australia.

The camp, which was part of the Agitos Foundation’s NPC Development Programme, taught new techniques, training methods and the values and history of the Paralympic Movement.

WHAT WE TAUGHT ...

BRAD SCOTT, PROUD PARALYMPIAN EDUCATOR, AUSTRALIA

“We are helping these athletes from the Pacific Islands understand what it means and what it takes to become the best athlete they can. Workshops like this give them the opportunity to not only learn about what it takes to become an athlete, but also to show who they are. These athletes are sponges: all they want to do is learn. This programme helps them find purpose, because it provides direction. It changes athletes’ lives.”

WHAT I LEARNED ...

JACKIE TRAVERTZ, COACH, PAPUA NEW GUINEA

“I’ve learned about improving myself as a coach and how we can help each other in coaching. Most people with an impairment think it’s the end of the world and that they cannot do anything else. But with these athletes coming out here and experiencing new things, they can go back and influence other athletes to make sure they will never underestimate their ability.”

ELIE ENOCK, PARA ATHLETE, VANUATU

“They taught us how to handle the media, even when a journalist interviews you. Sport has changed my life. It gave me the courage to stand by myself. It gives me equality. All of us have the same rights.”



Australia's Brad Scott teaching Paralympic education



Elie Enock of Vanuatu.

THE TOKYO 2020 ATHLETE ‘DISCOVERED’ AT A TRAINING CAMP

The Athlete Support Programme has impacted the lives of many athletes who would not have competed and qualified had it not been for the initiative. Vanuatuan javelin thrower Ken Kahu is one of those who can personally testify to its impact.

Kahu was forced out of school at Year 8 when his family could no longer afford to pay his school fees. With no school, training or job, he felt his life was pointless. Para sport changed all that.

He found his love of javelin during one of the programme’s 2018 training camps. Soon afterwards, grant funding took him to Australia for more training and to compete

at the 2019 Arafura Games, his first major competition.

There he threw 46.70m. This placed him fourth in the world rankings and immediately qualified him for entry to the 2020 Paralympic Games. Then, in November at the 2019 World Para Athletics Championship, he threw a personal best of 48.17m.

Chris Nunn, Athlete Support Programme project co-ordinator in the Oceania region, said: “With further training, a proper run-up and core strength and conditioning work, I predict Ken will be throwing in excess of 50 metres very soon – a really competitive length for medal success.”

But that is not all. When Kurt Fearnley, the Australian Paralympian and Vice Chair of the IPC Athletes’ Council, visited Vanuatu in November he called upon the corporate audience at the Vanuatu Paralympic Gala dinner to help find employment for Para athletes.

Kahu now has financial independence after the Ministry of Youth Development and Sport offered him jobs as a groundsman at a sports stadium and as a Youth and Sport Ambassador. He also speaks at schools, community groups and workshops, sharing his personal story and the power of Para sport.

7

NPCs

set to make their Paralympic Games debut after completing the NPC Development Programme.

337

Global Para athletes

helped through the Athlete Support Programme in 2019.

25

NPC delegates

trained at the Arafura camp in 2019.

“This outstanding investment ... has enabled our region to have all NPCs with classified athletes, and a potential to have full representation of our region at Tokyo 2020.”

Paul Bird, President, Oceania Paralympic Committee



Ken Kahu of Vanuatu competing at 2019 World Para Athletics Championships.

EDUCATION AND CONSULTATION DRIVE THE SCIENCE

Member engagement is at the heart of progress. Here we look at the difference it is making in the areas of Classification, Anti-Doping, Medical and Science, key strategic areas to ensure clean, safe and fair sport and the global implementation of the IPC Athlete Classification Code.

KNOWLEDGE TRANSFER IS KEY FOR CLASSIFICATION

TRAINING AND DEVELOPMENT OF CLASSIFIERS

A series of initiatives focusing on classifier training and development were prioritised in 2019.

JANUARY A course for new intellectual impairment (II) classifiers was organised in parallel with a re-certification seminar for the existing II classifiers in Para athletics and Para swimming.

MARCH A newly-created module specifically focusing on chief classifiers was launched and delivered in Para athletics and Para swimming.

JULY (AND DECEMBER) Two re-certification seminars were held in partnership with IBSA for vision impairment (VI) classifiers.

OCTOBER A re-certification seminar was organised for Para snowboard and Para alpine skiing classifiers.

ONGOING FROM 2019 THROUGH 2020

A review of the existing classification online modules commenced. Providing continuous support and professional development of the volunteer classifier workforce is high on the IPC's agenda, as it contributes to providing the best level of service for athletes.

MEMBERSHIP CONSULTATION ON BEST PRACTICE AND FUTURE DIRECTION

Driven by the IPC Classification Committee, 2019 saw a series of conversations and consultations with the IPC membership around two major discussion points.

1) WHAT DOES BEST PRACTICE LOOK LIKE IN IMPLEMENTING THE IPC ATHLETE CLASSIFICATION CODE?

In addressing the best practices in classification, the membership has had an opportunity to discuss and gain more insight on: the 10 eligible impairments and the assessment of whether an underlying health condition leads to an eligible impairment; how to approach classifier training and classification research; the management of protests and appeals.

2) WHAT DOES THE FUTURE OF CLASSIFICATION LOOK LIKE?

This topic is an important and ongoing initiative. It started at the 2018 Membership Gathering in Madrid, Spain, where the IPC sought input from members on how to address the long-term challenges in classification.

Classification experts from across the Paralympic Movement - International Federation (IF) heads of classification, IF management and the NPC classification staff - have been



Classifiers at the 2019 Parapan American Games in Lima, Peru.

focusing on how the proposed changes and opportunities can be achieved. The year saw the overwhelming feedback actioned, with further opportunities being created in the future for the membership to provide input.

Direct and positive outputs have already been achieved. The Board of Appeal of Classification is being re-established as a service available to all IFs as an independent body that considers classification appeals, while classification away from competition is being scoped for VI athletes to address the challenges they are facing around the access to classification opportunities and medical diagnostics.

VISTA CONFERENCE BRINGS SCIENCE INTO VIEW

Every two years, the IPC hosts the VISTA conference, a platform for sport scientists and researchers to meet with experts in the field of Para sport to discuss, exchange, and gain advanced knowledge in this area.

The 2019 conference in Amsterdam, Netherlands, was the IPC's ninth and largest to date, attracting 342 people across 42 countries to engage in sports science discussions.

Organised through the Amsterdam Institute of Sport Science (AISS), VISTA 2019 provided four intensive days of workshops, symposiums and other opportunities to exchange knowledge and experience in the Para sports science community. The theme was "Healthy and Fit for Optimal Performance" and included 80 poster and 74 oral presentations.

Reflecting on the importance of such information exchange, Thomas Janssen, chair of the Local Organising Committee, said: "There has clearly been an increasing interest from sports and national federations to better cater for the physical and mental health and well-being of Paralympic athletes. An increasing focus on this topic added to the conference, in addition to the always-popular research for example on classification, technology, and sports medicine."



IPC Governing Board member Debra Alexander presents Yves Vanlandewijck with the 2019 IPC Scientific Award at VISTA 2019.

THE CHANGING ANTI-DOPING ATHLETE CONVERSATION

IPC Anti-Doping Director James Sclater explains three ways that the IPC is working with the World Anti-Doping Agency (WADA) and the IPC Athletes' Council to educate athletes.



The IPC has committed to develop new athlete education programmes on anti-doping.

1) INCREASING AWARENESS ON THE COMPLEXITY OF PARA ATHLETE TESTING

Anti-doping in the sport landscape is complicated. But anti-doping in the Para sport movement is even more complicated, and it has fewer resources to manage it.

To ensure that Para sports are not viewed as a lower-risk version of non-Para sports, the IPC is working with WADA to provide stronger education to the overall anti-doping community on why testing of Para athletes is important at a national level. The IPC has been invited to represent Para sport on WADA's Strategic Testing Expert Group and a key element of that is ensuring that the rights and responsibilities of Para athletes are met.

2) MORE EFFECTIVE ATHLETE-CENTRED SYSTEMS AND ATHLETE INPUT

At the IPC, we value athlete input. We are fortunate that Chelsey Gotell, Chairperson of the IPC Athletes' Council, is also on WADA's Athlete Committee. We both want for Para athletes to be part of WADA's strategic thinking. The WADA Athlete Committee plays a key role in advising and leading this.

Ultimately, this is about figuring out how athletes can be involved in anti-doping strategy and then determining how we give them accountability. It's about giving athletes responsibility to do the things that not only support anti-doping but make them feel part of the decision-making process.

3) BETTER PARA ATHLETE EDUCATION ON RIGHTS AND OBLIGATIONS

It is important for the Para athlete community to better understand its rights and obligations. To ensure that athletes are not getting violations they could have avoided, we are working with the IPC Athletes' Council, attending events like the IPC Athletes' Forum, to communicate in an open, transparent and athlete-centric way.

To aid this, the IPC has committed to develop new athlete education programmes, in line with the International Standard for Education. We have also partnered with WADA to develop an e-learning course so that athletes and coaches will gain an understanding of the Tokyo 2020 anti-doping rules, procedures and requirements.

OFF AND RACERUNNING

RaceRunning made its big stage debut at the 2019 World Para Athletics Championships in Dubai, UAE. The sport involves running with the support of a frame and allows aerobic exercise for individuals who have severe motor and co-ordination impairments, such as cerebral palsy (CP).

Its inclusion is part of the IPC’s strategic aims to increase participation opportunities for high support need athletes and follows years of discussions and planning between the Cerebral Palsy International Sports and Recreation Association (CPISRA) and World Para Athletics (WPA).

Here the first two athletes to land RaceRunning world titles, Great Britain’s Gavin Drysdale and Kayleigh Haggo, explain why it meant so much to them and their fellow athletes.

“RaceRunning is one of the most inclusive events within the World Para Athletics programme. It shows the world that people with severe forms of cerebral palsy can be high performance athletes.”

Kayleigh Haggo, 2019 RaceRunning world champion



INTERNATIONAL PARALYMPIC COMMITTEE: HOW LONG HAVE YOU BEEN RACERUNNING?

GAVIN DRYSDALE (GD): I first tried a running frame when I was five and started competing when I was nine. I immediately loved the freedom and independence the running frame gave me. Until then I had not been able to participate in any sport independently.

KAYLEIGH HAGGO (KH): I first started RaceRunning when I was 11 years old, and then trained and competed from 2011-2013. In 2014 I stopped RaceRunning because I was having problems with my right hip and I wanted to compete for Great Britain. At that time, there was no pathway in RaceRunning to achieve that. So, I became a S5 swimmer for Scotland and competed for four years. But everything changed on 20 October 2017 when RaceRunning was announced as a WPA event. It took me a couple of days to process before texting my former RaceRunning coach, Janice Eaglesham, to see if she would like to coach me again. A week later I was back on my RaceRunner.

IPC: WHAT MAKES RACERUNNING A GREAT SPORT FOR ANYONE WITH A CO-ORDINATION IMPAIRMENT?

KH: It gives people who can’t run on their own the opportunity and independence to run with the support of a frame, saddle, chest plate, handlebars and three wheels. I will never forget the day I first tried RaceRunning. I was able to run. I didn’t need my wheelchair or someone to help me. No one had to worry about me losing my balance and falling over, no matter how fast I went.

GD: RaceRunning completely changed my life. For people with an impairment like mine, it gives us an opportunity to run that we wouldn’t

otherwise have. It’s opened up so many social and personal development opportunities for me, as well as the chance to travel and make new friends while competing in a sport which I love. It has given me a sense of purpose in life and shown me I can achieve things I never thought were possible growing up.

IPC: WHAT WAS IT LIKE BEING AMONG THE FIRST ATHLETES TO COMPETE IN RACERUNNING AT A WORLD CHAMPIONSHIPS AND WIN GOLD?

GD: To compete at Dubai 2019 was incredible. I was very honoured to be among the first athletes to make history and represent my category of disability. My fellow RaceRunning athletes and I are ecstatic that a WPA competitive pathway is opening up, as this is what we have been working towards - we are already starting to attract new athletes into RaceRunning. On a personal level, it meant so much to win gold.

KH: RaceRunning being at the World Championships was another huge leap forward and something I will be forever grateful for. Not just for me, but for upcoming athletes too. For me to personally compete and win gold was the icing on the cake.

IPC: WHY IS IT IMPORTANT FOR RACERUNNING TO HAVE COMPETITION OPPORTUNITIES LIKE THE WORLD CHAMPIONSHIPS?

GD: It’s important that Para events are given the opportunity to be showcased at major events. The World Championships is one of the few Para athletics competitions to attract TV audiences and media coverage. This increased profile enables RaceRunning to reach people who might not realise they can get



Men’s 100m RaceRunning medallists: Rafi Solaiman (left, silver), Gavin Drysdale (centre, gold), Adriano Ferreira de Souza (right, bronze).

involved in athletics. When I watched London 2012, there was no event that I could have taken part in and I didn’t see myself being represented.

KH: It’s so important for RaceRunning to continue to be given the opportunity, chances and recognition it deserves, because it’s one of the most inclusive events within the WPA programme. It targets people with complex disabilities, giving them the chance to compete at a high level in the sport. It also increases awareness of more complex disabilities and shows the world that people with severe forms of CP can be high performance athletes. It’s something special for anyone with complex needs watching the RaceRunning races to think ‘I could do that’.

IPC: WHAT WOULD IT MEAN FOR YOU TO ONE DAY COMPETE AT THE PARALYMPIC GAMES?

GD: Competing at the Paralympics in RaceRunning has been my dream since I was five years old, so it would mean everything to me.

KH: I can only echo that - it would literally mean everything.

WHAT IS RACERUNNING?



Athletes use a RaceRunning frame, which is a three-wheeled bike with no pedals, which provides support for walking or running.

The low centre of gravity and frame design offers good stability and poise whilst running or walking.

The saddle unit counteracts lateral sway and can also be used as a seat when resting.

The frame rolls so freely that even children and adults who have been restricted to power wheelchairs have found a way to propel themselves forward by their own efforts.

FROM MESSAGE BOARDS TO SNOWBOARDS

Adaptive Board Chicks went from a single Instagram post to a Grant Support Programme success story.



Adaptive Board Chicks has brought together women of all abilities to improve their snowboarding skills.

In April 2019, Dutch snowboarder Renske van Beek and her teammate Lisa Bunschoten used the social media platform Instagram to launch Adaptive Board Chicks. The initiative aims to inspire more women to experience the thrill of Para snowboard.

Their #girlpower hashtags soon came to the attention of the IPC, and the Agitos Foundation's Grant Support Programme (GSP) has supported Adaptive Board Chicks in holding two week-long camps for female riders over the 2019-2020 season.

The rationale for the initiative is that Bunschoten and van Beek have been on the World Cup circuit for more than five years and noticed a drop in female participation in some sport classes. Bunschoten explains that their efforts are designed to reverse that trend.

"Maybe some girls think that board sports are a little bit more extreme and a little bit more for guys. We talked about what we could do as athletes to inspire more girls," Bunschoten said.

And they have. Riders from Canada, Hungary, Italy, Poland, Romania, Spain and Switzerland

land answered the call and joined the Dutch riders at the group's inaugural training camp in Landgraaf, Netherlands, in October 2019.

In addition to snowboard training, the 14 participants did some cross-over sports, including a skateboarding clinic, and heard speeches from Bunschoten and van Beek about the lifestyle of a competitive athlete.

"I'm super proud of all the girls," added van Beek. "It makes me really happy to see them progress and hopefully they will compete with us. But the most important aim is that we are going to have fun and just ride."

“When you have a disability, a lot of people think ‘You cannot do stuff like snowboarding’. It’s a great feeling to show people that even with prosthetics you can still do everything you want.”

Lisa Bunschoten, Dutch Paralympic snowboarder

WOMEN RAISE THE BAR IN PARA POWERLIFTING

The She Can Lift: Women in Para Powerlifting Programme was launched with the support of the Agitos Foundation Grant Support Programme to improve gender equality not only in athletes, but also among coaches and technical officials.

In 2019 the programme delivered five women's only education courses across the Americas, Asia and Europe, directly certifying and empowering 60 women from 13 NPCs.

Women's Para powerlifting debuted at the Sydney 2000 Paralympic Games, and in the last two decades it has seen a near 100 per cent growth in female athletes competing.

She Can Lift helps challenge some of the perceptions of women in Para powerlifting, according to Dillon Richardson, Development Manager for World Para Powerlifting.

"The idea is to certify more female coaches and technical officials. These women return to their home and can become the leaders of this sport in their country. They can change the attitude, change the image and the perception of the sport within their home countries."

Shido Mat Shah, an educator from Malaysia who took part in the programme in Nur-Sultan, Kazakhstan, said: "This is a great [opportunity] for women in Para powerlifting. Everyone should have the right to participate. No matter what their gender or religion, they should have the chance to represent themselves on the world stage."

She Can Lift is already having an impact. During a session at the Nur-Sultan 2019 World Junior Championships, the entire panel of referees and jury was made up of female technical officials.

"It was special when we all realised that," said Zita Gyerko from Hungary, who also led the Abuja 2020 World Cup as the Technical Delegate. "Women's involvement in the sport is growing in all roles."



NPC Nicaragua hosted one of the She Can Lift education courses.

60
Female athletes, coaches and officials from 13 NPCs have directly benefited from the GSP support for the She Can Lift programme.



Athletes and officials have benefited from She Can Lift.

THE INFORMATION EXCHANGE AT THE HEART OF PARA COACHING

The ‘Road to Tokyo 2020’ initiative will leave a lasting coaching legacy from the next Paralympic Games.



Para judo coach Aesha Munawar from India (right) learns new skills in Japan.

“ A good coach is a second father. He is a leader and a role model. You need knowledge and experience to succeed as a coach, so these courses are essential to make a difference.”

Mah'd Hussen Hasan Abualruz,
Para powerlifting coach, Jordan



The initiative's first coaching seminars were staged in Japan in November 2019 (archery, judo, powerlifting, taekwondo) and February 2020 (table tennis, badminton, swimming). This is what is meant to some of the coaches who took part.

AAESHA MUNAWAR - PARA JUDO COACH, INDIA

“My first goal for Para sports in India is to bring awareness. As a coach, we have a chance to make a difference in so many people's lives. If you train a coach, you train an entire team of players. And it will not just be one year or two years - it will be years of coaching and experience from that coach. It's been wonderful because we have learned so much.”

LIBAN ALI MOHAMMED ALJOMAI - PARA TAEKWONDO COACH, YEMEN

“In my country, because of war we have a lot of disabled people. These people didn't have any hope, but with Para sports they found hope. They are amazing people and I like them because they are strong and want to make something good. I want to thank the IPC Membership Programmes, because they have given me knowledge so I can improve the athletes in my country.”

FATIMA IMRAN - PARA BADMINTON COACH, PAKISTAN

“My sister has a disability. I don't want people with disabilities to feel like they are inferior to other people. That's why I decided to take part in Para sports coaching. I'm very thankful the IPC is providing us with coaches who are trying to make us the best we can be. They're improving our skills and abilities. I've learned a lot and I feel energetic and happy!”

BRIAN ONG - PARA SWIMMING COACH, PHILIPPINES

“It's important for a coach to have the right knowledge. They should be properly equipped, because as a coach you can hone many other athletes and train future athletes.”

Coaches from across Asia enjoyed a series of practical and classroom sessions in a range of sports as part of the Road to Tokyo 2020 initiative.

Developing the Paralympic Movement is at the core of the IPC. In April 2019 the Agitos Foundation, the Tokyo Organising Committee and the Japanese Paralympic Committee signed a memorandum of understanding (MoU) that secured the long-term development of Para coaching.

The ‘Road to Tokyo 2020’ agreement sets the stage for knowledge-sharing from more advanced sporting nations, including Japan, with the National Paralympic Committees of other countries - particularly in Asia.

- THE PROGRAMME AIMS TO:**
- Enhance the administrative capacities and standardise the technical knowledge of NPCs across the world.
 - Improve the operation and structures of the world's NPCs and national federations, develop coaches' expertise and improve Para athletes' performance.
 - Elevate the technical knowledge of coaches and educate athletes to raise the bar of the Paralympic Movement.
 - Promote awareness of the Paralympic Movement and the achievements and stories of the world's greatest Para athletes.

THIRST FOR KNOWLEDGE HELPS BHUTAN TARGET GAMES DEBUT



Founded in April 2017, one of the smallest NPCs has embraced sport technical training to help develop its first Para athletes.

Although one of the youngest NPCs, Bhutan has been hungry to increase its knowledge. It has signed MoUs with the National Federations for Olympic archery, athletics, swimming and table tennis, which has enabled it to increase its pool of coaches and classifiers.

Such has been the rate of development that NPC Bhutan is on course to make its Paralympic debut at Tokyo 2020. In November 2019, it hosted a Sport Technical Course in Timphu – the first international Para sport event to be hosted in the country. Here two Bhutan officials explain why the opportunity to learn from other nations is essential for their development.

PENJOR GYELTSHEN, TECHNICAL DEVELOPMENT OFFICER

“To develop Para athletes we need coaches. When we have coaches, more people will be involved in this movement. That is how we will grow as an NPC.

“As a small, young NPC we are always thinking about making sports more inclusive and giving more opportunity to people living with disabilities. We want coaches to be trained. These coaches can help educate the school coaches, and school coaches can educate all the people.

“It’s always good to create opportunities like this, where coaches from countries come together and share their knowledge. We’re very happy that the NPC Development Programme afforded us this opportunity to host this course. It has made a big difference for a small NPC like Bhutan.”

YESHEY CHODEN, PARA ARCHERY COACH

“There are many disabled people in Bhutan who don’t get much of an opportunity to play sport. I really wanted to bring a small change; that’s why I took up coaching.

“Para archery is still new in Bhutan, but it’s important that coaches be trained and have more experience so they can share their knowledge to their athletes. In a three-day programme I learned so many new things, from bow technology to how to talk to athletes.

“The most inspiring thing I’ve learned is that sport is for everyone. Now I promise that I will bring the learning from this course to athletes in Bhutan.”

NPC Bhutan was showcased as a best practice NPC at the 2019 IPC General Assembly and Conference.

**NPC Bhutan
was showcased as a
best practice
NPC at the 2019
IPC General Assembly
and Conference.**

“WE’RE BUILDING THE NEXT GENERATION OF LEADERS”

IPC Athletes’ Council Chairperson Chelsey Gotell talks through the development of the landmark Athletes’ Council Strategy, building a strong foundation and long-term vision.

THE ATHLETES’ COUNCIL STRATEGY WAS THE MOST IMPORTANT THING WE’VE DONE IN THIS ENTIRE TERM.

It’s been a long time coming, simply because the Athletes’ Council has always engaged more reactively than proactively. By creating a four-year strategy in line with the IPC’s Strategic Plan, we’ve had the ability to proactively look forward with how we’d like to engage the athlete community and the membership in having an athlete voice and build resources to support the athlete community.

EVERYTHING IN OUR STRATEGY WAS DEVELOPED FROM ATHLETE FEEDBACK OF WHAT THEY WANTED.

That’s huge – if we didn’t have this, we wouldn’t know where to go. Now we’re looking a year-and-a-half ahead and thinking ‘what do we want to be implementing by then and how are we going to get there?’

IT’S BEEN IMPORTANT TO DETERMINE WHAT ATHLETE-CENTRIC MEANS.

Almost every sport organisation says it is athlete centred. It sounds great, but they don’t

necessarily know what that means or how to implement it. We’re giving them the tools they need to implement it based on what their governance looks like. By giving organisations that resource, and the support of Primrose Mhunduru [the IPC’s Athletes Engagement Manager] it’s given them the ability to step up their game, and then for us to challenge them to be better.

THERE IS NO ONE-SIZE-FITS-ALL APPROACH TO BETTER ATHLETE ENGAGEMENT.

It needs to be appropriate for each country. Some of our developed nations have athletes’ councils and athletes on their boards. That’s good, but what else can they be doing to be more effective? Do they have an athlete council strategy? How is their athlete council engaging their athlete community? Then, for the developing nations, it’s setting up frameworks. How do you even get an athlete rep on your board? What do we need to change in your constitution to get there? What does it mean to have an athlete voice and how do you engage in the different operational areas?



“It is essential that athletes are on the same page as the IPC, so getting to spend quality time with the IPC executive is invaluable.”

Chelsey Gotell, Chairperson, Athletes’ Council

WE’RE TRYING TO BUILD ATHLETE LEADERS.

Building athlete leaders is at the core of everything the IPC Athletes’ Council is doing. When we look long-term, athletes who have strong leadership, communication and governance skills will be more inclined to become community leaders, business leaders, Governing Board members and hopefully future presidents of the IPC, NPCs, IFs, IOSDs, etc. If they don’t have the tools and support from our current leaders that are required to be effective, then they are never going to get there. At the end of the day, it’s about leaving a meaningful imprint on the movement that will benefit anyone who follows.

WE LAUNCHED GUIDELINES TO HELP ATHLETES BECOME BETTER REPRESENTATIVES.

We have had athletes coming forward saying they don’t know how their role fits in the organisation, or how to effect change because there are a lot of issues and they don’t know how to address them. Our guidelines help uplift them in being better at their role as athlete reps and what we expect of the Paralympic Movement.

THE GUIDELINES MAKE THE PARALYMPIC MOVEMENT STRONGER.

You can build the strongest athlete movement you can, but if organisational governance doesn’t support it then it is not going to be effective. So, we built these two guidelines side-by-side, and when you put them together it builds a stronger athlete representation across the Movement. That was our number one priority on the strategy.



The IPC Athletes’ Council members at the IPC headquarters in Bonn, Germany.

LONG-TERM VISION IS IMPORTANT TOO.

It’s important for us to always be looking forward and staying current on the key topics that affect the athlete community. In 2017, the IPC made a commitment to host the IPC Athletes’ Forum every two years. The Athletes’ Forum provides an avenue to meet with all of our athlete representatives face-to-face for three days to share updates, educate the representatives and have valuable discussions about the future of the athlete voice and overall Paralympic Movement. The outcomes from each Forum provide the Athletes’ Council with further direction of areas we need to advocate for or resources we need to implement to better support athletes.

70
Athlete
representatives
across NPCs,
Regional Organisations,
IFs, IOSDs,
Organising Committees,
WADA and the IOC
attended the second
Athletes’ Forum in
Colorado Springs, USA,
in November 2019

BIG PICTURE KNOWLEDGE-SHARE IS VITAL.

We build our Forum agenda on the feedback from the athletes. It’s what they want to learn about, so they go back to their NPCs or International Federations better equipped as athlete representatives and understand how their organisation fits within the larger Movement.

THE ATHLETES HAVE INVALUABLE TIME WITH THE IPC EXECUTIVE.

It is essential that athletes are on the same page as the IPC, so getting to spend quality time with Andrew Parsons [President], Mike Peters [CEO], Liz Riley [General Counsel], James Sclater [Director of Anti-Doping] or other key IPC management is important. We think it’s vital that the people with the responsibility for the operation and governance of the IPC have face-to-face meetings with the athletes. They can take away the issues the athletes are dealing with and understand how to deal with them in the short and long term.

REDEFINING LEADERSHIP - THE FUTURE IS FEMALE



Diede De Groot of the Netherlands and Yui Kamiji of Japan congratulate each other after the Women's Wheelchair Singles Final at the 2019 Australian Open.

First established in 2003, the IPC's Women in Sport Committee (WiSC) continues to advance the role of women across the Paralympic Movement. It advocates for the full inclusion of girls and women at all levels of Paralympic sport, identifies barriers that restrict participation, and oversees the implementation of initiatives to increase participation.

Helping to increase the number of women in leadership positions is another key aim of the WiSC. Shining a light on role models is central to this, so we asked three female leaders to share the details of their journeys to senior positions.

INTERNATIONAL PARALYMPIC COMMITTEE: WHAT DOES YOUR ROLE ENTAIL?

ALINA POLCANOVA (AP): It's wide-ranging, and because we've got limited staff it encompasses more than the common duties of a Secretary General. I perform managerial and administrative duties, public relations, event co-ordination and partner sponsorships. But the most important part is working with Paralympians: helping them recover from injuries and stress, develop positive mental attitudes, and keeping them informed about Para sport opportunities.

FARIBA MOHAMMADI (FM): In accordance with the IPC Medical Committee 2018-2022 Strategic Plan, I'm one of the lead members on the periodic health evaluation of officials and the dissemination of knowledge in educational material.

SONIA BIDOUH (SB): I play the role of administrative director, so I ensure admin, legal and personnel tasks are completed. I'm the link between the administration and the executive board. Among others, I participate in decision-making concerning strategy and development, budget preparation, and internal and external communication.

IPC: WHAT WAS YOUR JOURNEY TO THIS POSITION?

AP: I've been involved in the Paralympic Movement in Moldova for more than 20 years. In 1998, I participated in the formation of the Moldovan NPC. I was Chef de Mission at Beijing 2008, London 2012 and Rio 2016. Between 2000 and 2017 I was the NPC's international communications, PR and sports development manager. Then I was appointed Secretary General. I'm also an associate professor at the Technical University of Moldova, with a PhD in economic sciences.

FM: I'm an academic member in the sport medicine department of the sport sciences research institute of Iran. I have a PhD degree and have been an international goalball referee for 17 years. I was introduced to the IPC after the Rio 2016 Paralympic Games. I was invited to an interview with the then IPC Medical Committee chair Dr Cheri Blauwet and my committee membership was confirmed. It was a great honour for me.

MEET THE PANEL



Alina Polcanova
is Secretary General of NPC Moldova.



Fariba Mohammadi
(Iran) is a member of the IPC Medical Committee.



Sonia Bidouh
is Secretary General of NPC Tunisia

SB: I didn't plan to get here: it was a combination of chance and the desire to succeed. I joined the NPC in 2000. In 2001, I took the nomination of Secretary General after it became a dual role of Secretary General within the executive board and administrative director. Over the years, the number of staff at our NPC has quadrupled.

“Having more female leaders is important because it changes preconceptions about who can lead and what qualities are necessary in a leadership position.”

Alina Polcanova,
Secretary General, NPC Moldova

IPC: DID YOU HAVE A MENTOR WHO ENCOURAGED YOU TO TAKE THIS ROLE?

AP: I've always had strong professional ambitions, but I lacked clear strategic goals and ways to achieve them. Rita van Driel, chair of the IPC WiSC, helped me identify my difficulties and overcome them. She was my mentor on the WoMentoring Programme from 2014 to 2016. I'm genuinely thankful for the resources and guidance she gave me.

FM: Many people were influential in my path to the Paralympic Movement. Professor Mohammad Vaezmousavi and Dr. Peter van de Vliet were important mentors. They did their best to make me believe in my abilities and boosted my confidence to operate at an international level. My friend Zahra Nemati [the Iranian Paralympic and Olympic archer who won gold at the London and Rio Paralympics] is an inspiration for women with disabilities. The officials of the NPC Iran, especially Mahmoud Khosravi Vafa, also helped me to grow.

SB: Ali Harzallah, the president of our NPC, believed in me. He is a gentleman who enjoys his work and doesn't stop finding strategies for improving a situation. Rita van Driel is a dynamic woman in the Paralympic Movement. Family is also essential for success. Finally, many women are inspirational for what they have achieved in the wider world. Angela Merkel - a confident woman, a woman of iron - is one.

IPC: WHAT ARE YOUR AMBITIONS FOR THE ROLE?

AP: My goals are to create a well-functioning system of motivated stakeholders; provide access to necessary resources; and create an effective NPC organisational structure with experienced staff - including women with a wide range of responsibilities.

FM: I hope to create a space for Para athletes - especially female athletes - to learn about relevant medical issues. I hope Para athletes from all over the world can have equal opportunity to access the latest medical information and training. Ultimately, I'd like to form volunteer movements to teach Para athletes about relevant medical issues and employ eligible women to lead them.

SB: To keep the strengths achieved, debate the drawbacks, and do better with more sophisticated means. I want to always be up-to-date and do my best for Paralympic athletes, women, Tunisia and Africa.

“Organisations such as the IPC Women in Sport Committee are crucial to ensure the elimination of all forms of discrimination against women.”

Sonia Bidouh,
Secretary General, NPC Tunisia

IPC: ARE YOU TRYING TO ENCOURAGE MORE WOMEN INTO LEADERSHIP POSITIONS?

AP: Yes. We try to involve our female athletes in decision-making activities to provide the intensification of their self-esteem and the possibility of further development.

FM: Yes! I love to do this. I've encouraged women to study and improve their knowledge; to demonstrate their abilities in public; to improve their self-confidence; and to take more responsibilities and experience a higher level of decision making.

SB: Absolutely, yes. Encouragement can take many forms: the work and motivation of women in administration; professional promotions; regulations that secure women's rights; increasing women on the executive board; increasing the number of female coaches; technical advisers, directors and classifieds; and inviting women to take advantage of training on the Paralympic Movement.

“I advise all women to believe in their abilities, improve their knowledge and skills and, most of all, not be afraid of failure.”

Fariba Mohammadi,
member of the IPC Medical Committee



Tunisia's Raoua Tlili (centre) won the F41 women's discus at the 2019 World Para Athletics Championships.

IPC: WHY IS IT IMPORTANT TO HAVE ORGANISATIONS LIKE THE WISC COMMITTEE CHAMPIONING THE ROLE OF WOMEN IN THE PARALYMPIC MOVEMENT?

AP: Having more female leaders is important because it changes preconceptions about who can lead and what qualities are necessary in a leadership position. Women in these types of roles break down barriers. They show everyone what women can do and achieve.

FM: Female athletes are a significant part of the Paralympic Movement's human capital. It's important to have equal opportunities to use facilities, education, treatment in terms of women's presence in internation-

al competitions and events, and employing women in key positions and involving them in decision making.

SB: Because despite everything, in 2020 women in general remain the weak link in several places in terms of rights. Organisations such as the WiSC are crucial to ensure the elimination of all forms of discrimination against women.

IPC: WHAT ONE PIECE OF ADVICE WOULD YOU GIVE THAT WOULD ENCOURAGE MORE WOMEN TO GET INTO LEADERSHIP POSITIONS?

AP: Use your natural abilities and talents. Good sense, emotional intelligence, flexibility, adaptability, connecting with co-workers and your work-life integration all strengthen your position. Wearing many hats is common in women's lives. We balance careers, households and hobbies, so find new uses for your natural leadership qualities to create positive solutions to life and work problems.

FM: Gender inequalities, especially at management level, have led to the underestimation of women's potential. The best group to help women grow are women themselves. I advise all women to believe in their abilities, improve their knowledge and skills and, most of all, not be afraid of failure.

SB: Trust yourself, be humble, listen, don't be afraid of criticism. Think strategically, work in a team, and be smart and courageous. With hard work you'll get leadership positions.



Zahra Nemati was the flag bearer of the Islamic Republic of Iran at the Opening Ceremony of the Rio 2016 Olympic Games

CHANGE STARTS WITH SPORT



“To any girl or boy, if you guys look different or you think you look different, never let society determine what you see when you look in the mirror. Never let society determine the preconceived notion of what is possible. Go for it.”

Oksana Masters, 2020 Laureus World Sports person of the Year with a Disability winner.



2

FURTHERING THE REACH OF THE PARALYMPIC GAMES

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.

BUILDING A BUZZ TO CREATE RECORD GAMES INTEREST

A remarkable #1YearToGo campaign captured attention and generated record ticket requests as excitement grew for Tokyo 2020.

To capture the interest of the Japanese public at the Tokyo 2020 Paralympic Games, the organisers launched a campaign with superstar Paralympians at iconic landmarks in Tokyo.

A stunning series of eye-catching posters paid immediate dividends as the Tokyo 2020 Organising Committee revealed record-breaking interest in the Paralympic Games.

The #1YearToGo campaign was launched in August 2019. Each image combined the world's leading Paralympians with must-see locations in the Japanese capital.

Mami Tani (triathlon), Markus Rehm (athletics), Matt Stutzman (archery), Shingo Kunieda (wheelchair tennis) and the late Siamand Rahman (powerlifting) all posed in front of iconic backdrops.

The campaign was designed to enhance the efforts of Tokyo 2020, the Japanese government, Tokyo Metropolitan Government, the media and all Paralympic Games partners. It formed a key part of the IPC's efforts to further the Paralympic Games' reach as a celebration of diversity.

A succession of complementary decisions, including the positioning of Tokyo 2020 Paralympic Games tickets as affordable, family friendly and completely unmissable, reinforced the campaign's key messages.

STRENGTH IN NUMBERS

As a result of the #1YearToGo campaign, eager spectators made more than 3.1 million ticket requests during the first Tokyo 2020 Paralympic Games ticket lottery.

That figure is more than three times the demand experienced before London 2012. It also exceeded the 2.3 million tickets available for the Games.

IPC President Andrew Parsons cited the growing recognition of Paralympic athletes in the Japanese media, as well as extensive Paralympic Games branding across Tokyo, as further evidence of the event's surging profile.

He said: "I'm ecstatic. This is completely unprecedented and proves the huge interest there is for the Paralympics in Tokyo and Japan. It shows we are on course for the best Paralympics yet. I'm certain Tokyo 2020 will produce the biggest transformational impact on society of any Paralympic Games."



The 'Armless Archer' Matt Stutzman helped launch the Tokyo 2020 #1YearToGo campaign.

“Seven years have passed since I gave my bid presentation and heard the announcement of ‘Tokyo’ as the winner. Now the city will host the Paralympic Games. How exciting is that?”

Mami Tani, the first Japanese world champion in Para triathlon

WHAT THE ATHLETES THOUGHT ...

MAMI TANI (JAPAN) - RAINBOW BRIDGE, ODAIBA
"I'm imagining the moment when I will be running with a lot of support and cheering from people in my hometown. I hope all of the Paralympic venues will echo with everyone's support."

MARKUS REHM (GERMANY) - TOKYO TOWER
"I'm honoured to be selected as the first athlete for the campaign, and the result is amazing! I hope many people will see the image and will come to the stadium with their family for what will be a historic Paralympic Games."

MATT STUTZMAN (USA) - RED FUJI
"I'm thrilled to be part of this campaign. I encourage everyone to go out and buy tickets to see the exciting competition and share in the experience of the event."



The Men's Elite wheelchair group during the Tokyo Marathon, March 2020.

TOKYO - A CITY PROVIDING AN ACCESSIBLE VISION

Tokyo 2020 will not just transform the public's understanding of persons with disabilities. It will also be the catalyst for dramatic change in the world's largest city, leaving an enduring legacy that will benefit millions for decades to come.

In 2019, SKYTRAX named Tokyo's Haneda Airport as the world's best airport for persons with reduced mobility. The award was the result of more than a decade of deliberate consideration and action, starting with a re-evaluation of the airport's design and followed by ongoing improvements since 2010.

But Haneda Airport's progress is just one aspect of a huge transformation. Across Tokyo:

- 90 per cent of train stations and airport terminals now have flat floors
- 94 per cent of bus terminals now have flat floors
- 100 per cent of all transport hubs will be accessible before Tokyo 2020

The number of accessible trains and low-floor buses has also dramatically increased. Combined, these achievements will leave a long-lasting change in Tokyo's physical environment.

Employment attitudes are also set to evolve, following the attitudinal changes and enhanced employment opportunities London 2012 and Rio 2016 delivered.

Athletes come to Tokyo knowing that they will be watched around the globe. Twenty-one disciplines from 19 sports will be broadcast live from Tokyo 2020 - a significant increase on the 12 sports broadcasted at Rio 2016. The IPC is anticipating that a cumulative 4.25 billion people will tune into the Games.

And that is important because these Games are, and will be, a platform to change global attitudes towards persons with disabilities, the world's most marginalised minority group.

TRIED AND TESTED - PARA BADMINTON GEARS UP FOR TOKYO 2020

Stuart Borrie, Chief Operating Officer of the Badminton World Federation, explains how Para badminton prepared for its debut at the Paralympic Games with a superb 2019 test event in Tokyo.

INTERNATIONAL PARALYMPIC COMMITTEE: WHY IS IT IMPORTANT FOR PARA BADMINTON TO BE PART OF THE PARALYMPIC GAMES?

STUART BORRIE: It's fantastic for the players and wider badminton community to be accepted into the Paralympic Games programme, because it opens endless opportunities to build on all the hard work done in the lead up to Tokyo 2020.

With Japan's fantastic pedigree and recent Para badminton successes, we're looking forward to a fantastic week at the Games. And next to this lies the pathway we create to harness development and build the necessary infrastructure to ensure Para badminton continues to thrive globally post-Tokyo.

IPC: WHY WAS IT IMPORTANT FOR THE SPORT TO STAGE A TEST EVENT AHEAD OF THE PARALYMPIC GAMES?

SB: It provided an important validation of the many different operational areas necessary to deliver a high-level Para badminton event.

The test event gave valuable experience to the Games-time workforce. It also ensured the technical areas of the venue, layout, flooring, and the sports equipment were fit for purpose. Finally, the event provided an important testing platform for the information technology infrastructure - including on venue results systems, which is difficult to do without a live event happening.

Our players and the wider badminton community were able to get a taste of what to expect at the Games, which is fantastic. Para badminton has great potential in Japan

and the test event created valuable promotion for Para badminton ahead of the Paralympics.

IPC: WHAT ARE THE BENEFITS IN DOING A TEST EVENT LIKE THIS?

SB: The biggest plus point is the orientation delivered for the Games-time workforce, some of whom have never been involved with Para badminton before. They now have a tangible understanding of what the sport involves.

Putting into practice the players' journey, from arrival at the venue, through warm-up, preparation, going onto the court, completing their match and media obligations, and their cool down and departure was hugely beneficial. It ensures the system works and everyone is familiar with it.

“Our inclusion at Tokyo 2020 is recognition of the sport's global growth and celebrates our 'one sport - one team' approach, bringing together the whole badminton family.”

Stuart Borrie,
chief operating officer of the
Badminton World Federation

IPC: THIS WAS A FULL-SCALE INTERNATIONAL EVENT. WHY WAS THAT IMPORTANT?

SB: It was great for the players that the test event also served as a qualifying tournament for Tokyo 2020.

The event attracted top athletes from around the world, which gave local organisers and the BWF a great product to promote. We had a large number of spectators and a substantial media representation, which bodes well for Para badminton being well received come the rescheduled Paralympic Games in 2021.

IPC: HOW HAVE YOU FOUND WORKING WITH THE IPC AHEAD OF TOKYO 2020?

SB: We've received tremendous support from the IPC. It's been crucial to help us navigate through the specific challenges of organising a Para badminton competition at the Paralympic Games.

In 2019, we also received the news from the IPC that Para badminton had been included in the sports programme for the Paris 2024 Paralympic Games. This provides us with a great opportunity to build on all the hard work done in the lead up to Tokyo 2020 and, together with the IPC, continue to create awareness of the sport and our development initiatives.

This opportunity to apply a long-term strategy will influence Para badminton positively both at the elite and grassroots level in many countries. Fans of Para sport will love to watch our exciting, fast-paced sport. Being part of the Paralympics allows more people to see this great sport than ever before.

JAPAN PARA BADMINTON INTERNATIONAL

35
Countries
took part.

6
Every Para
badminton class
was included.

14
Every Tokyo 2020
Para badminton
medal event
was played.

IPC: WHEN IT COMES TO MAXIMISING AND ENHANCING THE GAMES EXPERIENCE, ONE OF THE IPC'S STRATEGIC PRIORITIES IS TO PROVIDE AN ENVIRONMENT FOR CLEAN, SAFE AND WELL-OFFICIATED SPORTING COMPETITION. DOES YOUR TEST EVENT MAKE IT EASIER TO ACHIEVE THAT AMBITION?

SB: Yes. It gave us a platform to ensure the highest possible standard of competition delivery.

Everyone involved in the Japan Para Badminton International clearly understood the significance of the event and the expectation of it being a clean, safe and well-officiated tournament. This created a level of security about the success of the competition during the Paralympics. It also created the opportunity of a long-term legacy for Para badminton in Japan.



The Yoyogi National Stadium will play host to Para badminton at the Tokyo 2020 Paralympic Games.

PARAPAN AMERICAN GAMES PROVIDE STEPPING-STONE TO TOKYO 2020

As shown at the 2019 Parapan American Games, the Agitos Foundation’s development work has broadened the number of countries and athletes competing in Para sport.

HERBERT’S STORY

- Herbert Aceituno was the first power-lifter from El Salvador to compete at the Paralympic Games.
- He was the flag bearer for El Salvador at the Opening Ceremony of both the Rio 2016 Paralympic Games and the 2019 Parapan American Games.
- He won gold in the 65kg category at the 2019 Parapan American Games and was awarded Best Male Athlete.

“I was born with achondroplasia – so I’m of short stature – and hydrocephalus, which is a build-up of fluid in the brain. Doctors told my mother that I would only live three months.



Herbert Aceituno and his Parapan gold.

I remember when the Lima 2019 Parapan American Games were just a few days away and I was already very excited. I had a clear objective in mind: to reach the podium. I was sure it was possible. Any medal would be welcomed.

My first lift, however, was null. Far from becoming demotivated, I remained calm. Just before my second lift, when I was standing in front of the bar, many images came to my mind: the hours of sacrifice and hard training, and most of all, my country that I had to represent with dignity. I was not alone; more than six million Salvadorans were raising that bar with me. That gave me the momentum I needed.

That’s when I lifted 180kg, a new Games record, and went on to take first place.

My triumph was a demonstration that you can achieve your goals if you set out to do so; there is no barrier that cannot be overcome. That’s what that gold medal meant to me. We brought back a Parapan American title to El Salvador after 20 years and broke a record.

The celebrations back in my country were extraordinary. The mass media was waiting for my return. I had a very special family dinner and celebrated with my coach, my teammates and the National Paralympic Committee.

Sport is about renewing yourself constantly. The happiness for this victory will last forever, but there are still new competitions, new goals. I imagine myself competing at the Tokyo 2020 Paralympic Games. My ultimate dream is to win a medal there or at Paris 2024. I want to be an important part of the history of Para sports.”



Of the **1,850** athletes at the 2019 Parapan America Games, **110** athletes from **21** countries had taken part in activities delivered or funded by the Agitos Foundation.

NPC EL SALVADOR - FAST FACTS

75% of their national coaches were trained as part of the NPC Development Programme.

50% increase since 2017 in the number of Para athletes practicing Para sport.

2,000 Para athletes now participate in 15 sport disciplines.

ELLIOTT’S STORY

- Elliott Loonstra was Aruba’s sole athlete at the 2019 Parapan American Games.
- His family owns a scuba shop. A scuba diver approached Elliott in 2017 and asked if he would be interested in Para taekwondo. He is now Elliott’s coach.
- Elliott is aiming to become only the second athlete from Aruba to compete in a Paralympic Games.

“I’m the first Para taekwondo athlete from Aruba and I love it. The slight challenge is that in Aruba we have so few Para athletes that there aren’t many people to compete with. So, my first competitive experience was in 2018 at an Agitos Foundation-funded training camp in Brazil, hosted by the National Paralympic Committee Development Programme.

When we went to Brazil, I got a lot of action and we made new friends, so much so that one of the coaches there invited us back to train for a few months with them. But I still wasn’t prepared for what came next.

On the flight to Lima I was just strangely calm because I didn’t understand how big the event was. But when I walked into the Opening Ceremony as the flagbearer, I’m like ‘OK, I understand how big this is now’.

And immediately it changed my attitude of ‘OK we’re just at another tournament having



Elliott Loonstra (right)

a fight’ to ‘Oh no, this is the next level, high-level tournament. Everyone is watching, you’re representing your country.’ That was a huge shift in perspective.

Being Aruba’s only Para athlete was a unique experience to me because it’s kind of like finding a whole different tribe of people you can relate to. A lot of the time in Aruba I feel like I’m the only guy here with a disability. But once I was there and saw everyone, everyone was just rocking out, showing off how talented they are. I remember the first day I was there, a guy did a double-spin kick, and I’m just looking at him like ‘Wait. What? How did you do that?’

Sports change people’s attitudes and I’ve inspired a couple of other people with disabilities to start considering sport. There is something about competing internationally for just over 100,000 people and knowing that they’ve also got your back.”

NPC ARUBA - FAST FACTS

Although one of the IPC’s newest NPCs, the assistance from the Agitos Foundation has ensured NPC Aruba is now an example of best practices. Among its achievements are:

- **A sport technical education plan** developed to increase the number of trained coaches, classifiers and officials, and talent ID.
- **Affiliations built with the National Federations** of taekwondo, tennis and triathlon, and created with the National Federation of boccia.
- **Grant used to launch a schools programme** targeting physical education teachers and raise awareness of Para sports.



COMPETITION TO MAKE THE PARALYMPICS HOTS UP

The race to be part of the Paralympic Games is just as competitive for the sports as it is for the athletes. Jürgen Padberg, the IPC's Paralympic Games Sport & NPC Services Senior Manager, explains how the Paris 2024 sport programme was determined.

INTERNATIONAL PARALYMPIC COMMITTEE (IPC): HOW LONG DID IT TAKE TO DECIDE WHICH SPORTS MADE THE PARIS 2024 PARALYMPIC GAMES?

JÜRGEN PADBERG (JP): From start to finish the whole process took 15 months. We started in November 2017 by giving Recognised International Federations an opportunity to put forward proposals. At the same time, we also invited International Federations from the Tokyo 2020 sport programme to put forward new sport disciplines for consideration.

The process then went through various stages until the IPC Governing Board made a final decision in January 2019.

IPC: HOW MANY SPORTS APPLIED IN THE FIRST STAGE AND WHAT WERE YOU INITIALLY LOOKING FOR?

JP: Eight new sports from Recognised International Federations (arm wrestling, CP football, golf, karate, Para dance sport, powerchair football, sailing, surfing) applied for inclusion during the first stage. Three sport disciplines from Tokyo 2020 IFs also applied (3x3 wheelchair basketball, Para trap shooting, taekwondo poomsae).

During this stage we were looking at whether the sports met certain core requirements of the IPC Handbook, including compliance with the World Anti-Doping Code, IPC Athlete Classification Code, quadrennial competition calendar and worldwide reach.

CP football, golf, karate, Para dance sport, powerchair football and sailing progressed to the second stage, whereas karate and Para dance sport went forward to be potentially considered as additions outside of the official Paris 2024 Paralympic sport programme.

IPC: THE SECOND STAGE INVOLVED A THOROUGH ASSESSMENT OF ALL IFS. WHY WAS THIS NEEDED?

The second stage involved the sports that had progressed from the previous phase and the 22 sports from the Tokyo 2020 Paralympic programme. Between February 2018 and July 2018, each IF needed to complete and submit comprehensive application packs that gave us much deeper insights into each sport.

The pack featured a series of questions regarding each sport's governance, rules and regulations, anti-doping programme compliance and activities, worldwide reach, and quadrennial competition programme. Classification Code compliance was also assessed, and the IPC considered the costs and complexity of operations on the Paris 2024 Organising Committee.

“ I think the final Paris 2024 programme is extremely attractive and exciting. It features 22 Para sports that have strong global appeal, support gender balance and offer athletes with a wide range of impairments – including those with high support needs – opportunities to compete on the biggest stage of all in the French capital.”

Andrew Parsons, IPC President

This exercise not only allowed the IPC to evaluate the strength and potential of each sport, but it was also of value to each IF to self-audit what was working well and what areas needed improvement.

After assessing all the completed application packs, in September 2018 the IPC Governing Board progressed 23 sports – the 22 included in Tokyo 2020 and CP football – through to the final stage of assessment.

15
months
spent assessing
new sport disciplines
for Paris 2024.

IPC: HOW DID THE PARIS 2024 PROCESS REACH A CONCLUSION?

By October 2018, all 23 sports still in the running were provided with feedback from the IPC on their applications and several were asked for further information to be assessed ahead of the IPC Governing Board's final decision.

In January 2019, I did not envy the Governing Board in having to take the final decision as all 23 sports were viable for inclusion in the Games. Compared to previous years, it was pleasing to see how each sport had developed and the learnings they had taken on board from a similar exercise we had conducted for Rio 2016.

Ultimately, the Board decided to keep the Tokyo 2020 sports programme for Paris 2024. This ensured an attractive and exciting programme covering a wide range of impairments and an improved gender balance.

IPC: WHY CONDUCT SUCH A LENGTHY PROCESS IN THE FIRST PLACE?

The Paralympic Games is the pinnacle of Paralympic sport, so it's vital that the sport programme is a showcase of the best sports and the best athletes the Paralympic Movement has to offer. At the same time, strategically it is important to ensure the Games create opportunities for varying types of impairments, in particular athletes with high-support needs, while also providing equal opportunities for male and female athletes.

Meeting all these strategic objectives is no easy task and therefore we needed to do a deep dive of each sport to evaluate their strengths and weaknesses and to determine how they could enhance the Paris 2024 Paralympic Games.

The 22 sports the IPC Governing Board decided on for Paris 2024 meet the objectives outlined in the IPC Strategic Plan.

LEGACY AT THE CORE OF FUTURE GAMES

Looking beyond Tokyo 2020, the next four Paralympic Games are delivering on a key IPC strategy – to work closely with the IOC to increase Games visibility and brand awareness and to maximise cost savings and legacy plans under Olympic Agenda 2020.

BEIJING 2022 TO BE GREEN AND CLEAN



The official Beijing 2022 Olympic and Paralympic Winter Games Sustainability Plan was published in spring 2020. It details 119 different measures across 12 separate actions to help deliver a “green, inclusive, open and clean” Beijing 2022 Games.

The plan is ambitious in its aims. Across three key themes, it sets out how Beijing 2022 will meet its objective of “creating a new example for staging events and regional sustainability”.

The IPC, warmly welcomed the document as it complements the sustainability ambitions outlined in our 2019-2022 Strategic Plan.

The Beijing 2022 Sustainability Plan was the result of extensive collaboration between the People’s Government of Beijing Municipality, the People’s Government of Hebei Province, and the Beijing 2022 Organising Committee.

Many of the measures detailed in the report have already been implemented. Beijing 2022’s Sustainability Management System also received International Organisation for Standardisation (ISO) 20121 certification in November 2019.

SOME OF THE SUSTAINABILITY PLAN’S MAJOR OBJECTIVES INCLUDE:

- Tackling climate change to deliver low-carbon and carbon neutral Games.
- Implementing sustainable sourcing and promoting the development of a low carbon circular economy.
- Improving living conditions and increasing employment for residents around the competition zones throughout the Games preparations.

BRAND EQUALITY FROM PARIS 2024’S UNIQUE EMBLEM

It was no less than you would expect from one of the world’s great culture capitals, but Paris 2024 broke new ground when it created the first emblem in the history of the Games to be common to both the Olympics and Paralympics.

This bold decision reflects the desire of Paris 2024 to be both exacting and efficient in organising the Olympic and Paralympic Winter Games. These two celebrations of sport will also be spectacular, shared events. Paris 2024 hopes that its legacy will help change attitudes towards disability and make sport accessible for everyone.

The ground-breaking emblem features a fusion of three iconic symbols and together they embody

the idea of a friendly, people’s Games.

The medal symbolises sport. In adopting the shape and the colour of the most precious form of sporting recognition, the emblem expresses one of sport’s core values: striving for excellence.

The flame is an icon of the Olympic and Paralympic Movement. Handed over from Games to Games, the flame links nations and generations.

Marianne represents the image of France. With its feminine features, the emblem pays homage to one of the country’s symbols. Marianne embodies the revolutionary spirit that infuses the Games.



EXISTING VENUES CREATE COST EFFICIENCIES FOR MILANO CORTINA



In June 2019, Milano Cortina was elected as the host of the 2026 Olympic and Paralympic Games, beating off competition from the Swedish capital Stockholm. One of the stand-out features of Milan’s bid is the use of existing or temporary venues, with a strong emphasis on long-term legacy use.

Milano Cortina 2026 was in close liaison with the IPC throughout its entire bid process and has done much to drive down costs in line with New Norm reforms.

The vision of the Italian Organising Committee was to create a sustainable venue concept: of the 12 venues that will be used across the two Games, nine already exist, two are temporary and there will

be legacy use from the only one new permanent venue.

There will be no impact on natural parks or any other protected area. Meanwhile, there is a long-lasting legacy in accordance with the cities and regions’ development plans, and key to that will be an improvement of accessibility for future generations.

There will be a strong promotion of grassroots sport thanks to the renovated venues. The overall Games governance is designed to incorporate representatives of the Italian National Paralympic Committee at all levels to ensure full integration between the two events.

“The Paralympic Games provide an amazing opportunity to celebrate elite athletes while also fostering a more inclusive community for people living with disabilities.”

Janet Evans, LA28 chief athlete officer

COMMUNITY INVESTMENT THE FOCUS FOR LA’S FIRST PARALYMPICS



In 2028, Los Angeles will host its first Paralympic Games. Although it will be the third Olympic Games for the City of Angels, up until 1988 the Paralympics were held at a different location than the Olympics.

LA28 has fully embraced its city’s inaugural Paralympic Games as an exceptional opportunity to celebrate and showcase people with disabilities. While other countries have achieved remarkable success advancing Para sport awareness, by its own admission the US has yet to reach its full potential.

In June 2019, the IPC held workshops in New York and LA with leaders from LA28, US Olympic and Paralympic Committee (USOPC), broadcaster NBC and US Olympic and Paralympic Properties (USOPP) to provide a greater understanding of the IPC, the evolution of the Paralympic Games and the impact the 2028 Paralympics

will have on driving social inclusion in the US.

And the hard work has started: with the help of Paralympians who participated in athlete forums across the US, LA28 is working to ensure all athletes receive the same quality of services, treatment and respect in the 2028 Games. The Paralympic Games will use many of the same state-of-the-art facilities as the Olympic Games to create the greatest athlete and spectator experience possible.

Beyond high performance athletes, LA28 will help children across Los Angeles have more access to adaptive sport, as part of the organisation’s USD 160 million investment in youth sports, recognising that the benefit of sport at a young age should not be reserved for only able-bodied kids.



3

USING PARA SPORT TO CREATE 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.

THE POWER OF NUMBERS IN THE NPC DEVELOPMENT PROGRAMME



As part of its Worldwide Paralympic Partnership announced in 2015, Toyota developed an ambition to support NPCs and “change our society to be the one in which everyone can participate and contribute through the power of sports and mobility.”

To support its ambition, across eight years Toyota is providing support for the IPC and Agitos Foundation to establish sustainable programmes that will develop and strengthen NPCs at all levels across the Paralympic Movement. The initiative to deliver this is the NPC Development Programme (NPCDP), powered by Toyota.

The NPCDP has three core programme areas: athlete development; sport technical training for coaches, classifiers and technical officials; and organisational development for NPCs.

The programme started in 2017 and in its first three years 137 of the 149 eligible NPCs have engaged. Seven NPCs - Bhutan, Grenada, Guinea, Kiribati, Paraguay, Solomon Islands and Vanuatu - will likely make their full Paralympic debut at Tokyo 2020 as a result of NPCDP support.

278

Para athletes have attended major events, including 74 at World Championships, as a result of the NPC Development Fund.



(Top left) British Alpine skier Anna Turney attended an Athlete Support Development camp in Marrakech, Morocco. (Above) Oscar Makoube Moussima, from Cameroon, was supported to compete at the 2019 Nur-Sultan World Para Powerlifting Championships in Kazakhstan.

To additionally support the three core programmes, 44 Direct Financial Support Grants were distributed to 23 NPCs, directly helping 51,785 people. And that is not all. Here are some more impressive numbers achieved through the NCPDP:

ATHLETE DEVELOPMENT

- 20 Athlete Support Programme training camps were held in 15 countries across five continents, benefitting seven sports.
- The camps supported 548 Para athletes and coaches from 90 NPCs.
- 278 Para athletes have attended major events, including 74 at World Championships.

SPORT TECHNICAL TRAINING

- 107 NPCs took part in courses across 12 sports.
- 621 athletes, coaches, classifiers and technical officials have benefitted.

ORGANISATIONAL DEVELOPMENT

- 15 Organisational Capacity Management workshops were held.
- 34 NPCs have created strategic plans and 15 have developed marketing and communication plans.
- 22 NPCs have revised their constitution to include athlete representation mechanisms and eight have established an athlete development pathway.

BOCCIA HELPS GIVE TOYOTA A BARRIER-FREE MIND

Since becoming a Worldwide Paralympic Partner, Toyota has proactively encouraged its employees to engage with the Para sports of wheelchair basketball and boccia.

Boccia is a precision sport unique to the Paralympic programme. Ideal for high support need athletes, it can be played by individuals, pairs, or teams of three. All events are mixed gender. The aim of the game is to throw coloured leather balls as close as possible to a white target ball.

More than half of Toyota’s departments in Japan have started playing boccia, and over 12,000 employees have tried it as the company has held over 50 workshops on the sport.

Boccia also gives Toyota an opportunity to engage with disability communities. Some dealerships offer a space to try out boccia and a training location for local Para boccia players, while Toyota’s main manufacturing plant and the head office involve people from local disability groups to play boccia with employees and socialise with each other.

But what is it about boccia that makes it such a good fit at Toyota from boardroom to shop floor? Who better to explain than their employees?

EQUALITY

TOSHIHIKO NAGATA, DEPUTY GENERAL MANAGER OF OLYMPIC AND PARALYMPIC DIVISION

It’s important for our employees to learn about Para sports in general, but we thought it would be better if they were more deeply involved in certain sports. The beauty of boccia is that it allows just about anybody to compete - really compete - against one another, regardless of impairment, physical stature, or even physical strength. It’s surprisingly difficult and has a lot of depth, and most people who try it become obsessed with it. It’s like the sport has a kind of magical pull.

INSPIRATION

RYUZO KOSHIYAMA, PROTOTYPE PRODUCTION DIVISION

Toyota produces Welcab [welfare vehicles]. Playing boccia changed my mindset, and I now feel I need to really think about people with disabilities when we’re working. Playing boccia allows me to see all the players as athletes, regardless of whether the person has a disability or not. Now I want to go and see a game of boccia at Tokyo 2020.



Toyota staff play boccia with local disability groups.

UNDERSTANDING

AYA MIYAUCHI, KAMIGO PLANT/SHIMOYAMA PLANT ADMINISTRATION

By interacting with persons with disabilities we now have more respect and barrier-free mind toward them. It has contributed to a deeper understanding of people with disabilities.

EMPATHY

NAOKI ISHII, DEPUTY CHIEF OFFICER, EXTERNAL & PUBLIC AFFAIRS GROUP

Boccia integrated well within our company which values teamwork. We have been working to make even better cars and a better society through our Olympic and Paralympic partnership. And to do so, we want to be a better Toyota, and better Toyota members. Thinking about how we make better cars, we realised that we can’t make good cars unless we are open, empathetic and kind to all.

“Through Para sport, we want our employees to recognise the importance of diversity and build courage to try new things.”

Toshihiko Nagata, Deputy General Manager of Olympic and Paralympic Division, Toyota Motor Company

HELPING NPCS CREATE STRATEGIES TO IMPROVE ATHLETE DEVELOPMENT

The Organisational Capacity Programme (OCP) forms part of the NPC Development Programme, powered by Toyota. It aims to strengthen NPCs in governance and planning, marketing and communications, and athlete development.

So far, 263 delegates from 114 NPCs have taken part - including 48 delegates from 24 African countries at the biggest ever OCP training workshop in Johannesburg, South Africa in 2019.

“The Organisational Capacity Programme is not just helping us on the athletes’ side. It’s also giving us ideas about good governance, how to run our NPC, and how to become a well-structured NPC that has the values of the International Paralympic Committee.”

Hagie Drammeh, NPC Gambia

IPC development manager Carolin Rickers said “The main goal is to build upon the delegates’ organisational capacities. This better prepares them in their role with regards to both Paralympic Games athlete development and collaboration with national federations in their countries.”

A SPECIAL INITIATIVE

Several OCP mentors were present at the Johannesburg workshop, providing delegates with one-to-one guidance and assistance and equipping them with the knowledge and skills they need to continue their work in a self-sustaining manner. Ultimately, OCP’s goal is for delegates to be able to develop and execute their own strategies to enhance athlete development.



Interactive classroom sessions were at the heart of the OCP training workshop in Johannesburg, South Africa.

Former Paralympic and Olympic Games swimmer Natalie du Toit was among the OCP mentors. She believes the programme’s strength lies in its ability to provide a coherent way forward.

She said: “What’s so special about this programme is that everyone’s understanding might be slightly different and every organisation might be slightly different, but now we can join one path and all understand it from a specific framework.”

Patrick Selepe, another OCP mentor, added: “Everything I’ve learned here is a very big step in my career and life. It will help me to develop and become somebody that can help create further awareness of disability.”

WHAT DID THE DELEGATES THINK?

HAGIE DRAMMEH, NPC GAMBIA

“This is the first time we’ve been involved in capacity building like this. If this is implemented back home in Gambia, it could be a great opportunity for us. We cannot be like nations that have been here before, but we can move from where we are to another level which will encourage many persons with disability to come and be part of us.

“It’s not just helping us on the athletes’ side. It’s also giving us ideas about good governance, how to run our NPC, and how to become a well-structured NPC that has the values of the International Paralympic Committee.”

ZECA JOSÉ CHAÚQUE, NPC MOZAMBIQUE

“I’m thinking about things that I’d never thought about before. When we go back to Mozambique, the first thing to do will be to sit down and plan a meeting with everyone involved in Paralympic and Olympic sport to see if we can develop a better model for us all. This is going to put Mozambique on another level.”

KENZA AOUD, NPC MOROCCO

“What I learned during this workshop is to be precise in the choice of the main goal and the mission of our NPC, and to devise operational actions and a strategic plan to get there.”

AGNES HAUSIKU, NPC NAMIBIA

“It is so important to develop ways to bring more young people with impairments into sport. When I was growing up in primary school or high school, I didn’t know there were any sports I could do. Right now, I’m doing wheelchair basketball, which I started because there were no other sports I saw that I could do. And I am the only girl on the team. We can change that.”



Kadiatou Bangoura of Guinea competing at 2019 World Para Athletics Championships.

NPC DEVELOPMENT PROGRAMME HELPS MAKE HISTORY IN GUINEA

Female sprinter Kadiatou Bangoura is preparing to make history as Guinea’s first ever athlete to qualify outright for the Paralympic Games - and she says a grant from the NPC Development Programme, powered by Toyota, has been key.

Her first funding allocation allowed her to compete in the 2019 World Para Athletics Grand Prix in Tunis, Tunisia. And she soon impressed on the track.

Her times over 200m and 400m were fast enough to take her to the 2019 World Para Athletics Championships in Dubai, UAE. Bangoura and her coach Amadou Camara

then received a “life changing” financial support package before the event in Dubai.

Bangoura said: “Without the NPC Development Programme, there would be no participation for Guinea at the Paralympic Games. This success is now written in the history books of Guinea - and only through the programme could this have happened.”

Bangoura’s performance in Dubai then earned her a place for Tokyo 2020. While three Guinean athletes have appeared at the Paralympic Games before, they have all been wildcard entries, so she is making history for her country.

“Without the NPC Development Programme there would be no participation for Guinea at the Paralympic Games.” Kadiatou Bangoura, Para athlete, Guinea

“THE IPC IS A PLATFORM FOR CHANGE ON SUSTAINABILITY”

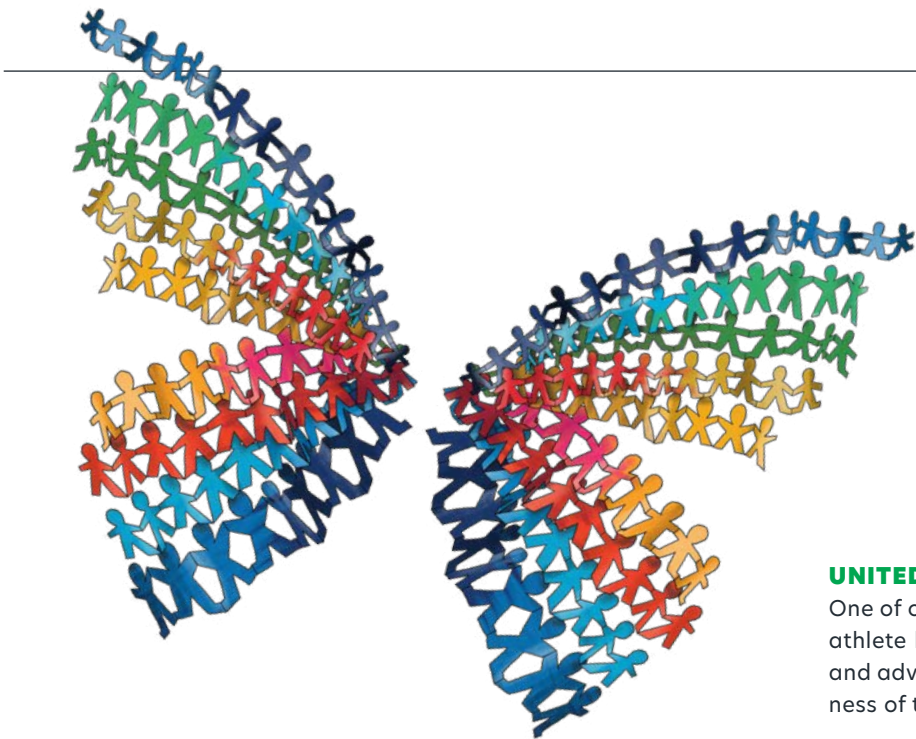
In October 2019 the IPC signed a landmark agreement with the UN SDG Action Campaign, the special inter-agency initiative of the UN Secretary-General mandated to scale up, broaden and sustain the global movement of action for the Sustainable Development Goals.

Together we committed to increase the visibility of the SDGs throughout the Paralympic Movement and at the upcoming Paralympic Games, while simultaneously helping to change the narrative of disability.

Marina Ponti, the Director of the UN SDG Action Campaign, writes here about our shared vision, positively influencing others, and the importance of being a platform for change.



Marina Ponti (left) and IPC President Andrew Parsons



UNITED TOWARDS A SHARED GOAL

One of our highlights of 2019 was the SDG emblem being branded on all athlete bibs at the 2019 World Para Athletics Championships in Dubai, and adverting space around the field of play being used to raise awareness of the 2030 Agenda for Sustainable Development.

It was the first time that a major global sport event had provided such a platform to the SDGs. That was a great moment not only for my team but also for the UN. We sent the impact report to Amina J. Mohammed, the UN Deputy Secretary General, and she was delighted.

For us, sports are like culture. When people watch the Paralympic Games, it's like listening to a concert or viewing an amazing exhibition. Sport is a universal language, and the energy and hope that the Paralympic Games convey unites people towards a shared vision for a better world, where no-one is left behind.

You have a platform for change. The Tokyo 2020 Paralympic Games will be watched by billions. I hope you can convey that we are at a turning point for people and the planet. That we need to turn things around for climate, for inclusion, for gender, for race, and that we need everyone to make bold decisions. It's not the time any more for small incremental changes. We need bold shifts and major decisions now. We believe that change can start with sport.

The IPC says that Change Starts With Sport. That is a sentiment we at the UN SDG Action Campaign can believe in. People have said of the SDG agenda in the past, 'You are utopian, and this is never going to happen.' Our reply is to say, 'No, this will happen.' That's what brings us and the IPC together. We have same vision for change.

At the UN SDG Action Campaign, we don't see the oobstacle. We are focussed on the possibilities of a better, safer and more sustainable world. We believe the Paralympic Movement also sees what's possible.

The IPC conveys to its stakeholders that it's possible to have a world where no one is left behind, where we don't have stereotypes, and we don't define what's normal and not normal. The Paralympic Movement inspires people to go beyond what they perceive are their own boundaries. To us, Para athletes are champions of people: they don't give up or concentrate on the difficulties. Instead they focus on the goal.

THE IMPORTANCE OF THE BUTTERFLY EFFECT

Every year we have the SDG Action Awards and in 2019 the IPC was one of the winners because of its capacity to transform lives. What impressed us was that the IPC has the capacity to get people to believe in a dream and work for a better world. And you deliver on it too.

When we signed our Statement of Intent in October 2019 with the IPC to work together to advance the SDGs, you started straight away. With the UN Framework Convention on Climate Change, you become a signatory of the UN Sports for Climate Action Framework. You worked with your International Partner BP to offset all your travel and office emissions.

Why are things like that important? Well, at the UN SDG Action Campaign, we believe in the butterfly effect, that every small action leads to another. An organisation like the IPC, with strong and diverse partners, can achieve an augmented butterfly effect. Your commercial partners are international organisations; they can help at a global level and at a national level where they operate.



Para athletes Atsushi Yamamoto from Japan (left) and Sara Alsenani from UAE (right) display the SDG-branded athlete bibs at the 2019 World Para Athletics Championships.

GERMANY WELCOMES HOME THE PARALYMPIC MOVEMENT



Dr Mark Speich, State Secretary for Federal, Europe and International Affairs of the State of North Rhine-Westphalia, addresses the IPC Conference.

The IPC currently has 205 member organisations, who meet every two years in a General Assembly to debate and vote on current issues. Usually one NPC acts as the host country.

However, in 2019, our 30th anniversary year, the IPC took over the planning and implementation. We thought it appropriate to have our General Assembly in Bonn, Germany - our 'home' city for the last 20 years. We were able to host the global Paralympic Movement thanks to the generous support of the German Federal Government, the State Government of North Rhine-Westphalia and the City of Bonn.

To take stock of the past 30 years, and the challenges ahead, we developed a new two-day public conference prior to the General

Assembly. It was important for us for our three main partners in Germany to be central to the proceedings.

The first day of the conference was dedicated to the importance of Para sports and its impact on society. Dr Mark Speich, State Secretary for Federal, Europe and International Affairs of the State of North Rhine-Westphalia, and Ashok Sridharan, Lord Mayor of the City of Bonn, opened the IPC Conference, before we welcomed Dr. Ugur Erdener, the IOC Vice President, to speak about the importance of the IOC and IPC partnership.

The conference heard about sustainability from Nicolas Nordman, Paris Deputy Mayor, and Marina Ponti, Global Director, UN SDG

Action Campaign, with whom the IPC signed a Statement of Intent to increase the visibility of the Sustainable Development Goals throughout the Paralympic Movement.

IPC commercial and broadcast partners like Ottobock, Nielsen Sports and Channel 4 examined Para sport's global impact, while NPCs and sports federations explained how Para sport breaks down barriers.

In the evening, a 30th Anniversary Gala Celebration took place at the Kameha Grand Hotel, Bonn, to which high-ranking guests and sponsors of the Paralympic Movement were invited. Dr Markus Kerber, State Secretary in the Federal Ministry of the Interior, Building and Community, addressed the gala dinner.

During the event, IPC President Andrew Parsons presented the Paralympic Order - the highest accolade anyone can receive within the Paralympic Movement - to six recipients. There were video messages celebrating the IPC's 30th birthday from prominent global leaders, including German Chancellor Dr Angela Merkel, Canadian Prime Minister Justin Trudeau, New Zealand Prime Minister Jacinda Ardern, Polish President Andrzej Duda, and Australian Prime Minister Scott Morrison.

The second day of the Conference was dedicated to the presentation of the first draft of the IPC Governance Review. In the evening, the 2019 Paralympic Sport and Media Awards partnered by Allianz were held.

THE BANK PARTNERSHIP THAT'S RETURNING ON INVESTMENT

Para sport is a key tool in the socioeconomic inclusion of people with disabilities. Partnering with external organisations who can help the IPC deliver this is vitally important.

One of those organisations is the Inter-American Development Bank (IDB) which, since 2006, has promoted sport as a means to contribute to the development of children, youth and their communities in employment, education, health and violence prevention.

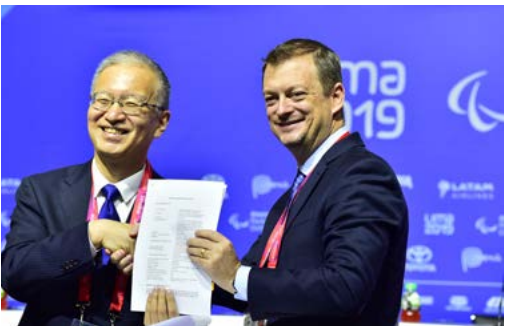
In 2017 the IDB and the Agitos Foundation launched the first phase of the 'En sus marcas, listos... Inclusión' initiative. It was designed to strengthen the Para sport infrastructure in Colombia, Ecuador, El Salvador, Nicaragua and Peru, with 10 vulnerable communities having the opportunity to participate in adaptive sports.

There was a keen return on investment as the first phase over-exceeded its targets: 438 athletes regularly took part in the training programmes, when the objective was 300; 135 coaches from vulnerable communities were trained, when 90 were initially sought; and 1,098 local leaders were trained in Paralympic sport, when 200 was the goal.

So far, 45 athletes in the first phase have had the opportunity to represent their countries abroad. In turn, these athletes are trained by the Proud Paralympian educational programme to know how to transmit the message of inclusion in their communities, multiplying the number of people with disabilities who incorporate sport into their lives.

Two of those athletes - teenagers Julián Acosta from Colombia and Jesús Castillo from Peru - ended up competing at the 2019 Parapan American Games in Lima.

All this success encouraged further investment. In 2019 it was announced that a second phase of 'En sus marcas, listos... Inclusión' will



Jesús Castillo from Peru (above, far left) competes in the Men's 100m T64 100m Final. (Below) IDB Executive Director for Japan Toshiyuki Yasui and IPC President Andrew Parsons sign new agreement for 'En sus marcas, listos ... Inclusión'.

45
athletes
from the first phase of
'En sus marcas, listos ...
Inclusión' have gone on to
represent their country
internationally.

“ The Paralympic Movement's success rests on many shoulders – first and foremost on those of the athletes themselves. They are proof of the extent to which diversity and inclusion enrich our societies. Thank you for 30 years of enthusiastic and inspiring work for Paralympic sports.”

Dr Angela Merkel, Chancellor of Germany

I'MPOSSIBLE STARTS EQUALITY FROM THE CLASSROOM

The Agitos Foundation education toolkit of resources, designed to engage young people in the Paralympic Movement, is having an impact in Japan and Malawi.

JAPAN - THE PARALYMPIAN'S VISION



Miki Matheson (centre) with I'mPOSSIBLE participants.

“No one in the world should face discrimination just because they are different. I don't want anyone, especially young children, to lose their hopes, dreams and self-confidence just because they are different or have different needs.”

Miki Matheson, Japanese Paralympian and IPC Education Committee member

In early 2017 Japan was the first country to pilot I'mPOSSIBLE. It has had a widespread impact in its first three years, with 15 per cent of elementary schools across the country having used the programme. In 2019 alone, 115 teacher training sessions were held across Japan, with 9,732 teachers participating.

One woman who has been at the heart of it throughout is Japanese Paralympian Miki Matheson. She is a member of the IPC's Education Committee and a project manager at the Nippon Foundation Paralympic Support Centre that funds the Japanese version of I'mPOSSIBLE. For Matheson, who began using a wheelchair aged 20 after a car accident, the success of the programme is personal.

“The most shocking thing after the accident was when I realised how differently society viewed and treated persons with disabilities. I didn't just lose my ability to walk; many other things disappeared from my life. Lots of experiences, opportunities and dignity were taken away from me,” she said.

Matheson originally assumed sport would be one of the things that disappeared from her life, but then she discovered the Paralympic Movement. She took up ice sledge speed racing, a former Paralympic sport like speed skating. At the Nagano 1998 Paralympic Winter Games, Matheson won three gold medals on home ice. But she wanted to do more to help other people with disabilities.

“No one in the world should face discrimination just because they are different,” Matheson added. “I don't want anyone, especially young

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Countries around the world have already signed an agreement to implement I'mPOSSIBLE.

children, to lose their hopes, dreams and self-confidence just because they are different or have different needs.”

Recognising that “sports have the unique ability to attract and inspire people,” Matheson continued her work with the Paralympic Movement. A certified teacher, she has played a key role in the creation, promotion and implementation of the I'mPOSSIBLE education programme.

Through toolkits and lesson plans, I'mPOSSIBLE equips educators with resources to teach their students inclusion through the Paralympic values and highlight the accomplishments of Para athletes around the world.

“I'mPOSSIBLE aims to challenge and change the perceptions and attitudes of how young people perceive people with a disability,” said Matheson. “Many teachers are not familiar with the Paralympic Movement or what inclusion means to their classroom prior to the training. However, after the sessions I hear many teachers feel confident and ready to make changes in their schools,” she said, before adding that the programme is already having an impact.

“Some teachers are elevating the self-esteem of their students and spotting future Paralympians. Some teachers are turning their classrooms into an important stage for tackling social stigma towards people with a disability through I'mPOSSIBLE. Some teachers are continuing to cultivate inclusive mindsets after the I'mPOSSIBLE lessons and raising responsible young citizens.”



MALAWI - THE NPC THAT SEES ATTITUDES CHANGING

Malawi was one of three countries, along with Kazakhstan and South Korea, that secured the Agitos Foundation's Grant Support Funding to deliver the first phase of I'mPOSSIBLE. A second phase in 2019 allowed it to increase the reach of the programme from 15 to 30 schools. James Chiutsi, President of Malawi Paralympic Committee, explained its impact and importance.

“In Malawi we have a saying: ‘You can enable a person when their mind is still not spoiled.’ What that means is the best time to teach someone is when they are a child.

“We live in a society where people with disabilities are still segregated. Some believe that those born with a disability are bewitched or there is a spell on

the family. But with programmes like I'mPOSSIBLE those attitudes are changing.

“I'm so happy that we have the Agitos Foundation supporting this initiative in Malawi. We have trained the teachers, then we let them go to schools and teach. We have interacted with everybody - the school authorities, the Ministry of Education - and together we are celebrating the fact that inclusion is really happening in Malawi through I'mPOSSIBLE.

“We are very satisfied that this programme is working, and I would love to see it rolled out across the country. I'mPOSSIBLE is one of the ways helping students grow into citizens capable of benefiting themselves, the society, and the country at large.”

DID YOU KNOW?

I'mPOSSIBLE's name is inspired by an iconic moment from the Sochi 2014 Paralympic Winter Games. During the Closing Ceremony, the word ‘impossible’ appeared floating from the stadium roof. A wheelchair user then appeared and climbed a 15m long rope to reach the top of the lettering. He became a flying apostrophe between the letter ‘I’ and ‘m’ in ‘Impossible’, showing the world people can achieve anything.



4

A CONTINUOUS PURSUIT OF EXCELLENCE

The IPC is determined to remain a world-leading sports organisation that delivers on its mission and is committed to excellence in all areas.

GOVERNANCE REVIEW AIMS TO KEEP THE IPC WORLD LEADING

In October 2019, after 18 months of consultation, the IPC published its Governance Review proposals during the IPC Conference in Bonn, Germany, outlining several changes that aim to ensure the organisation remains world leading.

But what is a Governance Review? How did it come about? Why is it important for sporting organisations like the IPC? And who benefits from its elements? IPC Vice President Duane Kale, Chair of the IPC Governance Review Working Group, explains all.



(Left) The Bonn 2019 World Para Dance Sport Championships. (Top right) The Paralympians and elite Para athletes who took part in the second edition of the Proud Paralympian Educator Course. (Bottom right) Denmark's Stinna Kaastrup and her horse Smarties.

WHAT IS THE GOVERNANCE REVIEW?

To understand what a Governance Review is, it's best to start with 'what is governance?' Governance is rules, controls, policies and resolutions by which the IPC is directed and controlled.

Governance normally involves balancing the interests of an organisation's many stakeholders, such as members, athletes, commercial partners, and the community. Governance also provides the framework for attaining the objectives of an organisation.

It is important that the structures are aligned and support the objectives as described in the Strategic Plan. The job of the Governance Review is to assess whether the current rules, policies and practices are still relevant and serve the purpose we intended them to.

HOW DID IT COME ABOUT?

It came as a request by the membership at the 2017 General Assembly. The last Governance Review was in 2004 and a lot has changed in the IPC, as well as in good governance practices.

The membership requested a review of all the bylaws, policies, election rules and to assess the structures to ensure the IPC can best deliver its strategic objectives. This included the membership's request to move the IPC-managed sports to independence.

And finally, but equally as important, the President's manifesto refers to transparency and the IPC being an athlete-centred organisation, which are also elements of the Governance Review.

WHY IS THE IPC DOING A GOVERNANCE REVIEW?

The Para sport sector is significantly larger, more complex and more demanding than it was when we did the last Governance Review in 2004. Sound leadership and good governance will create a healthy future for our organisation.

Some organisations are forced to conduct a governance review due to scandals or other poor practices putting into question the integrity of the organisation. This is not the case for the IPC and, in fact, the early independent assessments showed we were well placed. But we were not satisfied with well placed.



“ We are not doing a Governance Review to be well placed. We're doing it because we want to be world leading and reflect what our Paralympians collectively strive for.”

Duane Kale,
IPC Vice President

We want to be world leading and for it to reflect what our Paralympians collectively strive for.

WHY ARE GOVERNANCE REVIEWS IMPORTANT FOR SPORTING ORGANISATIONS LIKE THE IPC?

It's about taking a critical look from the outside on how we operate to ensure we have efficient and effective decision-making processes in place to achieve our goals.

As more and more integrity issues arise in sport globally, it is important to have the IPC stand 'above the rest' in order to give confidence to our commercial partners and sponsors that they are dealing with a highly credible organisation. After all, our partners join with us because of aligned values and deliverable outcomes.

It's also important because we learn from the past, things change, expectations change. An example of this is having a greater athlete voice and gender equality in decision making.

WHO IN THE PARALYMPIC MOVEMENT WILL BENEFIT FROM THE GOVERNANCE REVIEW?

I would like to think everyone will to some degree. Athletes will have greater representation in the governance of the IPC. Members can be confident in the decision-making processes, transparency and role clarity.

Partners can be confident the IPC will not bring the relationship into disrepute. All sports organisations are facing more scrutiny from governments, the media, fans and stakeholders.

There is an expectation of high governance standards, and as the Paralympic Movement becomes more prestigious, so does the risk of reputational damage should things go wrong. It is a Board's role to leave the organisation in a better place after each four-year cycle and we are well on that journey.

WHAT IS THE PROCESS AND TIMELINE FOR THE GOVERNANCE REVIEW?

The second version of the Governance Review Proposal was released in the last quarter of 2020. This includes the adjustments and changes following stakeholder feedback, as well as the changes due to the cancellation of the Extraordinary General Assembly.

There will be further consultation - with the option for further adjustments - and we will then start drafting the new Constitution in early 2021. The drafted Constitution will also be made available for feedback in mid-2021.

The final Constitution, which will include all the elements of the Proposal document, will then be voted on at the 2021 General Assembly. If passed, the implementation of the reforms will then commence.

WE ARE TEAM IPC

One of Mike Peters’ first acts when he became IPC CEO was to engage with the IPC staff in creating a new set of company-wide values. Here Mike, a two-time Paralympian, discusses the importance of anchoring inclusion in organisational values, letting IPC staff develop the values, and the importance of using our people wisely.

When you look at the main platform of the IPC, the Paralympic Games, it is all about driving social inclusion. There is measurable evidence of our impact: the Games change attitudes and drive new legislation, they provide legacy in mobility by creating accessible venues and transport, and they give people opportunities to volunteer and advance their career.

However, as we approached our 30th birthday, we asked ourselves whether we were also driving inclusion internally. One glaring omission we discovered was that we had no IPC organisational values. We had Paralympic Games values, but they do not easily translate to the day-to-day running of the business.

We needed to give our staff a real sense of what makes us distinct. When you come and work for the IPC, what does it mean to you personally, how do you represent the organisation, and what does inclusion look like?

There’s no magic wand for inclusivity. I know of companies who have been at it for over a

decade and are still scratching the surface. The businesses where inclusive planning has made a difference are those where their programmes are anchored in organisational values. These values are the guiding star for how their business operates and how their team members behave.

Realising we needed our values in place first, we brought in an external consultant to lead staff workshops. This was not a top-down process because it made no sense for the IPC Executive Team to dictate values. Instead, the values were driven by our staff – they needed to identify who we were, what we stood for, our uniqueness, and what we aspired to be.

After healthy consultation and lots of positive debate, we agreed on six core values: passion, authenticity, inclusion, trust, care and strategy. On the next page you can see exactly what we mean by each of them. These are the values we think people in the IPC need in order to feel valued and trusted, to bring their unique traits and be celebrated.

Out of the consultation also came a desire to represent who we all were. We have created engagement groups for disability, sustainability and women in leadership. It’s our aim to add more staff diversity groups, because it’s essential that our conversations around inclusion are always on. We’ve also started work on developing an “alumni network” group, because it’s important that our inclusion efforts continue beyond when someone leaves the IPC. We want those who have worked with us to always be advocates.

It’s also vitally important that we nurture the number one thing that drives IPC staff: their passion for the work. We need to ensure we use our people wisely. While it is good to want to help as many people as possible, we cannot say yes to everything. It is essential for us to be mission driven in our strategic goals.

I believe these values will be our anchor and ensure that Team IPC will continue to be the guiding star for the Paralympic Movement.



OUR VALUES

We work as one team, aligned and focused on fulfilling our vision and mission.

PASSION

WE TAKE PRIDE IN WHAT WE DO

We are energised by a clear sense of purpose and we are motivated by seeing how our work makes the world a better place. We work hard pursuing excellence in all we do, we recognise each other’s contributions, and we celebrate individual and team success.

TRUST

WE BRING OUT THE BEST IN EVERYONE

We enable each other to take decisions, grow and thrive, we create an environment where it is safe to speak openly, and we treat mistakes as opportunities to learn.

AUTHENTICITY

WE ARE HONEST, FAIR AND DECENT

We act with integrity, take ownership for our work and communicate with clarity and transparency.

CARE

WE TAKE CARE OF OURSELVES AND EACH OTHER

We make an effort to understand and support each other, and we pay attention to our own and others’ well-being.

INCLUSION

WE EMBRACE DIFFERENCE

We value diverse identities, backgrounds and ways of thinking. We seek out other perspectives, we consider the impact of our decisions on people who are different from us and we empower each other to bring our whole selves to work.

STRATEGY

WE ALIGN AND PREPARE FOR THE FUTURE

We take the time to reflect, evaluate and plan so that our work is focused and sustainable, we communicate and collaborate across functions, and we work towards the long-term success of the organisation.

“ The values of the IPC were driven by our staff – they needed to identify who we were, what we stood for, our uniqueness, and what we aspired to be.”

Mike Peters, IPC CEO



(Far left) IPC staff celebrate the 30th anniversary of the organisation outside the IPC’s offices in Bonn. (Left) Some of the IPC team who helped deliver the 2019 World Para Athletics Championships in Dubai.



5

DELIVERING CHANGE FOR THE WORLD

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.

NEW LOOK. NEW NARRATIVE.

Ahead of its 30th anniversary, the IPC smartened its appearance and launched a new brand narrative. Craig Spence, the IPC's Chief Brand and Communications Officer, explains the rationale behind the introduction of Change Starts With Sport.

IPC: WHAT WAS THE STARTING POINT TO GIVING THE IPC A NEW LOOK AND NEW BRAND NARRATIVE?

CRAIG SPENCE (CS): To mark the IPC's 30th anniversary, and in line with the IPC Strategic Plan, we wanted to develop a new brand statement that better positioned the IPC vision and mission. We initiated work with two leading and award-winning London-based agencies; design specialists North were tasked with updating and refreshing the IPC's identity, while Adam & Eve DDB came in on a pro-bono basis to develop a clearer narrative that would better communicate the transformational impact of our work.

IPC: HOW DID THE IDENTITY CHANGE?

CS: A little and a lot! In terms of the Paralympic symbol, it was redrawn so all elements of the Agitos were the same shape and size, while brighter shades of red, blue and green were also introduced to bring it into the digital age. The biggest impact and difference came with the roll-out of the new brand identity. The addition of dark colours alongside the core colours added greater depth and emphasis within layouts, as best shown at the 2019 IPC General Assembly when the stage set looked spectacular. Finally, the IPC adopted the fonts of Hero New and Hero New Super to complement the new and fresh look.'



IPC: WHAT DOES CHANGE STARTS WITH SPORT MEAN?

CS: It explains how the IPC uses sport as a catalyst to change for a more inclusive world. The four words highlight what makes us different and what makes us unique to every other sports movement. We are more than just sport, our sport empowers people, alters attitudes, creates opportunities, mobilises masses, inspires changes to national laws, triggers

mega-investments in accessible infrastructure and so much, much more. We change lives, cities and countries, and we do so through sport. No other sport movement can touch us in this regard. We should be fiercely proud of what we have achieved, but at the same time massively ambitious about what we can achieve going forward.

We want to use sport as vehicle to change the world, transforming the lives of the world's one billion persons with disabilities.



CHANGING ATTITUDES, MOBILITY AND OPPORTUNITY



Cui Zhe

Change Starts With Sport is the IPC's brand statement that globally positions our mission and vision.

In the future, we will focus much more on the transformational impact of the Paralympic Movement and driving the human rights agenda. Through our brand we aim to change attitudes and create more opportunities for persons with disabilities, as well as improve mobility and accessibility. We have identified the challenge and what our goal is across each of these three areas.

ATTITUDES

THE CHALLENGE

Persons with disabilities face discrimination daily. In many societies, people focus more on what does not work rather than on what does.

Whether conscious or unconscious, prejudice can be a barrier for persons with disabilities to reach their full potential.

GOAL

Using the outstanding athletic performances of Para athletes, we will help foster an inclusive society for persons with disabilities to live without prejudice.



Birgit Skarstein

MOBILITY

THE CHALLENGE

Persons with disabilities are not included in many areas of society because of the physical restrictions they face. This occurs at the global level, within communities and even in the home.

GOAL

Turn athletes into activists who use their profile to pressurise relevant authorities around the world into furthering accessibility and mobility for all by the 2030 Paralympic Winter Games.



Daniel Dias

OPPORTUNITY

THE CHALLENGE

15 per cent of the world's population have some form of disability. But despite the potential that persons with disabilities offer society, they are more likely to have reduced access to education, healthcare, employment and sport.

GOAL

For persons with disabilities in a Paralympic host country to benefit from equal opportunities in sport, education and employment.

SIX REASONS WHY OTTOBOCK LOVES HELPING PARA ATHLETES

At every Summer and Winter Games there is an Ottobock Technical Repair Service Centre. It is an on-site facility with an international team of technicians ready to solve any issues Para athletes might have with their equipment. They also attend major championships, like the 2019 World Para Athletics Championships in Dubai.



Heinrich Popow (left)

“The athletes come in to the Ottobock Repair Service Centre and are completely relaxed - they know we'll solve things.”

Heinrich Popow, Ottobock employee and ambassador

Ottobock has been a partner to the Paralympic Games since 1988, and an international worldwide partner of the IPC since 2005. Double Paralympic gold medallist Heinrich Popow is both an employee and ambassador for the company that celebrated its centenary in 2019. He tells us why working with Para athletes is a privilege for everyone associated with Ottobock.

1) HELPING PEOPLE IS IN THE DNA OF OTTOBOCK

The owner of Ottobock, Hans Georg Näder, wants to show the world that disability has nothing to do with people losing their legs and arms. He's a big fan of the Repair Service Centre because it's all about helping people, and that's our DNA. For athletes, it gives them mental security: they go into a competition ready to compete, but if something with their equipment is wrong, there are Ottobock technicians who can fix the problem. We ensure you can show the results of your hard training. I'm proof of that: five minutes before the London 2012 100m final I had to use the Ottobock Technical Repair Service Centre because something on my prosthetic was broken. The technical guys fixed it. I went into the blocks and won gold.

2) DAMAGE CAUSED TO ATHLETES' EQUIPMENT IN TRANSIT ALWAYS MEANS WE HAVE A BUSY START

The days prior to competition are always one of our busiest times. Athletes fly in from all over the world and some find that their equipment has been damaged while being transported.

Athletes shouldn't have to run the gauntlet like this. Transport providers need to realise that this is essential and expensive equipment for elite athletes.

3) OUR TECHNICIANS ARE DEVOTED TO HELPING ATHLETES IMPROVE

The technicians work in shifts, and in Dubai we had two, but we also have a 24-hour hotline in case anyone has an emergency. In Dubai we performed 404 repairs - 240 of these repairs were made on wheelchairs, 75 repairs on leg prosthetics. But we are not just helping with the athletes' competition equipment, we also take care of problems with their daily equipment. Almost 65 per cent of our repairs are made on daily equipment. We are not only helping athletes to get ready for the competition, we also help them in their daily life and to be better prepared for their next events to improve their results.

4) WE'RE A LEAGUE OF NATIONS, ALL LEARNING FROM EACH OTHER

We have quite a diverse skillset. In Dubai, we had 14 orthopaedic specialists and welders from seven different countries. Our mix of people from different countries covers most of the different languages, so athletes feel comfortable. Interestingly, every technician from every country does their repairs differently so they all learn from each other - the Russians learn from the Ukrainians, the Ukrainians learn from the Germans. The common language is looking at the athlete and finding the best solution for them.



(Left) Inside the Ottobock Technical Repair Service Centre.

(Below) Ottobock ambassador and sprinter Johannes Floors of Germany (centre) became the fastest blade runner in history while competing at the 2019 World Para Athletics Championship.



DID YOU KNOW?

Seoul was the first time that Ottobock offered a technical service at a Paralympic Games.

It arrived with four technicians from Australia working in one tent and conducted **350 repairs**.

At the **Rio 2016 Paralympic Games, Ottobock's 14th Games**, it had **18 tonnes of equipment**. There were over **15,000 spare parts**, including **1,100 wheelchair tyres**, **80 running blades** and **300 prosthetic feet**. There were **100 technicians** (and 30 support staff from the Ottobock organisation) who performed **2,408 repairs** for **1,167 athletes** from **134 countries**.

5) ATHLETES ARE AMAZINGLY GENEROUS

When athletes have a problem we try to help, but they also help each other. We had an athlete at London 2012 who came from a developing country and his wheelchair was made of three bikes welded together. It was not a wheelchair, it was just recycled trash he put together. He was sitting in the front of the workshop and an athlete from the USA saw it being repaired and gave him his spare chair.

6) THERE'S NO BETTER MOTIVATION FOR OUR EMPLOYEES THAN WORKING WITH PARA ATHLETES

After every Games and major championships, our staff come back and they are full of information, motivation and positive thinking. It's always amazing to see how the personality of technicians changes during the Games. Some of them maybe come from a financially rich nation, and they think they will do their work and enjoy a little bit of the host country. But by the third day they forget about everything but helping because it doesn't feel like work to them. But then we understand that because it's not really work for us as a company, it's always a pleasure helping Para athletes.

ALLIANZ - BRINGING PARA SPORT TO THE WORLD

One of the strategic aims of the IPC is to communicate the value of the Paralympic brand. Longstanding partner Allianz did just that in 2019, supporting athletes in and out of competition as well as engaging their global business units and workforce. Katharina Wiehrdt, Global Olympic & Paralympic Program Manager at Allianz, discussed the value of the Para sport brand.

Allianz's journey with the Paralympic Movement began back at Torino 2006. Over a decade on, our support of the International Paralympic Committee as a long-standing partner continues to grow.

With local partnerships across 16 markets, we've been running various people engagement initiatives throughout 2019, working with teams across the world to continue to proudly support the Paralympic Movement alongside the Allianz brand. Here are just two of the highlights.

2019 WORLD PARA SWIMMING ALLIANZ CHAMPIONSHIPS

Following the successful title sponsorship of the 2018 European Championships in Dublin, Ireland, Allianz SE worked together with Allianz UK to become the title sponsor of the 2019 World Para Swimming Championships in London. Around 600 swimmers from 60 nations took part in this key qualifier for the Tokyo 2020 Paralympic Games.

The competition took place from 9-15 September at the London Aquatics Centre, located on the Queen Elizabeth Olympic Park - and provided a great opportunity to continue to promote inclusion, diversity and excellence, a vision we share with the Paralympic Movement.

20%

Of the volunteers at the 2019 World Para Swimming Allianz Championships in London were Allianz employees.

Employees in Allianz's UK offices were also given the chance to get involved, both through winning tickets to see the action and by volunteering at the Championships. Allianz employees made up almost 20 per cent of volunteers for the competition and got to experience the importance of the team behind the Movement, doing everything from controlling the access points in the changing areas to getting a behind-the-scenes look at how athletes prepare for competition.

With over 400 hours of global brand visibility, this was a great way to not only raise awareness of the Allianz brand but also to really help our employees and customers understand the power of the Paralympic Movement and the difference partners like Allianz make as the team behind the teams.

CHASING GREATNESS

Building on that success, towards the end of 2019 Allianz and the IPC launched a video series, Chasing Greatness, aimed at inspiring the next generation of Para athletes.

The idea was to learn more about athletes from across the world and give a platform to the amazing stories that make up the Movement. This, in turn, will help secure the future success of global Para sport.

We also brought a unique angle to the series through the role of Paralympic mentors. Allianz has 16 NPC partnerships and worked with them to pair aspiring Paralympic hopefuls with local Paralympic heroes who act as mentors.

With a series reach of more than 108 million impressions so far, and a high viewing rate of 49 per cent on social media, it has been a great way to engage our teams globally and locally with the Movement. The series will relaunch in 2020.

ROAD TO 2021

From 1 January 2021, Allianz is proud to become the Worldwide Insurance Partner of the Olympic and Paralympic Movements. This is a great chance to lift the partnership to the next level after more than a decade of success with the Paralympic Movement and we look forward to continuing together on the journey ahead.



New Zealand's Sophie Pascoe celebrates another gold at the 2019 World Para Swimming Allianz Championships.

3X
WORLD CHAMPION

14
AGE AT FIRST PARALYMPICS

1:45:53
T53 800M WORLD RECORD

CHASING GREATNESS

MADISON DE ROZARIO

Allianz INTERNATIONAL PARALYMPIC COMMITTEE
International Partner

Australia's Madison de Rozario featured in the Chasing Greatness series.

“VOLUNTEERING HAS LEFT AN IMPORTANT IMPRESSION ON ME”



“It really resonated with me when Andrew Parsons explained that there are one billion people living with disability and we cannot ignore one billion people.”

Nedjma Benbouzid,
Senior Vice President, Public Affairs,
Citi, Middle East & Africa



(Top left) Nedjma Benbouzid of Citi with Ntando Mahlangu of South Africa, who won the men's 200m T61 in Dubai. (Top right) Some of Citi's volunteers. (Bottom) Citi staff donated a cheque for USD 28,000 to the UAE National Paralympic Committee at the Championships.

As part of its commitment to the Paralympic Movement globally and within the UAE, IPC International Partner Citi sponsored the 2019 World Para Athletics Championships in Dubai.

Nedjma Benbouzid, Senior Vice President, Public Affairs, Citi, Middle East & Africa, discussed how in 2019 Citi used the sponsorship to encourage staff to volunteer and support the UAE National Paralympic Committee. It has also had a lasting impact on her.

Every year, Citi colleagues, alumni, partners, clients, family and friends come together to participate in Global Community Day, Citi's annual flagship volunteer initiative, to give back to the communities where we live and work.

In November 2019, UAE Citi colleagues volunteered to support the 2019 World Para Athletics Championships and celebrated Citi's commitment to the Paralympic Movement in UAE during two volunteering initiatives.

The Championships represented a significant moment in Citi's ongoing partnership with the International Paralympic Committee (IPC) and the UAE National Paralympic Committee.

Leading up to the event, more than 40 Citi volunteers performed during a fundraising concert. During that concert, our colleagues raised USD 28,000 for the UAE NPC to fund the expensive equipment needed for para athletes.

My colleagues were really engaged and thrilled to join the volunteering effort when they got to learn about the high cost of equipment for Para athletes, how there are few sponsors, that athletes don't have enough access to coaches and that training facilities can be expensive.

Witnessing the cheque donation ceremony during the Championship and seeing the athletes benefitting certainly made it more tangible to all of us.

Part of Citi's agreement to sponsor the Championship also involved volunteering. We reached out to the Organising Committee and asked them what they needed. They had a wish list of 44 Citi volunteers, primarily to help with media operations, so managing press conferences and the flow of media.

We ran an internal campaign describing the volunteering opportunities to support on the ground and the response was amazing. We were massively oversubscribed and it's the first time in ten years at Citi UAE that I've had to turn colleagues down for volunteering.

Our employees loved it. Even though the site was a little out of town, people were volunteering at 7am and late after working hours. I had colleagues who had already volunteered come to me and say, 'I want to go again, I want to do more.' Volunteers were happy to create awareness for the games and athletes.

I also developed a big personal engagement with the Paralympic Movement as a result of this initiative. One thing that really resonated with me was the speech from IPC President Andrew Parsons during the cheque donation ceremony hosted by Citi, when he explained that there are one billion people living with disability and we cannot ignore one billion people.

Personally, it was a lightbulb moment. I have a minor disability, something you cannot see, but I realised that I'm part of the one billion. Volunteering for the Paralympic Movement in 2019 has left an important impression on me. I believe that exploring the disabilities you don't see is important. It is something I would like to do more about as a volunteer as I genuinely think it could trigger a different way of thinking.

We need people to consider, could I be part of the one billion? When you see someone with a physical disability in front of you it's very easy to be in denial and think 'that doesn't affect me, it only happens to others.' However, when people think about the disabilities they don't see and that it could be them, that's when you're connected to the entire Movement. I am now proud to be part of the one billion.



By winning the Men's 400m T44 Final, Nour Alsana won Saudi Arabia's sold gold of the Championships.

PUTTING NPCS IN THE PICTURE

These were the first World Championships that World Para Athletics offered participating NPCs photography of the medallists in all 172 events for editorial use, so that they could be shared with their national media.



FINANCIAL REPORTS

FINANCIAL RESULTS SHOW IPC BUILDING A SUSTAINABLE FUTURE

2019 was a strong financial year for the IPC and the third consecutive year of the current cycle (2017-2020) in which the income increased steadily by an average of nine per cent.

The IPC appointed Deloitte as independent auditors to conduct a voluntary audit of the annual financial statements for the financial year ended 31 December 2019.

During the 2019 financial year, the IPC reported record total revenues of EUR 26,287,137 and incurred total expenses of EUR 26,269,328.

IPC REVENUE

The IPC's revenue for the 2019 financial year grew to EUR 26,287,137, an increase of 8.89 per cent compared to 2018.

In the area of marketing and broadcasting fees from Paralympic Games Organising Committees, sponsorship and fundraising efforts, EUR 10,923,741 was raised, an increase of 14.1 per cent on 2018.

The World Para Sports held several World Championships in 2019. As a result, revenues generated increased from EUR 2,988,469 in 2018 to EUR 5,956,361 in 2019. Fees, such as competition entries, athlete licenses and competition approvals contributed towards these revenues.

The IPC accounted for EUR 1,794,181 extraordinary income due to the release of previous years' provisions.

Compared to 2018, specific project revenue declined 56.8 per cent to EUR 1,172,934. This was primarily because specific activities were implemented at the PyeongChang 2018 Paralympic Winter Games.

The remainder of the revenue came from membership fees, grants, broadcasting projects, special project funding and other sources.

IPC EXPENDITURE

The IPC's expenditure in 2018 grew to EUR 26,269,328, an increase of 8.88 per cent on 2018.

Operational core expenses grew slightly to EUR 16,318,573. This figure includes administration, day-to-day running costs, depreciation of assets and software, and staff salaries which increased to EUR 5,361,103 due to the increased headcount.

The amount spent on medical and scientific activities decreased from EUR 186,535 to EUR 51,869. Classification spending rose from EUR 350,465 to EUR 411,702.

With more major events in 2019 due to several World Championship World Para Sports, expenditure increased from EUR 2,988,469 to EUR 5,960,207 in 2019.

In terms of non-IPC sports, grants totalling EUR 475,000 were provided to international federations, while the Association of Paralympic Sports Organisations (APSO) received EUR 25,000. IPC regions were awarded grants totalling EUR 80,000. The Agitos Foundation received grants worth EUR 2,891,700.

Project expenses decreased from to EUR 3,619,315 in 2018 to EUR 1,496,633 in 2019. The IPC allocated EUR 2.87 million to unrestricted reserves.



(Right top) Chinami Shimizu playing in a friendly wheelchair basketball match between Netherlands and Japan in Nagareyama, Japan.
(Right below) USA high jumper Samuel Grewe won gold at the 2019 Parapan American Games after setting a world record.

STATEMENT OF FINANCIAL CONDITION

(as of 31 December 2019)

ASSETS	2017	2018	2019
Fixed Assets	469,728	785,911	663,664
Current Assets	3,142,079	2,685,437	2,963,545
Advance paid	0	7,547,659	16,545,980
Cash and Bank Balances	8,750,017	16,345,048	17,363,267
Prepaid Expenses	1,815,269	474,877	380,454
TOTAL ASSETS	14,177,093	27,838,932	37,916,911

EQUITY AND LIABILITIES	2017	2018	2019
Equity	6,867,253	8,980,499	11,342,223
Provisions	3,230,715	4,167,270	3,300,090
Advance received	0	8,604,078	18,655,321
Liabilities	1,770,911	3,147,750	2,301,625
Deferred Income	2,308,214	2,939,335	2,317,652
TOTAL EQUITY AND LIABILITIES	14,177,093	27,838,932	37,916,911

STATEMENT OF INCOME

(as of 31 December 2019)

REVENUE	2017	2018	2019
Membership fees	304,450	304,359	308,470
Marketing and Broadcasting/ Sponsoring/Fundraising	11,218,905	10,923,742	12,463,636
Grants	2,246,381	1,714,428	1,963,897
Broadcasting Projects	1,818,905	1,324,992	1,428,462
Other	932,626	872,097	1,199,196
Extraordinary income	0	3,296,013	1,794,181
Specific Project Funding	746,784	2,715,433	1,172,934
World Para Sports	4,551,551	2,988,469	5,956,361
TOTAL REVENUE	21,819,601	24,139,534	26,287,137



USA defeated Canada to win the 2019 World Para Ice Hockey Championships in Ostrava, Czech Republic.

EXPENSES	2017	2018	2019
Executive Office	1,027,286	1,001,714	831,876
Paralympic Games Integration	182,788	197,639	306,594
Administration	7,653,340	6,851,553	7,398,130
Sport and IFs Relations	474,955	500,000	500,000
Athletes Classification, Medical Sports Science	339,982	774,686	463,571
Commercial and Partnerships	185,883	227,162	493,683
Broadcasting Projects	1,363,384	1,405,959	1,258,188
Marketing and Communications	450,668	572,931	680,945
Membership Engagement and NPC Development	2,133,065	2,765,860	2,891,700
Other	0	0	1,493,886
Specific Project Expenditure	988,054	3,619,315	1,496,633
World Para Sports	4,551,551	2,988,469	5,960,207
Allocation to/use of (-) reserve funds/ provisions (net)	-227,067	121,901	-376,085
Allocation to earmarked reserves	200,000	1,000,000	0
Allocation to unrestricted reserves	2,470,000	2,100,000	2,870,000
TOTAL EXPENSES	21,793,889	24,127,189	26,269,328

RESULT	25.712	12.345	17.809
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THANK YOU TO OUR PARALYMPIC PARTNERS

WORLDWIDE PARALYMPIC PARTNERS



INTERNATIONAL PARTNERS



INSTITUTIONAL PARTNERS



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