

International  
Paralympic Committee  
Annual Report  
2010





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**“The outlook for the IPC and the Paralympic Movement is extremely promising. Membership is increasing, as are the number of people participating in Paralympic Sport across the world.”**

The past year was yet another significant one for the growth of the Paralympic Movement with Vancouver, Canada staging the biggest ever Paralympic Winter Games to date.

The Vancouver 2010 Organizing Committee (VANOC) did a superb job in hosting over 500 athletes from 44 National Paralympic Committees who competed in 64 medal events. With more than 230,000 tickets sold and TV pictures reaching 1.6 billion people around the world, the Vancouver 2010 Paralympic Winter Games were the best attended and most watched ever.

Russia topped the medal table, a feat they will hope to repeat on home soil in 2014 as the countdown starts to the next Paralympic Winter Games in Sochi.

Canada was not the only country to stage a major Paralympic multi-sport event in 2010. The Chinese city of Guangzhou welcomed 2,500 athletes from 41 countries for a hugely successful Asian Para Games which involved 19 sports.

In 2010 the number of athletes participating increased across all IPC sports with Powerlifting, Shooting, Swimming and Wheelchair Dance Sport, all staging World Championships.

With the exception of Wheelchair Dance Sport, the World Championships took on extra significance as, for some athletes, they were the last major worldwide gathering before the London 2012 Paralympic Games which get underway on 29 August 2012.

All events broke records, not only in athletic performances, but also in terms of attendance and media coverage which is testament to the excellent work by the Local Organizing Committees who staged the events.

The 2010 IPC Swimming World Championships in Eindhoven, the Netherlands was the largest ever with 649 swimmers from 53 countries battling it out in 181 medal events.

Six days of competition attracted 6,500 spectators who saw Ukraine top the medal table with 58 medals, 21 of which were gold.

Shortly after Eindhoven, on 29 August Great Britain celebrated two years to go until the Opening Ceremony of the London 2012 Paralympic Games.

To celebrate the milestone a 72 hour media blitz in the UK resulted in a number of national newspapers carry supplements previewing the Games. Recently launched Paralympic Games Mascot Mandeville played a key role as did Channel 4, the official Paralympic broadcaster of London 2012. They gave us a taste of things to come with their quite brilliant documentary called “Inside Incredible Athletes” which followed six British athletes hoping to compete in 2012.

Although there is still some time to go until the start of London 2012, I am already getting the feeling that the British capital will stage something extremely special.

Another significant milestone in 2010 was the 50th anniversary of the first Paralympic Games staged in Rome, Italy in 1960. Back then 400 athletes from 23 countries gathered in the Italian capital to take part in a festival of sport which has taken place every four years since and continues to grow in size and stature.

Evidence of just how much the Paralympic Games has grown since 1960 was shown in December, when the IPC Governing Board decided to increase the number of sports at the Rio 2016 Paralympic Games to 22 with the inclusion of Para-Canoe and Para-Triathlon.

December also saw the IPC Governing Board approve the IPC Strategic Plan for 2011-2014. It aims to propel the Paralympic Games to the

next level while increasing the number of people participating in Paralympic Sport at all levels around the world.

Despite the difficult economic climate, the IPC remained financially stable during 2010. This was due to the continued support of its Worldwide Partners Atos Origin, Otto Bock, Samsung and Visa, as well as its Gold Patrons Allianz SE and Deutsche Telekom AG which we are extremely grateful for.

In 2010 the IPC also started deep and detailed discussions with the International Olympic Committee (IOC) about a far wider reaching partnership that will benefit the IPC in the medium to long term.

The outlook for the IPC and the Paralympic Movement is extremely promising. Membership is increasing, as are the number of people participating in Paralympic Sport across the world. We are determined to continue this trend as we implement more programmes of activity in a number of developing countries.

Our athletes are agents for change. They are at the heart of the Paralympic Movement and I would like to personally thank them for their sensational efforts and performances in 2010. They are the reason why attendances are increasing, media coverage is reaching more people than ever before and why perceptions towards people with an impairment are changing all the time.

I look forward to another exciting year in 2011.

Sir Philip Craven, MBE  
President  
International Paralympic Committee



Founded in 1989, the International Paralympic Committee (IPC) is the global governing body of the Paralympic Movement and is responsible for co-ordinating the organization of the Summer and Winter Paralympic Games. It also acts as the International Federation for nine IPC sports. The IPC's vision is 'to enable Paralympic athletes to achieve sporting excellence and inspire and excite the world'. The organization works to ensure the growth and development of the Paralympic Movement, expand sport opportunities for all people with a disability – from novice to elite competitors – and champion the Paralympic Values of courage, determination, inspiration and equality.

Whereas other international sports organizations for athletes with a disability act on behalf of either one disability group or one specific sport, the IPC is an umbrella organization that represents multiple sports and disabilities. Currently, Paralympic athletes from six impairment groups compete in a total of 25 sports in the Paralympic programme.

The IPC is an international non-profit organization with an extensive membership base, which is made up of:

- 170 National Paralympic Committees (NPCs)
- 4 International Organizations of Sport for the Disabled (IOSDs)
- 11 International Federations (IFs)
- 4 Regional Organizations.

Since 1999, its headquarters and management team have been located in Bonn, Germany. The organization has a democratic structure made up of a General Assembly (the highest decision-making body), a Governing Board, and several councils and committees. The current Governing Board was elected in November 2009, at which time IPC President Sir Philip Craven was re-elected for another four-year term of office.

### From a Movement to the IPC

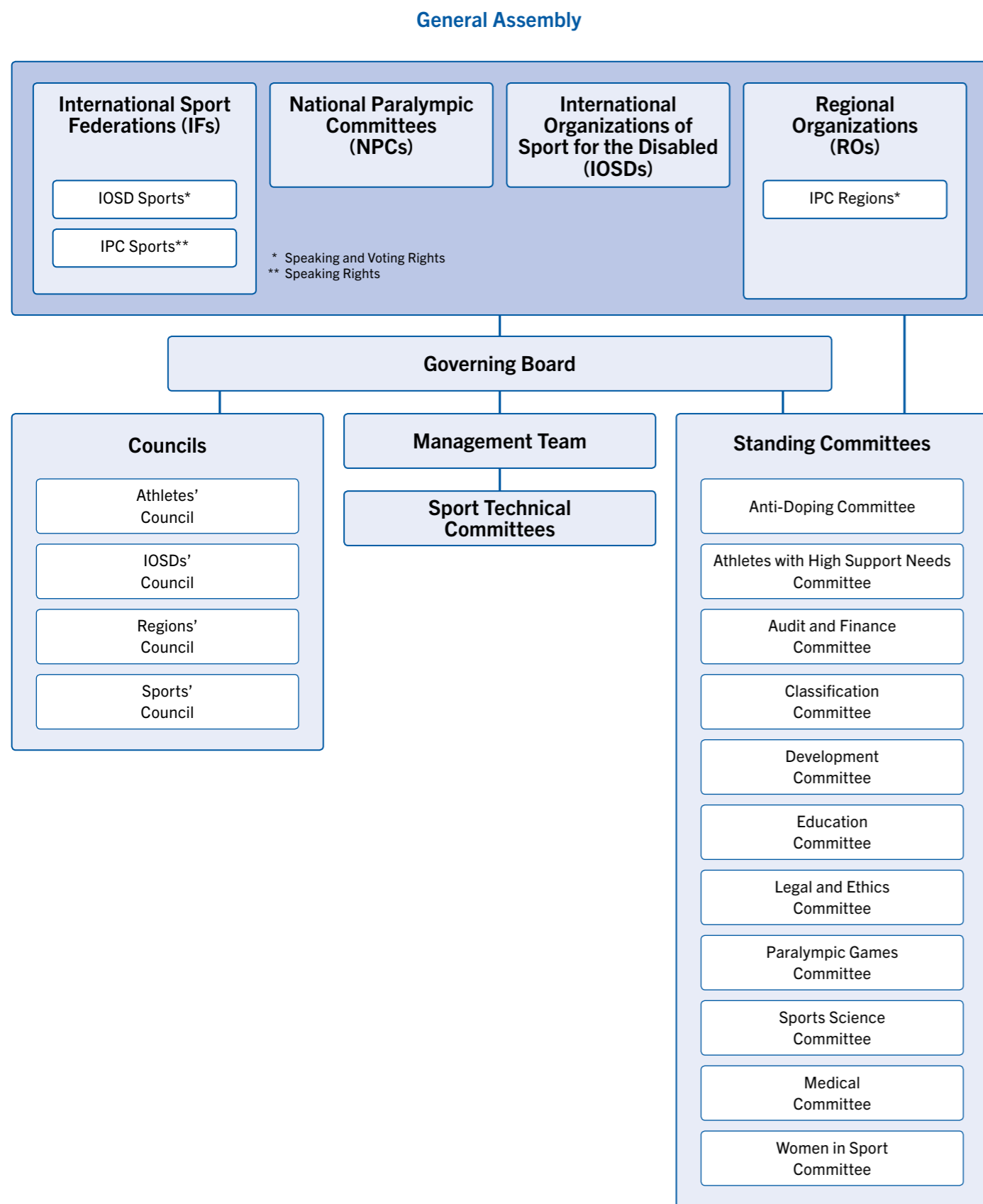
Sport for people with a disability has existed in some shape or form for more than 100 years. The first indications that sport was used to help re-educate and rehabilitate people with a disability are found as early as the late 18th century. However, the approach did not begin to take root until shortly after World War II, when it became clear that traditional methods of rehabilitation were inadequate to meet the medical and psychological needs of the large numbers of soldiers and civilians who were left with a disability. At the request of the British government, Dr. Ludwig Guttmann, a German neurologist and neurosurgeon who had fled the Nazi regime to England, set up a Spinal Cord Injuries Centre in 1944 at Stoke Mandeville Hospital in Aylesbury. There Guttmann introduced sport as a form of therapy and rehabilitation. He then took his methodology a step further, setting up a competition among patients to coincide with the 1948 Olympic Games in London – the first Stoke Mandeville Games. His work increased the appreciation of sport for individuals with spinal cord injuries and by 1952 the Stoke Mandeville Games played host to international competitors.

The first Paralympic Summer Games – originally called the 9th Annual International Stoke Mandeville Games – were held in 1960 in Rome, Italy, and the first Paralympic Winter Games in 1976 were hosted by Örnsköldsvik, Sweden. The Paralympic Movement quickly gathered momentum and the Paralympic Games became a major event on the international sport calendar. It was soon clear that the Games needed a central organization to give its growing membership one strong voice. In 1982, the International Co-ordinating Committee of World Sports Organizations for the Disabled (ICC) was established to govern the Paralympic Games and represent the participating organizations on the world stage. On 22 September 1989, the ICC was replaced by the IPC, which brought with it a democratic constitution and elected representatives – a strong wish of the member nations. Originally headquartered in Düsseldorf Germany, the IPC moved to Bonn, Germany, in 1999.



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

- **To guarantee** and supervise the organization of successful Paralympic Games.
- **To ensure** the growth and strength of the Paralympic Movement through the development of National Paralympic committees (NPCs) in all countries and support to the activities of all IPC member organizations.
- **To promote and contribute** to the development of sport opportunities and competitions, from initiation to elite level, for Paralympic athletes as the foundation of elite Paralympic Sport.
- **To develop** opportunities for female athletes and athletes with a severe disability in sport at all levels and in all structures.
- **To support and encourage** educational, cultural, research and scientific activities contributing to the development and promotion of the Paralympic Movement.
- **To seek** the continuous global promotion and media coverage of the Paralympic Movement, its vision of inspiration and excitement through sport, its ideals and activities.
- **To promote** the self-governance of each Paralympic sport either as an integral part of the international sport movement for able-bodied athletes, or as an independent sport organization, whilst at all times safeguarding and preserving its own identity.
- **To ensure** that in sport practiced within the Paralympic Movement the spirit of fair play prevails, violence is banned, the health risk of the athletes is managed and fundamental ethical principles are upheld.
- **To contribute** to the creation of a drug-free sport environment for all Paralympic athletes in conjunction with the World Anti-Doping agency (WADA).
- **To promote** Paralympic sports without discrimination for political, religious, economic, disability, gender, sexual orientation or race reasons.
- **To ensure** the means necessary to support future growth of the Paralympic Movement.



## Governing Board

The Governing Board comprises 14 members who are elected every four years at the General Assembly.

It is primarily responsible for implementing policies and directions set by the General Assembly as well as providing recommendations on membership (conditions for membership and fees), including motions received from members. It is also responsible for approving budgets and audited accounts, IPC Rules and Regulations, membership of the IPC, membership of IPC Committees and the Paralympic Games.

The Governing Board is chaired by the President and holds meetings at least three times a year.

The current Governing Board was elected at the General Assembly in November 2009 and will serve until 2013. It includes:

<b>President</b>	Sir Philip Craven, MBE (GBR)
<b>Vice President</b>	Mr. Greg Hartung (AUS)
<b>Member at Large</b>	Dato' Zainal Abu Zarin (MAS)
<b>Member at Large</b>	Mr. Jose Luis Campo (ARG)
<b>Member at Large</b>	Ms. Ann Cody (USA)
<b>Member at Large</b>	Mr. Alan Dickson (GBR)
<b>Member at Large</b>	Ms. Rita van Driel (NED)
<b>Member at Large</b>	Mr. Ali Harzallah (TUN)
<b>Member at Large</b>	Ms. Hyang-Sook Jang (KOR)
<b>Member at Large</b>	Mr. Patrick Jarvis (CAN)
<b>Member at Large</b>	Mr. Andrew Parsons (BRA)
<b>Member at Large</b>	Mr. Miguel Sagarra (ESP)
<b>Athletes' Representative*</b>	Mr. Robert Balk (USA)
<b>Chief Executive Officer**</b>	Mr. Xavier Gonzalez (ESP)

## Honorary Board

The IPC Honorary Board is an opportunity for leaders of society to support the vision of the Paralympic Movement and to strive to keep the issue of sport for persons with a disability high on the global agenda.

Honorary Board members use their network of contacts and sphere of influence to help the IPC to raise awareness and funding.

The efforts of the Honorary Board will ensure that the Paralympic Movement continues to gain momentum and that the development of Paralympic Sport is prioritized by governments and society alike.

The IPC Honorary Board includes (in order of acceptance):

- HRH Princess Margriet of the Netherlands
- HRH Grand Duchess Maria Teresa of Luxembourg
- HRH Crown Princess Victoria of Sweden
- HSH Prince Albert of Monaco
- James Wolfensohn, former President of the World Bank
- Maria Guleghina, International Opera Singer
- HRH Princess Haya Bint Al Hussein of Jordan
- Thérèse Rein, Managing Director, Ingeus
- Hassan Ali Bin Ali, Chairperson of the Shafallah Centre for Children with Special Needs
- HRH Princess Astrid of Belgium, Archduchess of Habsburg-Este



# Vancouver 2010 Paralympic Winter Games



“One Inspires Many” - a celebration of ability, courage and the human spirit – was the theme for 5,000 performers who excited a sold-out BC Place stadium at the Opening Ceremony of the Vancouver 2010 Paralympic Winter Games on 12 March.

Many distinguished guests attended the Opening Ceremony, including Her Excellency the Right Honourable Michaëlle Jean, Governor General of Canada. Broadcast live on [www.ParalympicSport.TV](http://www.ParalympicSport.TV), as well as in several countries all around the world and on outdoor big-screen televisions at the city of Vancouver’s LiveCity celebration site, people around the world had the chance to be part of the spectacular event and experience the excitement.

Prior to the Opening Ceremony, over 600 torchbearers proudly carried the flame during the Vancouver 2010 Paralympic Torch Relay. It visited 11 communities all over Canada in 10 days and the final 24 hours were spent in a long circular relay through downtown before the Paralympic Cauldron was lit.

The motto of the Vancouver 2010 Paralympic Winter Games was “With Glowing Hearts - Des Plus Brillants Exploits”. A total of 502 athletes including 121 women (24% of the total number) participated in 64 medal events in five sports.

The four competition venues were located in the two main areas of Vancouver and Whistler. Ice Sledge Hockey (UBC Thunderbird Arena) and Wheelchair Curling (Vancouver Paralympic Centre) competitions were held in Vancouver, Whistler Creekside hosted the Alpine Skiing events, and Biathlon & Cross-Country Skiing races were staged at Whistler Paralympic Park.



The number of participating countries increased from 39 in Torino to 44 in Vancouver, which included first appearances from Argentina, Bosnia & Herzegovina, Romania and Serbia. Athletes and officials lived in two Paralympic Villages in Vancouver and Whistler accommodating around 1,350 athletes and officials. Alpine Skiing Super Combined was also added to the Paralympic Programme in 2010.

The medal tally was led by the Russian team with 38 medals (12 gold, 16 silver and 10 bronze medals), followed by Germany with 24 medals (13 gold, five silver and six bronze medals). Host nation Canada (10 gold, five silver and four bronze medals) and Ukraine (five gold, eight silver and six bronze medals) shared the third spot, both with a total of 19 medals.

For the first time in Paralympic history medal winners were celebrated and awarded their medals at Medals Plaza, a central site located in the heart of Whistler. A total of 44 Paralympic Victory Ceremonies took place over six nights (13-18 March) which were followed by concerts and shows. The Medals Plaza was a great success with average attendances reaching almost 4,000 per night.

The three largest delegations in Vancouver were the USA (50 athletes), Canada (45 athletes) and Japan (41 athletes).

Germany’s Verena Bentele (Cross-Country Skiing & Biathlon) and Canada’s Lauren Woolstencroft (Alpine Skiing) topped the individual medal tally by collecting a total of five gold medals each. German Alpine Skier Gerd Schoenfelder and Russia’s Cross-Country Skier Irek Zaripov each collected four gold medals and one silver medal.

In the Ice Sledge Hockey final, team USA took the gold medal, with Japan and Nor-

way taking the silver and bronze respectively. In Wheelchair Curling, Canada won the gold medal, with Korea and Sweden taking the silver and bronze.

After nine days of competition a heart-warming and spectacular Closing Ceremony officially ended the Vancouver 2010 Paralympic Winter Games on 21 March at the Medals Plaza in Whistler. Thousands came to watch the show that was a celebration for athletes, officials, volunteers and the people of Canada.

With ticket sales reaching 230,000, the Vancouver 2010 Paralympic Winter Games set a new record after Torino, where almost 200,000 spectators attended the Games. The Opening and Closing Ceremonies were sold out, and the overall sell-out rate across all events was an impressive 85%. A total of 6,100 volunteers contributed to the great success of the Vancouver Winter Paralympics, helping in various areas including reception, security, transport, medical services and ticketing.

The mascot for the Vancouver 2010 Paralympic Winter Games was Sumi, an animal spirit who lives in the mountains of British Columbia. Wearing an orca-like hat in the artistic style of the Haida people, he has the wings of a mighty thunderbird (a legendary creature in Native American culture) and the strong furry legs of a black bear. Sumi’s name comes from the word “Sumesh” which means “guardian spirit” in Salish, a Native American language.

The Vancouver 2010 Paralympic Winter Games emblem, ‘Man Becomes Mountain’, represents the spirit of the host region and served as an inspirational symbol for the Paralympic Games. It highlights the natural beauty of Canada’s West Coast and represents the harmony that exists between athlete, sport and environment. In the design, a dynamic human form is created by the valley, mountains, and sun of the West Coast.

In media coverage, nearly 1,200 media representatives covered the Games. A total of 1.6 billion viewers (in 22 analyzed countries)



followed the Vancouver 2010 Paralympic Games worldwide, which is an increase of 12%. With almost 538 million viewers, Japan had the biggest audience, followed by Germany with almost 400 million viewers. Alpine Skiing was the viewer’s favourite sport, generating a total audience of more than 690 million, followed by Cross-Country Skiing with more than 426 million viewers.

The IPC’s internet television channel [www.ParalympicSport.TV](http://www.ParalympicSport.TV) had over 437,000 live streams during the Games. Approximately 400,000 videos on demand were viewed.





## Asian Para Games

Around 3,000 athletes from 41 countries gathered in Guangzhou, China for the 2010 Asian Para Games, which took place from 12-19 December 2010. This was the first major multi-sport event in Asia since the Beijing 2008 Paralympic Games.

Formerly known as the Far East and South Pacific Games of the Disabled which were held on nine previous occasions, the first Asian Para Games were the last major gathering of Asian multi-sport athletes before the London 2012 Paralympic Games.

The Opening Ceremony in front of 65,000 spectators involved 4,500 performers, 200 of which had a disability, and was attended by His Excellency Vice Premier of the State Council of the People's Republic of China Li Keqiang.

A total of 25,000 people were recruited as Games-time volunteers for the Asian Para Games and some 500,000 as city volunteers for both the Asian Games and Asian Para Games.

The 19 sports which athletes competed in were: Archery, Athletics, Badminton, Boccia, Cycling, Football 5-a-side, Football 7-a-side, Goalball, Judo, Powerlifting, Rowing, Shooting, Swimming, Table Tennis, Ten Pin Bowling, Volleyball (sitting), Wheelchair Basketball, Wheelchair Fencing, Wheelchair Tennis.

During the course of the Games a total of 1,020 medals were awarded and 32 countries managed to get onto the podium. China topped the medal table with 391 medals, 185 of which were gold. In total 18 World records were broken during the course of the Games.

## Paralympic World Cup

The 2010 BT Paralympic World Cup in May saw more than 300 elite athletes from 28 countries gather in Manchester, Great Britain for six days of competition covering four sports – 7-a-Side Football, Athletics, Swimming and Wheelchair Basketball.

With 120 points the Rest of the World took the Team Trophy ahead of Europe (110), Great Britain (105) and America (65).

The official television partner was the BBC, who broadcast live from the Aquatics Centre on the final day of competition.



# Strategic Plan

## IPC Strategic Plan 2006-2009

In 2010 the IPC continued to implement its Strategic Plan which was launched for a four year period from 2006-2009 and aimed to enable the IPC to better approach and carry out its vision to enable Paralympic athletes to achieve sporting excellence and inspire and excite the world.

### The six objectives were as follows:

- High Performance Organization
- Membership Development
- Resource Creation
- Games Success
- Global Recognition
- IPC Sport Growth and Self-Sustainability

The Strategic Plan was developed in accordance with the ongoing work of the IPC Management Team, Governing Board and IPC Communities and Councils. Significantly, in 2010 the IPC Sport Technical Committees took important steps to adopt a number of strategies outlined within each of the objectives.

## New Strategic Plan Developed for 2011-2014

A new version of the IPC Strategic Plan for 2011-2014 was developed during the second half of 2010 and was approved by the IPC Governing Board in December.

The starting point however was the 2009 General Assembly in Kuala Lumpur, Malaysia where members highlighted the need to not only continue hosting successful Paralympic Games and World Championships but to increase the number of people participating in Paralympic Sport around the world at all levels.

The Governing Board then took the lead and developed the plan while consulting closely with the IPC Senior Management Team and the IPC members.

In addition a survey of over 200 organizations was conducted as well as interviews with more than 30 key individuals related to the Paralympic Movement.

The new Strategic Plan outlines the focus and priorities of the IPC for the next four years between 2011-2014. The plan follows the overall philosophy and vision of the Movement, and is based on the IPC Handbook and deliberations from the 2009 General Assembly.

It highlights six strategic goals which encompass the overall philosophy and vision of the Paralympic Movement. To achieve each Strategic Goal the plan outlines a number of Strategic Priorities. These are the activities the IPC will carry out between 2011 and 2014 to help achieve its vision.

# High Performance Organization

The IPC is a high performing democratic sporting organization that abides by its values and is dedicated to excellence.







## Governance

In its first full year since its election in November 2009 at the General Assembly in Kuala Lumpur, Malaysia, the IPC Governing Board helped steer the direction of the Paralympic Movement through an extremely busy and challenging year. Throughout 2010 the Governing Board focused on ensuring that the IPC remained an athlete-centred organization.

During 2010, the IPC Governing Board appointed the following persons as chairpersons of the respective IPC Standing Committees for the term of 2009-2013.

- Anti-Doping Committee: Dr. José Antonio Pascual (ESP)
- Audit and Finance Committee: Miguel Sagarra (ESP)
- Development Committee: Rita van Driel (NED)
- Legal and Ethics Committee: Alan Dickson (GBR)
- Medical Committee: Dr. Oriol Martinez (Spain)
- Paralympic Games Committee: Andrew Parsons (BRA)
- Sports Science Committee: Dr. Yves Vanlandewijck (BEL)
- Women in Sport Committee: Tine Rindum Teilmann (DEN)
- Classification Committee: Anne Hart (USA)
- AHSN Committee: Jose Luis Campo (ARG)

The responsibility of an IPC Standing Committee is to provide the IPC Governing Board with advice on policy matters in their specific area of responsibility.



At the Vancouver 2010 Paralympic Winter Games the IPC Governing Board was updated in Canada on the financial budget for 2010. Throughout the year it continued to monitor the IPC's legal and financial structures to ensure they followed international best practice through the submission of regular audit reports, risk assessments and reports from the IPC's Remuneration Commission.

The Governing Board also approved the provisional membership for San Marino, with official ratification by the IPC General Assembly in 2011.

Members of the IPC Standing Committees for Anti-Doping, Sport Science and Women in Sport were also approved, as was the annual statistical report on the IPC's doping control programme.

The IPC Governing Board granted three International Federations the status of "IPC Recognized International Federation". This aims to formerly associate the IPC with international federations that are not members of the IPC, but have developed sports for athletes with a disability. The Federations were the Federation Internationale de Powerchair Football (FIPFA), the International Handball Federation (IHF) and the International Standing Ice Hockey Federation (ISIHF).

Looking ahead, detailed progress reports were presented for the London 2012, Sochi 2014 and Rio 2016 Paralympic Games, and the qualification criteria for 2012 was published.

In June, the IPC Governing Board met in Bonn, Germany. They granted provisional membership to NPC Comoros and the International Wheelchair Rugby Federation pending the 2011 General Assembly.

The Governing Board also approved the appointment of three athletes for three different Standing Committees and a new appointment to the Sport Science Committee.

The IPC Bylaws Sport Governance and Management were also approved in June. These Bylaws replaced the Sport Technical Committee (STC) Bylaws and the Standing Order for IPC Sport Forums and followed a full review that had been conducted following March's Governing Board meeting in Canada.

The review established that a comprehensive IPC Bylaw was needed to bring together all the various components, to clarify the governance and management for the sports and, for IPC Sports, to define the governance authorities and the responsibilities of the respective Sport Forum and the IPC Sports Technical Committee

At the same meeting it was also agreed that Chief Executive Officer Xavier Gonzalez, and Governing Board Members Bob Balk and Ali Harzallah would form the General Assembly Bid Review group and would decide which city would host the event in 2011.

December's meeting took place in Guangzhou, China and coincided with the 2010 Asian Para Games. The IPC Governing Board voted to keep all 20 sports currently part of the summer sports programme for the Rio 2016 Paralympic Games. They also decided to increase the number of sports to 22 with the addition of Para-Canoe and Para-Triathlon following proposals put forward by seven sports for inclusion.

They also approved the IPC Strategic Plan for 2011-2014 and provisionally approved the membership of three new NPC's - Democratic Republic of Congo, Djibouti and Solomon Islands – again pending the 2011 General Assembly. At the same meeting the International Badminton Federation was granted "IPC Recognized International Federation" and the members of the IPC Classification Committee got nominated.

Other subjects approved in December were a new IPC media and communications strategy, an amendment to the Board of Appeal of Classification Bylaws and an international ticketing programme which will be implemented for the London 2012 Paralympic Games. This will make tickets more easily available through a process that creates less administration for NPCs.

It was also agreed that IPC Vice President Greg Hartung would be nominated to succeed Alan Dickson on the IOC's Press Commission, and a new IPC Sports Equipment Policy, that will guide sports in developing competition rules and regulations, was approved in principle. Amendments to the IPC Policy on Disciplinary Measures for breaching IPC qualification, entry and participation rules were also given the green light as was a change to the IPC's Anti-Doping Rules which allows a financial sanction to be imposed on athletes found guilty of violating Anti-Doping Rules.

The IPC Medical Code, that aims to provides a framework to ensure an athletes health and safety, medical insurance and liability, and adequate medical services at events, was endorsed, pending further feedback from IPC membership. It will be submitted to the 2011 IPC General Assembly, which it was decided would be held in Beijing, China, for final approval.

Updates were also given to the Governing Board about the work of the Athletes with High Support Needs Committee, Development Committee and Finance and Audit Committee.

The Governing Board also considered new rules which would require Members to submit financial reports as and when required.





## Anti-Doping

The World Anti-Doping Agency (WADA) officially published the Vancouver 2010 Paralympic Winter Games Independent Observer Report on their website in May. In the report the WADA Independent Observers Team for the 2010 Paralympic Winter Games recognized the outstanding efforts of the IPC and the Vancouver Organizing Committee for the 2010 Paralympic Games to implement a comprehensive anti-doping programme.

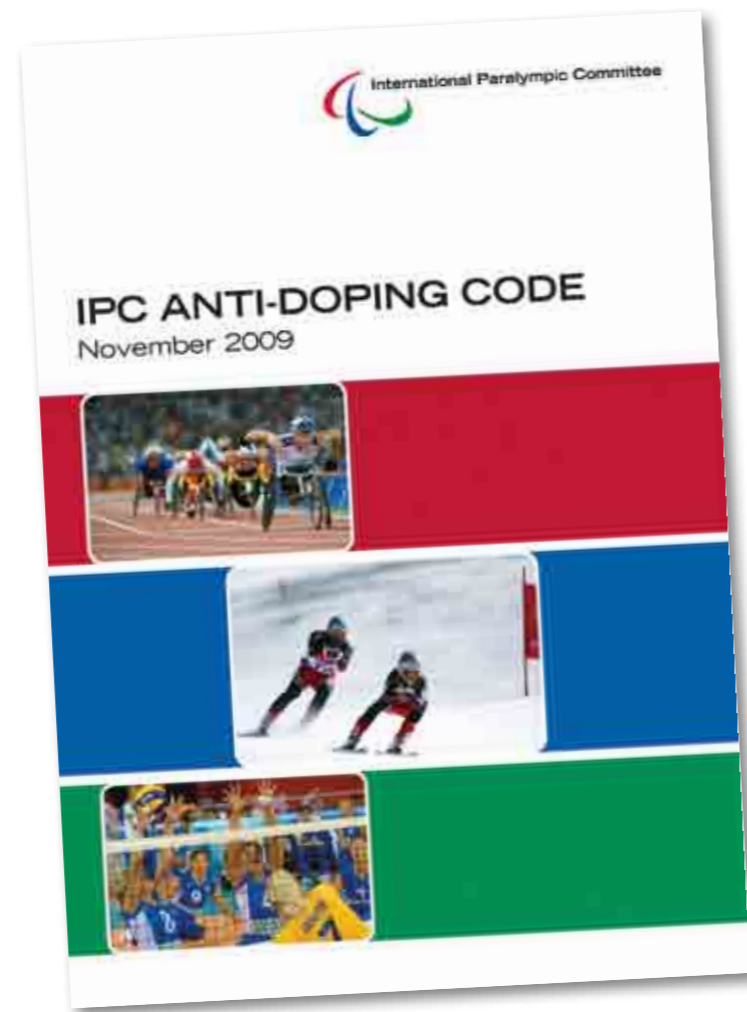
The execution of the anti-doping programme ensured that athletes and athlete support personnel were clear as to their rights and responsibilities relative to the doping control procedures and that those rights were respected throughout the doping control process. The report also acknowledged the enhanced awareness-raising and educational efforts of the IPC and the Organizing Committee.

In June, the WADA website published new online educational platforms for coaches of elite-level athletes and coaches of young or recreational-level athletes. Called 'CoachTrue', this resource is a computer-based anti-doping learning tool for coaches. Available at no cost to stakeholders, 'CoachTrue' covers a wide range of anti-doping activities and topics in order to cater for the various lifestyles and demanding schedules of coaches. This learning tool will guide the IPC Powerlifting Anti-Doping Education programme that the IPC Governing Board approved.

Strengthening its efforts to increase awareness of substance abuse as a concern for the health, welfare and safety of Paralympic athletes, the IPC, jointly with other anti-doping agencies, successfully held athlete outreach programmes at different major events throughout the year, including the Vancouver 2010 Paralympic Winter Games, the 2010 IPC Powerlifting World Championships, the 2010 IPC Swimming World Championships and the 2010 Delhi Commonwealth Games.

Finishing out the year, the IPC Anti-Doping Committee held its annual meeting in Bonn, where members in a joint meeting with the IPC Medical Committee agreed to strengthen co-operation between both committees in operational management and anti-doping matters. The joint meeting also agreed to conduct an interim review of the IPC Anti-Doping Code on the basis of two years experience with the revised version, which has been in use since 1 January 2009.

Compliant to the World Anti-Doping Code and the IPC Anti-Doping Code, the IPC announced seven anti-doping rule violations in 2010 (four in Powerlifting, two in Wheelchair Dance and one in Wheelchair Curling). In total, 969 tests were conducted, a significant increase from 585 in 2009.



## Medical

The IPC Medical Committee, whose inaugural year was in 2010, was mandated by the IPC Governing Board to "advise on policies and operational matters related to the medical care of Paralympic athletes, including the implementation of event-related medical care programmes". The committee's first achievement was the development of the IPC Medical Code, which is currently subject to a Membership consultation round, and will be finalized after its approval at the 2011 IPC General Assembly.

The Committee also inventoried the needs and demands of sport-specific medical care and services, and initiated follow-up with the different sports.

Furthermore, the Committee will be the main interface with the WADA Medical Department on Paralympic specific Therapeutic Use Exemption matters.

## Sport Science

The IPC Sport Science Committee explored its current agenda and the priorities for the next four years in the 2010 annual meeting. These included to assist all sports in strengthening sport-specific and evidence-based classification systems, educational strategies for athletes and coaches, and to bring the agenda of developing countries on a par with the research agenda of the Paralympic Movement. Much emphasis was placed on how strategies can be enhanced to disseminate this and other knowledge.

The importance of continued interaction with other Committees, Councils and stakeholders in the Paralympic Movement was also stressed in order to ensure all relevant parties are informed. This was seen as a key to success in the next four years. VISTA 2011 will be an important event, but the IPC will also continue its successful partnerships with FIMS (International Sport Medicine Federation) and ACSM (American College of Sports Science). Symposia dedicated to Paralympic subjects were on the agenda of both organizations' conferences in 2010, and will continue to be in 2011. The IPC was also a key-partner in ICSEMIS (International Convention of Science, Education and Medicine in Sport) by identifying Paralympic specific themes for the 2012 Convention programme.

The Vancouver 2010 Paralympic Winter Games provided another unique opportunity to conduct research projects. Five projects covering match analysis in Ice Sledge Hockey, biomechanics of Nordic Sitskiing, autonomic dysreflexia in spinal cord injured athletes, the longitudinal IPC Sport Injury study and a study on volunteer engagement in Paralympic Games were conducted successfully, and the outcomes will find their way to athletes, coaches and the broader Paralympic Movement through different channels and publications.

Throughout 2010 different research groups also continued to develop sport-specific classification systems. Significant progress has been made in thematic projects in IPC Athletics (athletes with physical impairments) and in classification for athletes with intellectual impairment (Athletics, Swimming, Table Tennis, Rowing). IPC Swimming approved a scientific project to revisit the current S1-10 classification system.

## Classification

The first steps towards strengthening the classification system for athletes with visual impairments were made in October with the IPC and International Blind Sport Federation (IBSA) inviting worldwide experts in low vision and sport science to a two day workshop in Bonn.

After brainstorming the direction of sport-specific classification, both short and long-term pathways for classification were presented and analyzed.

Focusing on current and future VI-classification protocols, current IBSA Medical classification procedures were made compliant with the IPC Classification Code. Besides a more standardized assessment of visual acuity and visual field, the meeting also covered the importance of medical diagnostics information available to classifiers, and the challenges of having standardized equipment available globally and at all times.

A total of 21 different Paralympic sports were represented at February's Classification meeting in Bonn, where they were presented with the IPC Position Statement on Paralympic Classification. The statement expands upon the definition of 'sport-specific evidence-based' classification as defined in the IPC Classification Code.

The participants held a working session to assess the criteria of Code Compliance and identify the challenges in each sport. All parties were able to thus understand the IPC Classification Code better. In addition to the 21 representatives, participants from seven sports with an intention of interest in becoming IPC Members or plans to become Paralympic sports in the future were in attendance.

The IPC's Classification webpage was also updated in 2010, with the aim of educating and answering questions about Classification.

To strengthen compliance with the IPC Classification Code, the classification rules and regulations for IPC Winter sports were rewritten using Code terminology, and classification policies and procedures were updated where needed and appropriate. The IPC Summer sports will undergo this process in 2011.

In 2010, the first successful classifier training initiatives under the IPC Academy brand were launched (see IPC Academy).





## The IPC Academy

Launched in 2009, the IPC Academy – a partnership between the World Academy of Sport (WAOs) in Manchester, Great Britain and the IPC – continued to work together to improve educational standards within sport throughout the Paralympic Movement.

In June the IPC Academy carried out the first Athletes' Leadership Summit which brought a mix of athletes and representatives together in one place. A total of 22 athletes from 21 different countries attended the event, representing 12 different Paralympic sports. A number of presentations from various speakers were given, and brainstorming sessions generated a number of new ideas and possibilities for everyone to consider.

The three-day programme also included group sessions on stakeholder and communication planning, board management and personal development, good governance in the Paralympic Movement, athlete representation, understanding the overall environment and milestone planning.

Also in June, the IPC Academy held its first Classifier Training Programmes for IPC Athletics in Bonn, Germany, which included a three-day course for "Educators", leading to the certification of the first 'IPC Academy Classification Educators'. The course was followed by a two-day course on "Classifier Recertification", attended by 17 IPC Athletics classifiers.

Supported by the Commonwealth Federation (CGF), the IPC Academy held a three-day 'Team Management Training' in preparation of the 2010 Delhi Commonwealth Games. Participants from eight CGF nations discussed different facets of how to select, prepare and manage a Para-athlete delegation.

In December, the IPC Academy concluded its first two workshops for the Sochi 2014 Excellence Programme.

Entitled 'Sustainable Legacy' and 'Commercialization of the Paralympic Brand', the workshops addressed Paralympic specific areas to achieve the goals laid down by the organization committee.

Over the next years, the IPC Academy will continue to develop and deliver programmes addressing the educational needs of technical experts (international technical officials/classifiers), administrators, event organizers, researchers, coaches and athletes based on the best practices of the sports industry, the academic world and the expertise of the Paralympic Movement.



## Cost Efficiency Measures

As with previous years the IPC continued to ensure its resources were managed in a cost efficient and economical way with its financial management benefiting from tighter internal controls and the continued use of hedging systems to reduce exchange losses.

Processes used for payments, transfers and budgets became more efficient. The IPC accounting and controlling system was further developed to ensure the full compliance with the German Civil Code, tax laws and Human Resources legislation.

Several sections of the IPC's electronic filing structure were revised and improved. The e-filing and compliance with file naming conventions are constantly being monitored.

Furthermore, important steps were taken towards the replacement of the old contact database, to a new, more sophisticated customer-relationship management solution.

## Accessibility

As part of the Vancouver 2010 Paralympic Winter Games programme the Inaugural IPC Academy Accessibility Summit was held in the host city to bring engaging and thought provoking discussions on Accessibility into the spotlight. The Summit has provided a platform for Accessibility to remain high on the agenda of event organizers, NPCs, architecture & construction firms amongst others. Industry leaders and experts covered three key themes throughout the Summit, including Master Planning for Accessibility, Diversity, Inclusion & Accessibility, and Athlete Excellence and Empowerment.

President and Chief Executive Officer of the Sochi 2014 Organizing Committee Dmitry Chernyshenko detailed how Sochi 2014 will use the Paralympic Winter Games as a platform to inspire Russia to embrace accessibility through its grand infrastructure projects. Chairman of the London 2012 Organizing Committee Lord Sebastian Coe also detailed the programmes adopted by London 2012 to recognize how an inclusive and barrier-free environment can further leverage a successful delivery platform.

Industry experts including Nick Morris and Brad McCannell provided a human approach to understanding design and usage considerations for accessible infrastructure. Practical examples and results of how British Columbians embraced the Paralympic Winter Games were presented by Bruce Dewar, Chief Executive Officer, Legacies Now.

# High Performance Organization

## IPC Paralympic Administration Manual (PAM)

The IPC Paralympic Administration Manual was completed in 2010. It is a comprehensive handbook that serves as a guide to the IPC's, IF's and NPC's staff administration policies. It conveys the IPC's standards and expectations of the staff, as well as their rights and benefits.

The sections of the manual include: Human Resources Principles, Human Resources Management, Social Security and Insurance, Fire & First Aid, IPC Headquarters Security, Welfare, Housekeeping, General Services, Business Travel, Meetings and Events, Corporate Identity and Design, Information Technology, Use of IPC Equipment, Procurement and Sports Administration. The PAM was sent to all IPC Members, and the different sections are already used for workshops as part of the IPC development activities.



## Hospitality

The Paralympic Hospitality Centre set up during the Vancouver 2010 Paralympic Winter Games was located in the Whistler Village, and was an ideal upscale environment for meeting and socializing.

The Paralympic Hospitality Centre came from a concept of wanting to bring different groups together at one meeting place, in the most organized fashion. For example, the Hospitality Centre not only provided for NPCs, but also their guests, corporate business partners, sponsors and other organizations. This fulfilled the original concept of the setup, which was to enable people to interact – something that might not otherwise have been possible during their busy schedule at the Games.

## Organizing Sport Data

The IPC Sport Data Management System (SDMS) was officially launched in January 2009 for the IPC sports Athletics and Swimming in order to support an effective data management of athletes, their classification, licenses, results, and records. In January 2010, it was extended for Powerlifting, Shooting, and Wheelchair Dance Sport, and in July 2010 for the IPC winter sports so that the same level of data management would apply to all nine IPC sports.

In 2010, more than 6,000 athletes were licensed by their respective NPCs through SDMS in both summer and winter sports which equalled approximately 45,000 results uploaded from 450 competitions in Alpine Skiing, Athletics, Powerlifting, Shooting and Swimming.

Along with further tools already established around SDMS, like the calculation of rankings for sport ranking systems that are in place, an online entry system was designed and installed which directly used SDMS data to simplify the entries for the 2010 IPC Swimming World Championships and 2011 IPC Athletics World Championships. It involves a simple click-and-confirm system based on already uploaded and validated qualification performances. After entries were closed, the final reports were directly uploaded to the on-venue systems.

At the end of 2010, SDMS was re-designed and the previous system replaced. As a result, it simplified the process with more user-friendliness and new functionalities including the new IPC Licensing Programme of 2011.

On 13 December 2010, the new system was officially launched. All tools like the IPC Sports Calendar, rankings calculators or entry systems, which were connected to the previous system, have been or will be incorporated into the new SDMS.

# Membership Development

To ensure that all IPC member organizations are active, self-sustainable and deliver quality services within their respective role in the Paralympic Movement.



# Membership Development



## Our Membership Body

The IPC grew its membership by six in 2010 to 189. This is made up of 170 NPCs, four International Organizations for the Disabled, 11 International Federations and four Regional Organizations.

Five NPCs joined the IPC in 2010. They were Comoros, Djibouti, Democratic Republic of Congo, San Marino and Solomon Islands. In addition the International Wheelchair Rugby Federation was granted International Federation status.

All have provisional membership pending approval at the 2011 General Assembly in China where they will be granted full member status.

## Development in 2010

Southern Africa was the focus of much work in 2010 with a number of countries benefiting from the Organizational Development Initiative (ODI).

Launched in the 2007, the ODI aims to develop an Organizational Development Plan to strengthen NPCs by assessing how efficient, capable and sustainable they are to take the Paralympic Movement forward.

Three day assessments, where attending stakeholders from different areas (Governing Board, Athletes, Coaches, parents of athletes, Government, other Sports organizations), use a SWOT (Strength, Weakness, Opportunities, Threats) analysis to identify both problems and opportunities took place in Botswana, Mozambique and Zimbabwe.

Every National Paralympic Committee successfully going through the ODI becomes a direct beneficiary of sports development programmes. The development approach generally embraces entire sub-regions to allow the neighbouring NPCs to build synergies, to organize training camps and competitions having a similar cultural background and common language. This approach moreover facilitates IPC conducted sub-regional workshops as travel distances are shorter and thus less costly.

In addition to the assessments, follow-up visits took place in Lesotho, Namibia and Zambia with particular focus on the areas of Administration, Communications, Governance, Marketing & Fundraising, Media Relations, Outreach, Raising Awareness and Staff/Volunteer Recruitment.

The ODI is a result of the 2004 IPC Development Conference in Egypt, which identified four key areas which are critical for the promotion and further development of the Paralympic Movement: Athletes, Leadership, Knowledge and Global Paralympic Development.

In 2010, a new development initiative included regional youth workshops that aimed to strengthen Paralympic youth and increase their access to sport. Funding for the pilot project, scheduled for April 2011 in El Salvador, was acquired through the Foundation of Global Sports Development. The preparation visit to El Salvador took place in November 2010 and the National Institute of Sports was actively involved.

Significant achievements were obtained with all participating countries and a strong foundation was laid for the development of sports. With the resulting increase of resources for each National Paralympic Committee, the committees were thus able to increase their recognition in the country, improve their media relations, and often raise their government's financial support. This essentially had a large impact on societies' awareness towards the significance of sport for persons with a disability and their right to practice sports.

## Paralympian Ambassador Programme

The IPC Paralympian Ambassador Programme, which was launched in 2008, continued in 2010 with a number of top past and present athletes representing the Movement.

Many of the athletes in 2010 represented the IPC in events all around the world, including Chris Waddell and Muffy Davis who led a media workshop during the Vancouver 2010 Paralympic Winter Games.

As Paralympian Ambassadors, these top athletes are asked to represent the Paralympic Movement in various activities including motivational speeches at various events, participation in awareness campaigns, visit to IPC development or educational programmes, presence at IPC events, as well as media appearances.

### The Paralympian Ambassadors are:

- Verena Bentele (GER, Biathlon and Cross-Country Skiing)
- Hou Bin (CHN, Athletics)
- Cheri Blauwet (USA, Athletics)
- Kirsten Bruhn (GER, Swimming)
- Muffy Davis (USA, Alpine Skiing)
- Michael Teuber (GER, Cycling)
- Dame Tanni Grey-Thompson (GBR, Athletics)
- Ernst Van Dyk (RSA, Athletics)
- Esther Vergeer (NED, Wheelchair Tennis)
- Chris Waddell (USA, Alpine Skiing)
- Henry Wanyoike (KEN, Athletics)



## Athlete Representation

Elections for the IPC Athletes' Council, which acts as the collective voice of Paralympic athletes within the IPC and wider Movement, took place during 2010 coinciding with the Vancouver 2010 Paralympic Winter Games.

Six candidates were up for election, and following a record number of votes by 403 athletes from both Paralympic Villages (Vancouver and Whistler) three athletes were elected to the IPC Athletes' Council.

### They were:

- Katarzyna Rogowiec (POL, Biathlon & Cross-Country Skiing)
- Todd Nicholson (CAN, Ice Sledge Hockey)
- Eskil Hagen (NOR, Ice Sledge Hockey).

Almost four out of five (79.96%) athletes voted in the election, an increase on the numbers who voted at the Torino Paralympic Winter Games.



The three newly elected Council members, who will serve four years terms, are joined by seven other members. Six are athletes elected during the Paralympic Summer Games and the other is an International Olympic Committee Athletes' Council Representative.

### The Council consists of:

- Robert Balk (USA, Nordic Skiing, Chairperson)
- Katarzyna Rogowiec (POL, Nordic Skiing, Vice Chairperson)
- Teresa Perales (ESP, Swimming)
- Marketa Sidkova (CZE, Archery)
- Eskil Hagen (NOR, Ice Sledge Hockey)
- Todd Nicholson (CAN, Ice Sledge Hockey)
- Yu Chui Yee (HKG, Wheelchair Fencing)
- Heinz Frei (SUI, Athletics)
- David Smetanine (FRA, Swimming)
- Tim Perndergast (NZL, Athletics, co-opted member)
- Frank Fredericks (NAM, Able-bodied Athletics, IOC Representative)

The Athletes' Council met twice during 2010, first in May in Madrid, Spain and then in November in Paris, France. Important discussions took place on Adecco Athletes' Career Programme, IPC Athlete Leadership Summit and a new concept for the Athletes' Club. In addition, International Sports Federation for People with an Intellectual Disability (INAS-FID) Secretary General Karon Nicol discussed future co-operation, linking ID athletes together with the IPC Athletes' Council.



# Membership Development

## Women in Sport

The IPC celebrated the United Nations International Women's Day for 2010 on 8 March with a special event held at the Whistler Paralympic Village Plaza in Canada. With the theme "Equal Rights, Equal Opportunities: Progress for All", numerous members of the Paralympic Family watched as representatives of the Paralympic Movement highlighted the achievements of women in sport. The International Women's Day also celebrated its 100th year in 2010.



Participants at the event included IPC President Sir Philip Craven, IPC Governing Board members Alan Dickson, Patrick Jarvis, Ann Cody and Rita Van Driel, IPC Chief Executive Officer Xavier Gonzalez, female representatives from NPCs, female athletes, and Vancouver 2010 Organizing Committee representatives.

The event included the raising of the UN flag, and Sir Philip handing over flowers to women in the audience. Sir Philip also honoured the late Gillian Hall, who was a leader in sport for persons with a disability in New Zealand and the Head of Classification for the IPC Alpine Skiing Sport Technical Committee.

The Women in Sport Committee was created by the IPC in 2003 to address not only the low number of female athletes and events in the Paralympic Games, but the lack of women in coaching, officiating and leadership positions. The role of the Women in Sport Committee is to advocate the full inclusion of girls and women at all levels of Paralympic Sport, to identify barriers that restrict participation, to recommend policies and initiatives that address these barriers, and oversee the implementation of initiatives to increase participation.

The IPC Diversity Policy also addresses the importance of gender diversity within the Paralympic Movement, and recognizes the importance of diversity within all levels of the organization and throughout the wider movement. Sport links together all aspects of a diverse society and thereby contributes not only to the development of the individual, but also encourages respect for others, which leads to greater understanding and the establishment of a more just society.

## IPC Sports' Council

The 19th IPC Sports' Council, held in Bonn, Germany at the end of October, was attended by representatives from 25 sports. Also in attendance were members of the London 2012 and Sochi 2014 organizing committees, representatives of the Guadalajara 2011 Parapan American Games, the World Academy of Sport, and the Asian Paralympic Committee on behalf of the Guangzhou 2010 Asian Para Games. IPC-recognized International Federations of Standing Ice Hockey and Powerchair Football were also on hand as observers.

The successful gathering allowed for sports recognized by the IPC to exchange information, share practices and provide advice to the IPC Governing Board. They also had the opportunity to have one-on-one meetings with the future Organizing Committees of London 2012 and Sochi 2014 to receive updates on preparations for the Games and resolve any issues they may have had.

The Sports' Council promotes the concept of 'unity and diversity' among the sports, co-ordinates the harmonization of common areas and needs related to sports, and provides consultation to the IPC Management Team in the development of the strategic direction related to sports.



# Resource Creation

The IPC has a solid and sustainable human and financial foundation that ensures its long-term viability.





## Resource Creation

Despite the global financial crisis, corporate support for the IPC grew and developed in 2010.

The support of the IPC's Worldwide Partners and Gold Patrons provided new opportunities for athletes around the globe.

## Partners

**IPC Worldwide Partner Atos Origin** delivered and completed faultless IT operations during the Vancouver 2010 Paralympic Winter Games. Atos Origin designed, integrated, managed and secured the same IT infrastructure for the Paralympic Games that was used at many of the competition venues for the Olympic Winter Games.

For the first time ever in Paralympic Games history, the Olympic Print Distribution system was used. The technology used in Olympic Print Distribution, which is provided by Atos Origin, delivers print outs of event information, schedules and results.

As the lead technology partner, Atos Origin worked with the IPC, VANOC and the other Technology partners as one team to ensure the Vancouver 2010 Paralympic Winter Games were a great success.

Atos Origin is continuing its role for the London 2012 Paralympic Games, declaring that technology will play a critical role in two areas in the British capital, including improved information access and environmental sustainability.

For the London 2012 Olympic and Paralympic Games, the Atos Origin team began their work on 24 November 2008. Since then, the team has been growing and will reach approximately 400 staff members at Games time. Other technology partners will also be part of the IT team working with Atos in London, reaching approximately 3,500 individuals.



**IPC Worldwide Partner Otto Bock** supported the IPC Exhibition at the Whistler Village during the Vancouver 2010 Paralympic Winter Games. Entitled "Spirit in Motion – Discover What Moves Us", the exhibition attracted nearly 25,000 visitors.

The aim of the interactive exhibition was to provide all visitors with information about the Paralympic Movement and Paralympic Games History, including specific details on sports, athletes' stories and background knowledge on technology. The IPC Exhibition also gave visitors the chance to test out Ice Sledge Hockey in an original sledge manufactured by Otto Bock Healthcare.

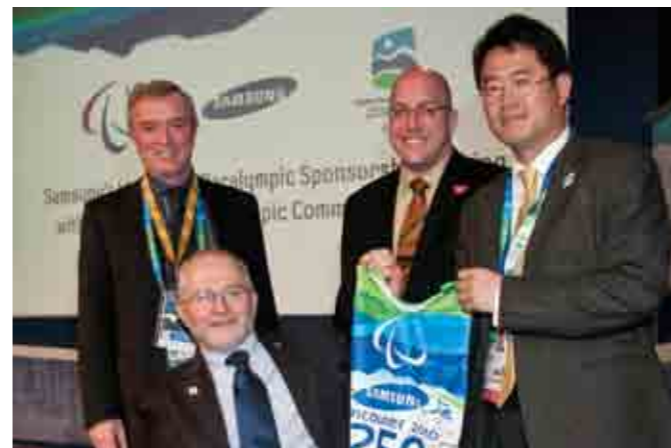
The exhibition included an extensive timeline, which illustrated the Paralympic Movement since its beginning in 1948, together with a number of prostheses and wheelchairs on display.

From 1 May to 31 October, IPC Worldwide Partner Otto Bock was in Shanghai, China, as part of the World Expo 2010.

An entire section of the fair was dedicated to the exploration of the needs of people with a disability, and Otto Bock presented an important topic for the future around the world and a key issue for China: mobility for people. The 250 square-metre exhibition covered everything from the causes of a disability to the restoration of mobility through medical technology.

Otto Bock has been represented in China since 1993 with a head office in Beijing and also operates a "Competence Centre" for patient fittings, its own factory, and various co-operative ventures in the area of research and development.

**IPC Worldwide Partner Samsung Electronics Co., Ltd.**, announced in February that it would be an Official Sponsor of the Vancouver 2010 Paralympic Winter Games. The partnership represented an important extension of Samsung's involvement with the Paralympic Games, through which Samsung supports the IPC's efforts to communicate the inspiration and excitement of Paralympic Sport to a wider audience around the world.



Under the agreement, Samsung became the Official Wireless Communications Equipment Provider and the Official Mobile Communications Equipment Provider of the Vancouver 2010 Paralympic Winter Games, exclusive bib sponsor and Presenting Partner of [www.ParalympicSport.TV](http://www.ParalympicSport.TV).

The continuous involvement of Samsung contributed enormously to the success of the Vancouver 2010 Paralympic Winter Games. And as part of their involvement, Samsung chose Jean Labonté, captain of the Canadian National Ice Sledge Hockey Team, as a Samsung Athlete Ambassador.

Labonté's experience and achievements as the captain of the Canadian team were documented in an exclusive video blog which was available on [www.ParalympicSport.TV](http://www.ParalympicSport.TV), the IPC's internet TV channel. The blog was part of a social media campaign sponsored by Samsung designed to share "behind-the-scenes" experiences and stories of Labonté, his friends, and his Ice Sledge Hockey teammates.

**IPC Worldwide Partner Visa** announced in January the renewal of its partnership with the IPC through to 2012, which included the Vancouver 2010 Paralympic Winter Games and the London 2012 Paralympic Games. Visa, the first Worldwide Partner of the IPC and sponsor of four Paralympic Games since 2002, remains the official payment service and only card accepted at all Paralympic Games venues to purchase Paralympic tickets, official Games merchandise, or food and beverages in venues.

As part of the renewal agreement, Visa retains exclusive marketing and promotional rights within the Payment Services category and activation opportunities for financial institution clients and merchants throughout the world. New benefits include title sponsorship of the Paralympic Hall of Fame and branding opportunities on various IPC media assets including [ParalympicSport.TV](http://ParalympicSport.TV).



This renewal followed the recent extension of Visa's Olympic Games sponsorship for another eight years - through 2020 - enabling Visa's financial institution clients and merchant partners to continue to build strong relationships with their customers through unique Visa marketing programmes.

## Gold Patrons

**IPC Gold Patron Allianz SE** together with the IPC put together a special media workshop on 11 March inside the Snow Dome where the IPC Exhibition took place. With about 20 media attending, the ultimate goal was to provide background information about the Paralympic Games, Sport and Movement before the Vancouver 2010 Paralympic Winter Games had begun.

Moderating the media workshop was Paralympian Ambassador and former athlete Chris Waddell, who interviewed members of the Paralympic Movement including IPC President Sir Philip Craven, Paralympian Ambassador and Medallist Muffy Davis, and winter athletes Katarzyna Rogowicz and Bruce Reding. Waddell began the workshop saying that "what happens to you is not as important as what you do with what happens to you".

During the workshop, Allianz presented "Paralympic Moments" which are a series of video clips looking into private lives of particular athletes and following their road to success at the Paralympic Games. The hands-on information included info-graphics and a presentation on the five winter sports, with special details being given on equipment and operation.



**IPC Gold Patron Deutsche Telekom AG** continued its involvement in the Paralympic Movement and its athletes, providing crucial financial and promotional support that allowed the IPC to fulfil its mission in 2010, which was also the final year of Deutsche Telekom AG as an IPC Gold Patron.



# Resource Creation

## Events and Communication

**DB Schenker** reached an agreement in 2010 to provide the IPC with Logistics, Freight Forwarding and Customs Clearance services for the Vancouver 2010 Paralympic Winter Games and London 2012 Paralympic Games as well as other key IPC events. Both the IPC and DB Schenker have been working together since Athens 2004.

During the Vancouver 2010 Paralympic Winter Games, a project team was set up to deliver the core services of freight forwarding in the Canadian city, with individual solutions developed for the customers. For example, door to door services were delivered for many of the sponsors, suppliers and a number of NPCs.

In total, DB Schenker moved 65 cubic metres of freight for the IPC during the Vancouver 2010 Paralympic Games, 35 cubic metres for the German Paralympic Committee, as well as 33 cubic metres of freight in and out and 1x20' container for IPC Worldwide Partner Otto Bock.

For the London 2012 Paralympic Games, DB Schenker want to be able to ensure that the athletes will have all the necessary support. This ranges from setting up the residential area in the Paralympic Village, to supporting international media aligned with their respective National Paralympic Committee, and most importantly, the required Paralympic Sport Equipment.



## Building Careers for Athletes

Athletes prepared themselves for careers outside of the sporting world in 2010, with support from the IPC and the Adecco Group. The organizations had renewed their commitment in 2009 to meet the needs of Paralympic athletes at every stage of their lives, and for many, it opened up opportunities for success in a different arena.

With this commitment, the IPC in co-operation with the Adecco Group, and a number of NPCs, created a customized programme for athletes in the following areas: defining career goals, creating a Curriculum Vita, interview technique and networking tips. The employees at Adecco are trained to then make the right match between companies and employees.



The "IPC Athlete Career Programme" through which elite and Paralympic athletes are supported with opportunities uses a two track approach: career development and job placement off the field of play. As a result, the programme is an excellent opportunity for Paralympians to address the challenging transition from Paralympic Sport to a new professional life.

## Grants

Funding partners Charity and Sports (The Netherlands), Commonwealth Games Canada, NPC Norway and UK Sports supported several projects in 2010 within the development initiative of the IPC in both Africa and Latin America. One grant of 50,000 EUR for example was provided for a youth workshop in El Salvador scheduled for early 2011.

The IPC also received public funding from both the German Federal Ministry of the Interior and the "Ministerium für Familie, Kinder, Jugend, Kultur und Sport des Landes Nordrhein-Westfalen". Together they funded the IPC's Headquarters with an institutional grant for general expenses.

In addition, the Federal Ministry of the Interior funded several of IPC's 2010 projects:

- Athletes' Leadership Summit
- Expert Meeting on Classification for Athletes with Visual Impairment
- Paralympic Administration Manual
- Software Development: Cognitive Test Battery for Classification for Athletes with an Intellectual Disability.

The Business Partners agreement between the IPC and software company MSL had its second successful year in 2010. MSL's sponsorship consists of a system that manages the entries to Sport Entry Queries (SEQ) which receives the data about the athletes' participation in season events in the appropriate format. The agreement has an initial duration of five years.



Federal Ministry of the Interior

# Games Success

The Paralympic Games are a viable, sustainable and distinctive sporting experience that inspires and excites the world.







## Vancouver 2010

June's Official Debrief of the Vancouver 2010 Olympic and Paralympic Winter Games was a five-day event in Krasnaya Polyana, Russia. It provided a unique opportunity to transfer the key lessons learned by the Vancouver 2010 Organizing Committee to the next Games Organizing Committees of London 2012, Sochi 2014, Rio 2016, the Candidate Cities of 2018 and other representatives of the Olympic and Paralympic Movements.

The sessions in the mountains of Sochi originated with the IOC Official Debrief which served as an important part of the IOC Transfer of Knowledge Programme.

One full-day session was dedicated to Paralympic Stakeholders. This first ever IPC debriefing provided an opportunity to review the general success factors and challenges of the Paralympic Games and to highlight the legacies, e.g., accessibility and sports development.

The services to each stakeholder group (athletes, NPCs, International Paralympic Sport Federations, media, sponsors, Paralympic Family, spectators) were also analyzed. Representatives from various Olympic and Paralympic stakeholder groups were present to participate actively in the meetings, in order to share their experiences of the Vancouver 2010 Paralympic Winter Games.

With the Vancouver 2010 Paralympic Winter Games being the year's major event, the IPC Management Team also continued its systematic evaluation process in the form of internal reporting which culminated in a meeting of all IPC staff. This allowed a number of main conclusions to be drawn and the knowledge learnt to be adopted for future Games, and for this to flow into the existing Games management process.

## London 2012

Two eventful Project Reviews relayed tremendous progress on the London 2012 Paralympic Games. In April, it was determined that the Games provide an invaluable opportunity to improve accessibility in the city, and that Paralympic Broadcaster Channel 4 will start its coverage during the two-years to go activities.

Other topics at the review included Paralympic Family Services, Paralympic Integration, City Operations, Brand and Marketing.

During September's Project Review, the IPC learned that attitudes towards people with a disability in Great Britain are improving and could be one of the legacies of London 2012. Research findings showed that four in 10 people believe the London 2012 Paralympic Games will bring a lasting breakthrough about the way people with a disability are viewed in the country.

The Project Review was held just after the time of the official two-year countdown to the London 2012 Paralympic Games. For the celebration on 29 August, the Organizing Committee put together 72 hours of activities in and around the British capital.

This included Mayor of London Boris Johnson playing Boccia in Trafalgar Square, media access to a ParalympicGB training camp, over 50 broadcast interviews with London 2012 ambassadors and a number of Paralympic Games supplements appearing in national newspapers.

Also in attendance for the two years to go celebrations was Mandeville, the official mascot of the London 2012 Paralympic Games who had been unveiled earlier that summer. Mandeville's name is inspired by Stoke Mandeville Hospital in Buckinghamshire, England, where in the 1940s, Dr. Ludwig Guttmann set up a new spinal unit to help former soldiers suffering from spinal cord injuries.

Mandeville forms a key part of LOCOG's 'Get Set' education programme, with mascot-related resources available for registered schools. Pupils can follow Mandeville's progress, making its way around the world, learning about the Paralympic values.

An online tool also enables people to create their own version of Mandeville, giving the public an unprecedented opportunity to engage with the Paralympic Mascot. Further versions will be regularly featured on the London 2012 website and special edition collectables and toys will be made available for sale.

The British supermarket chain Sainsbury's who was appointed in 2010 by LOCOG as its first Paralympic-only sponsor, becoming a Tier One Partner of the London 2012 Paralympic Games, also launched its activation to coincide with the two years to go activities.

Sainsbury's is the Paralympic Games' largest ever sponsor and will work with LOCOG, utilizing its network of over 890 stores to help promote the Paralympic Games to the 19 million customers who visit its stores each week.



It will also make Paralympic Games and ParalympicsGB merchandise available across the UK and will run a media campaign in 2012 to support the Paralympic Games. At the same time, colleagues of the supermarket will have the opportunity to be transferred to LOCOG.

Limited branding is permitted on the field of play at the Paralympic Games and Sainsbury's will be one of two Partners to have a presence on athletes' bibs, as well as in and around key venues at Games-time.

The IOC Co-ordination Commission's sixth and seventh visits to London were in July and November, with the IPC's main area of interest being the Paralympic Working Group. The group was informed about a number of initiatives the London 2012 Organizing Committee is planning in 2011 as excitement builds for the Games.

The London 2012 Organizing Committee also presented updates on various areas, including city operations, integrated operational planning, transport, as well as the timelines for Paralympic accommodation. Additionally, brand and marketing topics were discussed including a Paralympic campaign plan.

The IPC was also informed that LOCOG will conduct a number of stand alone Paralympic Sport test events in the lead up to the Games.





## Sochi 2014

Specialists from the Sochi 2014 Organizing Committee were on the ground in both Vancouver and Whistler to follow Vancouver 2010 organizers and participate in the Observers' Programme of the IPC. All of the knowledge gained was analyzed in order to apply a best approach in preparing for the Sochi 2014 Paralympic Games.

During their time in Vancouver, Sochi 2014 organizers held over 100 working meetings with experts from the IPC, members of International Federations, Vancouver 2010 Organizing Committee colleagues and Paralympic athletes.

In June, Sochi 2014 signed a Memorandum of Understanding with the IPC for the delivery of the Sochi 2014 Excellence Programme, a tailor-made education programme to assist future organizing committees to deliver Paralympic Games of the highest level. The IPC Academy, the IPC's education arm, will co-operate with the Russian International Olympic University for the local delivery of this programme.

The objectives of the Sochi 2014 Excellence Programme go beyond 2014, as it will help to create a lasting legacy of leaders locally, and support the ongoing development of sport, and in particular, Paralympic Sport.

The programme itself involves 10 specific modules based on the needs of the Organizing Committee delivered by the IPC Academy with local partners and IPC experts. The first two educational workshops, focussing on legacy and marketing were delivered in November and December 2010.

New standards in accessibility are constantly being implemented into the plans for the Sochi 2014 Paralympic Games.



As such, the Organizing Committee is reporting exciting prospects that the IPC has declared extremely encouraging.

President and CEO of Sochi 2014 Dmitry Chernyshenko confirmed new standards in accessibility at the

second Project Review in September. The review also heard the results of an accessibility study into the Sochi venues and reviewed a cultural programme proposed for the build-up to the Games.

The third and fourth IOC Co-ordination Commissions for the Sochi 2014 Paralympic Winter Games took place in April and October respectively, with the Commission visiting the venues in Sochi and Krasnaya Polyana.

The Commission also discussed topics around accommodation, spectator experience, technology, construction, transport and the Russian Government approved Barrier-Free Environment action plan. Additionally, President and CEO of the Sochi 2014 Organizing Committee Dmitry Chernyshenko took part in an open discussion with the Sochi Public Council on the creation of a barrier-free environment.

Through these visits, the Commission got a full overview of the Games project and provided guidance for the Sochi team as the world's spotlight turns to Russia.

## Rio 2016

The IOC Co-ordination Commission for the Rio 2016 Olympic and Paralympic Games had its first visit in May to the Brazilian host city with a full schedule of events. The Plenary Session saw an update on the relationship with International Federations, the venue design approval process, the collaboration with National Federations and the preparations for Team Brazil.

The commission together with the Rio 2016 Organizing Committee and the local authorities also had an update on Rio's plans and progress for the 2016 Games and visited a number of venues.

In connection with the Commission's visit, the IPC delivered a thorough Paralympic Orientation Seminar to discuss the challenges and organization operations of the Rio 2016 Paralympic Games. Within the two day event, the IPC had the chance to lay the foundations for a successful Paralympic Games in 2016, addressing a wide array of themes.



Information on the Vancouver 2010 Paralympic Winter Games organization and activities was also utilized for the Rio de Janeiro 2016 Paralympic Games, with the mayors of Rio de Janeiro, Eduardo Paes, and of Vancouver, Gregor Robertson, signing a co-operation deal in February allowing an exchange of information, experiences and interaction between the technical teams of both cities.

The Rio 2016 Organizing Committee also celebrated the one year anniversary on 2 October of Rio de Janeiro being chosen as the host city in 2016. An official ceremony took place at the Palacio da Cidade, which included the Rio 2016 Organizing Committee President Carlos Arthur Nuzman handing over the Rio 2016 Bid Official Report to Mayor Eduardo Paes and other governmental representatives.

The first IPC Executive Project Review took place in Rio de Janeiro in November 2010 and the main topics discussed with the IPC were Rio 2016 Paralympic Integration, Foundation Plan, Olympic (Paralympic) Laws, Accessibility and Transport.

At the end of the year in Guangzhou, China, the IPC Governing Board voted to increase the number of sports at the Rio 2016 Paralympic Games to 22 with the addition of Para-Canoe and Para-Triathlon to the existing Sports Programme.

Seven sports had submitted their applications in July to the IPC to be included in the Summer Games programme. All applications, together with the 20 existing sports, were reviewed and evaluated by the IPC and a recommendation was presented to the Governing Board to make their decision.



# Games Success

## Candidate Cities 2018

In late June the IOC Executive Board accepted Munich (Germany), Annecy (France) and PyeongChang (Republic of Korea) as Candidate Cities to host the 2018 Olympic and Paralympic Winter Games.

The selection was based on a review by a working group of experts who revised each Applicant City's potential to host successful Winter Games following applications submitted in the year.

The application files covered various areas including questions about Government Support and Public Opinion, General Infrastructure, Sports Venues, Athletes' Village, Environmental Conditions and Impact, Accommodation, Transport, Security, experience from past sports events, Overall Project and Legacy.

All three Candidate Cities also visited the IPC in the fall of 2010 in order to present their Paralympic concepts and competition venues. As part of the bid requirements all cities were required to receive confirmation on compliance and suitability of their venue concepts for all Paralympic sports.

The three Candidate Cities are expected to submit their Candidature Files in January 2011, with an in-depth description of their Olympic and Paralympic project. The IPC analysed the relevant Paralympic sections and provided detailed feedback to contribute to the IOC's overall evaluation process.

An 11-strong IOC Evaluation Commission, including IPC Governing Board Member Ann Cody, visited the cities to get a better impression and analyze the Candidature Files in detail.

The IOC Evaluation Commission's appraisal report will be published on 10 March 2011. The final decision on who will host the 2018 Games will be made by the full IOC membership during the IOC Session in Durban, South Africa, on 6 July 2011.



# Global Recognition

The Paralympic brand is defined and globally recognized, understood and valued.





## Paralympic Values

Throughout 2010, the IPC ensured that the Paralympic values continued to be the driving force behind all its communication activities. The four values are:

### Courage

It encompasses the unique spirit of the Paralympic athlete who seeks to accomplish what the general public deems unexpected, but what the athlete knows as a truth.



### Determination

The manifestation of the idea that Paralympic athletes push their physical ability to the absolute limit.



### Inspiration

When the stories and accomplishments of Paralympic athletes induce intense and personal emotions, with the effect that this spirit is applied to one's personal life.



### Equality

Paralympic Sport acts as an agent for change to break down social barriers of discrimination for persons with a disability.



## The Paralympic Brand

Since its launch in 2003, the Paralympic Brand has enjoyed more exposure which in turn has led to greater recognition.

A number of activities were implemented during the year to increase the awareness of the Agitos, the three elements that make up the Paralympic Symbol. Activities included: the IPC Exhibition in Whistler, Poster campaign in Vancouver, graphics on electronic touch pads at the 2010 IPC Swimming World Championships, launch of Mandeville (London Paralympic Mascot).

Additionally, one of the legacies of the Vancouver 2010 Paralympic Winter Games was the large Agitos model which was just outside the Whistler Plaza.

The brand was also seen by 1.6 billion people around the world who watched the Vancouver 2010 Paralympic Winter Games on television.

Since the IPC General Assembly in 2005, the word "Paralympic" has become a requirement to be included in the NPCs' constitutional name and title which is also reflected in the emblem.

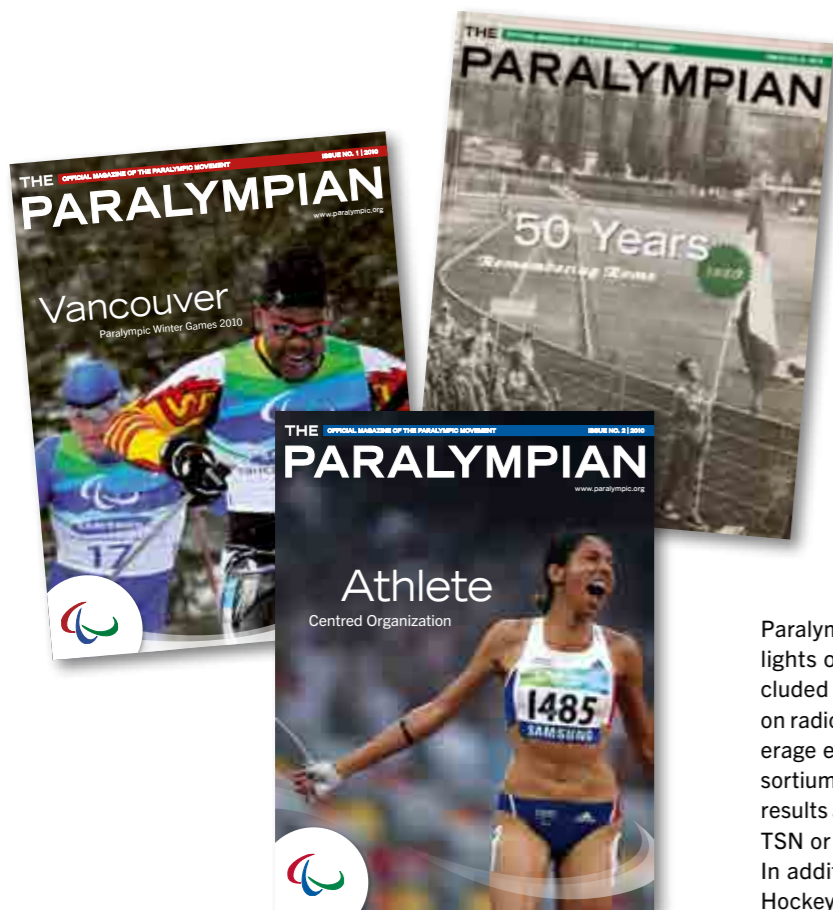
This means that all NPCs must include the Paralympic Symbol without the acronym "IPC" in its own corporate identity, together with the official name of the NPC in English and a design element specific to the country.

The benefit is that the Paralympic Symbol is more widely used around the world and ensures a consistent look and identity for IPC members.

As the Paralympic Symbol is a protected trademark, NPCs must carry out registration of their NPC Emblem within six months of IPC approval and provide the IPC with proof of registration.

By the end of 2010, a total of 94 NPCs had finalized the IPC approval process successfully.





## Broadcasting

Nearly 1,200 media representatives covered the Vancouver 2010 Paralympic Winter Games. More than 1.6 billion viewers (in 22 analyzed countries) followed the Games worldwide, an increase of 12% from the Torino 2006 Paralympic Winter Games.

With almost 538 million viewers, Japan had the biggest audience, followed by Germany with almost 400 million viewers. Alpine Skiing was the viewer's favourite sport, generating a total audience of more than 690 million. Cross-Country Skiing came in second with more than 426 million viewers, although it was broadcast for over 100 hours less than Alpine Skiing.

In Canada, Canada's Olympic Broadcast Media Consortium broadcast a total of over 50 hours of the Vancouver 2010 Paralympic Winter Games. In addition to live events and daily highlights on television, the Consortium's multi-platform coverage included results, updates, features and pre-promotional programming on radio, digital and print, making it the biggest and most robust coverage ever in Canada of the Paralympic Games. Each day, the Consortium produced a 90-minute highlights show of the day's activities, results and updated medal standings, airing in English on either CTV, TSN or Rogers Sportsnet and in French on RDS or RIS Info Sports. In addition, the Consortium televised all Team Canada Ice Sledge Hockey games in English (CTV, TSN, Rogers Sportsnet) and French (RDS, RIS Info Sports), with the gold medal game airing live on CTV and RDS.

In the USA, NBC agreed to broadcast on the NBC Television Network a programme related to the Opening Ceremony of the Vancouver 2010 Paralympic Winter Games and a highlights programme of the Vancouver Paralympics, which was shown after the Games. In addition, NBC Universal Sports broadcast a daily programme related to competition, with feature coverage of the Games on UniversalSports.com in the form of on-demand re-airings of its Universal Sports Television Network coverage, plus full-length event "rewinds".

Japan saw more than 20 hours of broadcast for Vancouver, with NHK showing a special programme of 25 minutes on the Vancouver 2010 Paralympic Winter Games every day. Additionally, summaries were shown on Educational TV. For Germany, 20 hours was broadcast for Vancouver, with channels ARD and ZDF having the majority of broadcasting which included highlights every day.

Sky New Zealand provided daily coverage of the Paralympics from 13-22 March in the form of a one hour highlights package and a live studio show. The Europe-wide broadcaster Eurosport broadcast more than 14 hours live from the Vancouver 2010 Paralympic Winter Games, with a camera crew on site for interviews and reports.

In Spain, more than 40 hours were broadcast, with the Spanish broadcaster TVE showing up to six hours per day from the Games.

One hour of highlights were shown every day on La 2. Additionally, all Alpine Skiing races with Spanish athletes competing were broadcast live on Teleduarte.

Norway saw more than 25 hours broadcast, which is over three times more than for Torino. NRK aired a 30-minute special programme on the Games every day, with additional live and delayed coverage of the Norwegian team's Ice Sledge Hockey Games and of Biathlon and Cross-Country Skiing events.

In the Czech Republic, more than five hours was broadcast from Vancouver from the Czech broadcaster CT, with 40 minutes of daily highlights. Finnish broadcaster YLE included daily summaries and highlights for their broadcasts, with Sweden's SVT having daily summaries with selected live broadcasts from Ice Sledge Hockey, Wheelchair Curling, Alpine Skiing and Cross-Country Skiing.

The Austrian broadcaster ORF had a total of 4.5 hours, with a daily highlights show of 25 minutes. In France, a total of over five hours was broadcast for the Vancouver Games, with the French broadcasters FT2 and FT3 having around 30 minutes of highlights daily.

In Australia, ABC had highlights and daily live coverage of the Vancouver Paralympics. ABC1 broadcast the highlights of each day's competition, with half-hour programmes. Hosted by Shaun Giles, and with commentary from Steve Robilliard, this programme also featured interviews, medal tallies and athlete profiles. It was repeated each evening on ABC1, and available on ABC iView. A website was also hosted at abc.net.au/paralympics.

At the 2010 IPC Swimming World Championships in Eindhoven, the Netherlands, Great Britain's Channel 4, the official broadcaster of the London 2012 Paralympic Games, created a one hour sports highlights show that followed the progress of Great Britain's team. London 2012 Paralympic Games Ambassador Ade Adepitan presented the highlights show, with British Paralympian Giles Long acting as reporter. On 19 August, Channel4 also offered a live stream on their website.

Australia's broadcaster ABC aired 45 minutes of highlights every evening on ABC2 while broadcasters from Brazil and Spain were also in Eindhoven covering the World Championships through live, highlights and news coverage.

The BBC, radio rights holder for the London 2012 Paralympic Games for the UK, was also on site producing daily news video clips for their website and having live radio coverage from the Championships on some days.

## ParalympicSport.TV

ParalympicSport.TV, the official Internet channel of the IPC, had a record number of hits during the Vancouver 2010 Paralympic Winter Games with unprecedented coverage of competitions and events.

Highlights included live broadcasting of the Opening and Closing Ceremonies, as well as the gold medal games in Ice Sledge Hockey and Wheelchair Curling. This gave viewers the chance to watch the action simultaneously with spectators at UBC Thunderbird Arena and the Vancouver Paralympic Centre.

With regard to the live coverage of events, broadcasting was 24/7 during the Games which totalled 240 hours. A total of 150 hours were either live or re-broadcast, with all new content. It was made quickly available as Video on Demand (VoD), which was a significant improvement from the Beijing 2008 Paralympic Games. An average of 43,000 hits per day was recorded for online streaming, with a peak of 86,000 hits on 16 March, compared to around 30,000 hits per day in Beijing. In total, more than 340,000 VoDs were accessed during the Vancouver 2010 Paralympic Winter Games.

At the 2010 IPC Swimming World Championships, ParalympicSport.TV brought a live stream of the competitions everyday, giving Paralympic fans around the world a chance to watch the action as it happened. Seeing more coverage than any previous IPC Swimming World Championships, the daily live stream included all heats and finals.

The daily live streams had English commentary, giving the viewer an up close and personal feeling of being at the event. Videos on demand were made available on ParalympicSport.TV the following day.

## paralympicsport.tv





## IPC on Facebook

The Vancouver 2010 Paralympic Winter Games had a high following on Facebook, which allowed for a more interactive experience with Paralympic fans. On the ParalympicSport.TV fan page on Facebook, more than 4,000 fans were added during the Games, bringing the total to 6,500.



The platform brought on discussions of the broadcast of the Games, with the continuous opportunity to have questions answered on air. On the whole, Facebook fans gave positive and appreciative feedback of the new addition to Paralympic media.

Some other fan pages were also created during the Vancouver Winter Games, including from IPC Gold Patron Allianz (“Global ParaSport”) and the Vancouver 2010 Organizing Committee (“Vancouver 2010”). Several NPCs also had fan pages, which provided specific team information.













The IPC also launched an official IPC Swimming Facebook Page which focused on the 2010 IPC Swimming World Championships in Eindhoven, the Netherlands, with full coverage, photos and videos. The page became ideal for not only athletes and coaches, but also Paralympic fans who wanted to experience the anticipation of the event.



## Athlete of the Month

In October it was decided to allow the public to vote for the IPC’s Athlete of the Month from a shortlist of candidates via its official Facebook page [www.facebook.com/ParalympicSport.TV](http://www.facebook.com/ParalympicSport.TV). The move has increased the awareness of the monthly award and, most significantly, increased the number of users on the Facebook page. Previously the Athlete of the Month was chosen by the IPC.

### The Athletes of the Month in 2010 were:

-  **January:** Alexi Salamone (Ice Sledge Hockey)
-  **February:** Mariann Marthinsen (Cross-Country Skiing)
-  **March:** Canadian Wheelchair Curling Team (Wheelchair Curling)
-  **April:** Sinisa Vidic (Shooting)
-  **May:** Katrin Green (Athletics)
-  **June:** Padraic Moran (Boccia)
-  **July:** Chinese Women’s Sitting Volleyball National Team
-  **August:** Daniel Dias (Swimming)
-  **September:** US Wheelchair Rugby National Team
-  **October:** Katrina Hart (Athletics)
-  **November:** Anna Schaffelhuber (Alpine Skiing)
-  **December:** Shingo Kunieda (Wheelchair Tennis)

## Paralympic Order

In 2010 four individuals were awarded the prestigious Paralympic Order, the highest tribute a person connected with the Paralympic Movement may achieve.



Honouring the people who not only have made the commitment, but have illustrated the Paralympic ideal through their actions, and have therefore achieved remarkable merit, the Paralympic Order was given by the IPC to the following people during March:

- **John Furlong**, CEO of the Vancouver 2010 Organizing Committee (VANOC)
- **Jack Poole**, late Chairman VANOC Board of Directors
- **Rusty Goepel**, Chairman VANOC Board of Directors
- **Dena Coward**, VANOC Paralympic Games Director

## Whang Youn Dai Achievement Award

At the Closing Ceremony of the Vancouver 2010 Paralympic Winter Games, the Whang Youn Dai Achievement Award was presented to Endo Takayuki of Japan and Collette Bourgonje of Canada.

Named after South Korean Dr. Whang Youn Dai who contributed her life to the development of Paralympic Sport around the world, the award aims to enhance the will of people with a disability to conquer their adversities through the pursuit of excellence in sports and through the Paralympic Games. It recognizes elite athletes who have demonstrated exceptional levels of determination in this pursuit.

It was first awarded at the Seoul 1988 Paralympic Games in recognition of her life-long contribution to the Paralympic Movement and is now presented at every Paralympic Games to one male and one female athlete who are chosen by an independent panel of judges comprising of IPC Governing Board members.



## Visa Paralympic Hall of Fame

Three individuals were inducted into the Visa Paralympic Hall of Fame during the Vancouver 2010 Paralympic Winter Games.

Nominated by member organizations of the IPC based on their athletic performance, history of fair play and participation in community service before selection by the IPC Governing Board, the three individuals were:

- Cross-Country skier **Tanja Kari** from Finland
- Alpine skier **Chris Waddell** from USA
- Biathlon and Cross-Country Skiing coach **Rolf Hettich** from Germany

Their induction ensures that a permanent record and institutional memory is kept of top Paralympic athletes and coaches of all time, thus honouring the performers who achieved a high and sustained level of success in the Paralympic Games.



## Communicator Award

The IPC was awarded an Award of Excellence in the Print/Design category for Non-Profit Organizations from the 2010 Communicator Awards.

The Annual Report 2008 and 10/20 Anniversary Book received the Award of Excellence, which is given to those entries whose ability to communicate puts them among the best in the field. The Communicator Awards is the leading international awards programme honouring creative excellence for Communications Professionals. Founded by communication professionals over a decade ago, The Communicator Award received over 7,000 entries from companies and agencies of all sizes, making it one of the largest awards of its kind in the world.



# Global Recognition

## Education



During the Vancouver 2010 Paralympic Winter Games, a programme entitled "Play like a Paralympian" gave visitors at all venues the chance to practice Paralympic Sport. About 50 volunteers helped to carry out the activity

which included stations with sports equipment from the five different Paralympic winter sports.

Spectators and guests had the opportunity to try out a variety of sporting equipment and learn more about the Paralympic Winter Games. Additionally, the Vancouver 2010 Organizing Committee partnered with the National Paralympic Committee of Canada and the local sport governing bodies to provide information on how and where people with a disability could get involved in sport within their communities across the country.

The programme took place throughout Games time, and it is hoped that it will be repeated at all future Games.

In November a number of schools across Canada learned more about the Paralympic Movement by taking part in the Paralympic School Week. The week-long programme adopts the ideals of the Paralympic Movement and showcases people with a disability who are making a difference. Paralympic School Week provides a focus for school-wide community building and subject-related instruction.

The programme was created by the Vancouver 2010 Organizing Committee for the Olympic and Paralympic Games in partnership with the British Columbia Ministry of Education and the Canadian Paralympic Committee. The Canadian Paralympic Committee wanted to keep the momentum of the programme strong and therefore invited schools across Canada to participate.

The Paralympic School Week is an expansion of the Paralympic School Day, a concept developed by the IPC to create awareness and understanding in schools about persons with a disability.

The IPC created a Paralympic School Day kit containing a set of activities and background information, which can be used to educate children and youth about Paralympic Sport, individual differences and disability issues in a fun and playful environment.



In October, more than 930 students in Croatia took part in the country's first Paralympic School Day staged by the country's National Paralympic Committee. As part of the day, pupils from

Eugen Kumicic primary school in Velika Gorica, a town 10km south of Zagreb, learned about the Paralympic Games, the Paralympic Movement and experienced what it is like to be a Paralympic athlete.

The Paralympic School Day in Croatia was part of a wider promotional campaign, which was aimed at raising awareness for Paralympic Sport and recruiting more athletes with a disability in Croatia. The National Paralympic Committee plans to visit more than 250 schools by the end of 2012.

The Paralympic School Day in Spain together with the Association Play and Train took place in Alp with 100 children (aged 8-12) and in La Seu d'Urgell with 170 children (aged 8-13). In La Molina, 100 persons with a disability and their families attended 24 hours of adaptive skiing in an event called "24 Horas". Other events took place in Barcelona through the Cruyff Foundation Open Day with 300 children and in Parc de Nadal Alp with around 1,000 children.

## Protecting the Paralympic Legacy



The inspirational legacy of the Paralympic Movement will never fade from living memory due to efforts made to record the momentous occasions that have marked its history so far. The IPC has made improvements to its Documentation Centre to ensure

that important events relating to the Paralympic Movement are catalogued, conserved and made accessible.

Ongoing acquisitions and donations of memorabilia and publications have contributed to the continuing growth of the Documentation Centre's historical collections. In order to make these collections visible, they are available for exhibitions on a variety of occasions in- and outside the Paralympic Movement.

In preserving the Paralympic legacy, the IPC continues to manage and take care of its archives. Currently, there are approximately 2,000 archive boxes with publications, documents, artefacts and audiovisual material, of which approximately 850 are related to the Paralympic Games. The library holds more than 1,500 books, issues of approximately 100 journals and 250 CDs and DVDs.

In 2010 the use of the electronic archive database was expanded and a variety of publications and objects (e.g., reports, certificates, medals, torches and textiles) were captured in a professional way to allow in-depth documentation and easy access to the collections.

The Documentation Centre has also continued to support researchers from all over the world in gathering information on the history of the Paralympic Movement.

# IPC Sports Growth and Self-Sustainability

The IPC acts as the International Federation for nine sports each of which grew during the year. The IPC General Assembly set a target for all IPC Sports to have moved to independence from the IPC by the year 2016.





## IPC Athletics

	2010	2009	Growth
Licensed athletes	2,845	1,450	96%
NPCs	109	57	52

A total of 415 competitions were recognized in 2010 compared to 92 in 2009. The huge growth in the number of licensed and registered athletes was a result of preparations for the 2011 IPC Athletics World Championships.

The IPC Athletics Sport Technical Committee focused on building a corporate plan to align with the IPC Strategic Planning process.

Relations with the International Association of Athletics Federation (IAAF) were strengthened and a Memorandum of Understanding between the two parties was developed for approval in 2011. It is hoped the two can collaborate and co-operate to further develop the sport of Athletics, both for able-bodied athletes and athletes with a disability. It will cover various areas of co-operation, such as sport rules, mutual promotion, training of technical officials and sharing and exchanging knowledge and resources.

More than 20 international classification opportunities were available across the regions in 2010, with recertification courses held through the IPC Academy.

The latest information on the sport was also made available at <http://ipc-athletics.paralympic.org>.

## IPC Alpine Skiing

	2009/2010	2008/2009	Growth
Licensed athletes	505	464	9%
NPCs	39	33	6

Participation numbers in Alpine Skiing grew to an all-time high in 2010. More than 500 skiers and guides, from 39 NPCs were licensed for the season, an increase of 41 on 2009.

Over 75 races around the world were co-ordinated; most significantly, five Alpine Skiing races were successfully held at the Vancouver 2010 Paralympic Winter Games.

The Alpine Skiing Sport Technical Committee was re-appointed for another term of office after the Vancouver Games. IPC Alpine Skiing also had active working groups for the factor system and equipment,



and continued its ongoing co-operation with the International Ski Federation (FIS).

A new IPC Alpine Skiing Results System was implemented during the year, as well as the online ranking system. The Rules and Regulations Rulebook was also revised, and the pool of classifiers grew through seminars during the year.

The latest information on the sport was also made available at [www.ipc-alpineskiing.org](http://www.ipc-alpineskiing.org)

As well as the Vancouver 2010 Paralympic Winter Games, highlights of the calendar included:

### 2009/2010 IPC Alpine Skiing World Cup

The World Cup year began in January with the World Cup in Rinn and Abentau, Austria. More than 140 skiers from 17 countries took part in the races which included Slalom, Giant Slalom and Super G.

In Rinn, Austria's Sabine Gasteiger (B3) took top position with guide Stefan Schoner in the Women's Giant Slalom Visually Impaired category, while Canada's Lauren Woolstencroft (LW3-1) took first in the Women's Giant Slalom Standing category. In the Men's Giant Slalom Standing category, Germany's Gerd Schoenfelder (LW5/7-2) took the gold.

In Abentau, Canada's Chris Williamson (B3), with guide Nick Brush, took first place in the Men's Slalom Visually Impaired category. Vivian Forest (B2) also from Canada, with guide Lindsay Debou, took first in the Women's Slalom Visually Impaired category.

One day later the World Cup moved to Sestriere, Italy, where over 100 skiers from 19 countries took part. Italy's Gianmaria Dal Maestro (B3), with guide Tommaso Balasso, and Slovakia's Henrieta Farkasova (B3), with guide Natalia Subrtova, both took first in the Men and Women's Visually Impaired categories respectively.

The World Cup Finals took place in March just before the Vancouver 2010 Paralympic Winter Games in Aspen, USA. A total of 105 skiers from 17 countries competed. French skiers Solene Jambaque (LW9-2) and Marie Bochet (LW6/8-2) took the top two positions in the Women's Standing category.

The Aspen programme included competitions in Downhill, Super G and Super Combined, with daily award ceremonies taking place after each day's competition in each category.

### 2009/2010 IPC Alpine Skiing European Cup

The IPC Alpine Skiing European Cup began in Pitzal, Austria, in December 2009 with over 100 athletes from 19 countries. Three days of races in Giant Slalom and Super G in three different categories - Visually Impaired, Sitting and Standing - saw Slovakia's Radomir Dudas finish as the most successful male alpine skier of the weekend. He took home two victories in the Visually Impaired category, winning the Giant Slalom and Super G.

Further events in La Molina, Spain and Solleftea, Sweden took place before Arte Terme, Italy hosted the finals in February with races in Giant Slalom, Slalom and Super Combined. The last day of competition saw a Slalom race with 89 athletes from 14 countries competing. Slovakian skiers Henrieta Farkasova, with guide Natalia Subrtova, and Jakub Krako, with guide Juraj Medera, took first in the Women's and Men's Visually Impaired category.

### 2009/2010 IPC Alpine Skiing North American Cup

The IPC Alpine Skiing North American Cup began in Park City, USA in January, moving on to Kimberley in February and then to Mount Washington, Canada in March.

The final event in Mount Washington saw strong showings from 35 skiers in the North American region, with events in both Slalom and Giant Slalom. In the Slalom, Canadians Lauren Woolstencroft and Kirk Schornstein took first in the Women's and Men's Standing events. For the Giant Slalom, Canadians Morgan Perrin, Josh Dueck and Eric Campeau took first in the Men's Standing, Sitting and Visually Impaired respectively.

## IPC Biathlon and Cross-Country Skiing

	2009/2010	2008/2009	Growth
Licensed athletes	228	215	6%
NPCs	23	24	-1

The year was a busy one for IPC Biathlon and Cross-Country Skiing with races at the Vancouver 2010 Paralympic Winter Games and various World Cup events.

Over 220 athletes and guides were licensed for the 2009/2010 season from 23 different NPCs. This was an increase of 13 skiers on the previous year.

As with Alpine Skiing, the Nordic Skiing Sport Technical Committee was re-appointed for another term following the Vancouver 2010 Paralympic Winter Games and continued competition planning through to the 2014 season.

A new contractor was appointed to provide timings and results for the circuit, and the pool of officials grew following successful Technical Delegates seminars held during the year.

The latest information on the sport was also made available at [www.ipc-nordicskiing.org](http://www.ipc-nordicskiing.org)

Key events in the calendar, in addition to the Vancouver 2010 Paralympic Winter Games, included:

### 2010 IPC Biathlon and Cross-Country Skiing World Cup

The first stop in 2010 for the IPC Biathlon and Cross-Country Skiing World Cup was in Bessans, France. A total of 135 skiers from 19 countries competed from 27-31 January, with strong performances from Russia's Evgeniy Safronov, Italy's Enzo Masiello, France's Yannik Bourseaux and Ukraine's Iuliia Batenkova.

Oberried, Germany hosted the second event of the year attracting 150 athletes from 18 countries. Taking place from 4-7 February, Paralympian Ambassador Verena Bentele of Germany with guide Thomas Friedrich and Russia's Nikolay Polukhin with guide Andrey Tokarev took first in the Women's and Men's Visually Impaired categories. Other winners included Norway's Nils-Erik Ulset, and Russia's trio of Irek Zaripov, Kirill Mikhaylov and Anna Burmistrova.





# IPC Sports Growth and Self-Sustainability

## IPC Ice Sledge Hockey

	2009/2010	2008/2009	Growth
Licensed athletes	190	186	+2%
NPCs	13	13	0



The sport has now licensed over 180 athletes with 11 NPCs regularly practicing the sport. The co-ordination and management of several high-profile competitions took place including for the Vancouver 2010 Paralympic Winter Games Qualification Tournament in Sweden.

The Ice Sledge Hockey tournament at the Vancouver 2010 Paralympic Winter Games was one of the most well attended events and was a 'must see' event for the viewing public on TV.

The new Ice Sledge Hockey Sport Technical Committee was appointed after the Vancouver 2010 Paralympic Winter Games, and the pool of Technical Officials and Classifiers grew through training, seminars and practice to create a more sustainable sport.

The latest information on the sport was also made available at [www.ipc-icesledgehockey.org](http://www.ipc-icesledgehockey.org)

## IPC Powerlifting

	2010	2009	Growth
Licensed athletes	545	470	16%
NPCs	83	71	12

In total 24 competitions were recognized in 2010 including the IPC Powerlifting World Championships. Following the Championships the IPC Powerlifting Sport Technical Committee held a Sport Forum which was an opportunity for all those involved in the sport to provide feedback and expert information on its future.

Equipment used for competitions and the material of lifting suits were two examples of the topics brought up during the forum, and it was

agreed that all the relevant information about the sport should be brought together at the IPC's Powerlifting website [www.ipc-powerlifting.org](http://www.ipc-powerlifting.org)

Four Powerlifters committed Anti-Doping Violations in 2010 and were suspended for periods of between two and three years.

### 2010 IPC Powerlifting World Championships

Taking place from 25-30 July, the 2010 IPC Powerlifting World Championships in Kuala Lumpur, Malaysia saw a total of 292 athletes from 49 countries compete. Of those participants, 114 athletes were women.

The event saw a number of World records broken.

Iran's Siamand Rahman set a new record for seniors and juniors with a 285kg lift in the Men's +100kg. Rahman had to settle for a silver medal however as his record breaking lift was on his fourth attempt which does not count towards medal positions. Months later he improved his World record further with a 290kg lift at the Asian Para Games.

Likewise in the 67.5kg class China's Lei Lui set a new World best lifting 222.5kg in Kuala Lumpur, which he improved further to 224.5kg in December in Guangzhou, China.

In the Men's up to 56kg category, Egypt's Sherief Othman broke his own World record lifting 205kg, almost four times his own body weight.

France's Souhad Ghazouani broke the World record for the Women's 60kg class lifting an impressive 135kg.



## IPC Shooting

	2010	2009	Growth
Licensed athletes	507	402	21%
NPCs	58	46	12

Of major significance in 2010 was the signing of a Memorandum of Understanding with the International Shooting Sport Federation (ISSF) to continue working together in developing Shooting further in the years ahead.

The Memorandum of Understanding covers several areas including management, promotion of competitions and events, knowledge exchange and general development of the Paralympic Sport and participating athletes.

While the IPC's shooting competitions will remain completely independent in the near future, it was agreed that ISSF would work with IPC Shooting to identify suitable ISSF Technical Officials to be involved in IPC recognized competitions. In such cases, the ISSF would remain the sole and supreme authority controlling the certification of ISSF officials.

The IPC Shooting Sport Technical Committee updated the rulebook version published in March, and in May a new Sport Technical Committee was appointed.

Following the conclusion of the 2010 IPC Shooting World Championships in July, the IPC Shooting Sport Technical Committee held a Sport Forum.

In September a classification course was held in Great Britain for classifiers which aimed to improve their qualifications.

Eight competitions were recognized in 2010 with the biggest taking place in Croatia

The website [www.ipc-shooting.org](http://www.ipc-shooting.org) was also regularly updated with information.

### 2010 IPC Shooting World Championships

The 2010 IPC Shooting World Championships saw 246 athletes from 43 countries compete in Zagreb, Croatia from 16-24 July. It was the biggest World Championships in the history of the sport and gold medal winning performances came from Serbia's Dragan Ristic, China's Hongxiang Yuan, Sweden's Jonas Jacobsson, Russia's Marina Klimentchenko, France's Raphael Voltz and Sweden's Lotta Helsinger.

In her address at the Opening Ceremony, Croatian Prime Minister Ms. Jadranka Kosor said that the city of Zagreb was delighted to be staging such a major event and that the choice of Croatia by the IPC was truly a huge honour and recognition of both NPC Croatia and all men and women with a disability in the country.



## IPC Swimming

	2010	2009	Growth
Licensed athletes	1,775	1,523	17%
NPCs	80	66	14

A total of 150 competitions were recognized in 2010 and a number of successful classifier and Technical Official courses were organized.

Following August's World Championships, the IPC Swimming Sport Technical Committee held a Sport Forum which was attended by 50 NPCs.

The Forum provided a great deal of discussion and feedback with more people than ever participating.

December's Asian Para Games in Guangzhou, China also ensured that many swimmers made the qualification time for London 2012 as well as providing opportunities for NPCs.

Up-to-date Information about the sport can be found at [www.ipc-swimming.org](http://www.ipc-swimming.org)

### 2010 IPC Swimming World Championships

A total of 649 athletes from 53 countries competed in 181 medal events at the 2010 IPC Swimming World Championships, making it the biggest IPC Swimming event ever.

During the six days of competition inside the Pieter van den Hoogenband stadium in Eindhoven, the Netherlands, more than 6,500 spectators came to watch outstanding performances by the swimmers.

Ukraine topped the medal table with 58 medals, including 21 gold. USA was second with 20 gold medals and Russia third with 19 gold medals.

USA's Mallory Weggemann (S7) was the most successful swimmer of the World Championships, winning eight gold medals and breaking nine World records. Another podium regular was South Africa's Natalie DuToit (S9), who dominated the Women's S1-S10 race in the Open Water event at E3 Beach in Eersel giving her a total of six gold medals, one silver and one bronze.

IPC Honorary Board Member HRH Princess Margriet of the Netherlands attended the event in her country, meeting athletes and presenting a number of medals.

## IPC Wheelchair Dance Sport

	2010	2009	Growth
Licensed athletes	191	173	10%
NPCs	22	18	4

The IPC Wheelchair Dance Sport Technical Committee held a Sport Forum in November following the conclusion of the World Championships, where the future of the sport was discussed.

Three competitions were recognized and two dancers were suspended for between one and two years for committing Anti-Doping Rule Violations during the World Championships.

A working group meeting was held with the International Dance Sport Federation to discuss the vision for the sport in 2012.

The latest information on the sport was made available at [www.ipc-wheelchairdancesport.org](http://www.ipc-wheelchairdancesport.org).

## 2010 IPC Wheelchair Dance Sport World Championships

Hannover, Germany staged the biggest ever IPC Wheelchair Dance Sport World Championships from 6-7 November. With more than 150 dancers from 21 countries, the World Championships were deemed the most successful in the history of Wheelchair Dance Sport.

The first day saw Ukraine's Olena Iarenko and Valeriy Bevzyuk take first place in the Combi Latin Class 1 event. Mexican couple Ernesto Eduardo Nunez Medellin and Maria Antonia Pena Anguiano took gold in the Duo Latin Class 1 event whilst Poland's Pawel Karpinski and Joanna Reda took gold in the Duo Standard Class 2 event.

On the final day Belarusians Veranika Makhortava and Aliaksei Zukhtsikau took gold in the Combi Standard Class 1.

Poland secured their second gold through Piotr Iwanicki and Nadine Kinczel in the Combi Latin Class 2 event as did Ukraine in the Duo Latin Class 2 event through Ukraine's Ivan Sivak and Nadiia Sivak.

The competition in Hannover included Combi Standard classes 1 and 2, Combi Latin classes 1 and 2, Duo Standard classes 1 and 2 and Duo Latin classes 1 and 2.





During the financial year 2010, the IPC generated a total revenue of EUR 7,139,873 and had a total expenditure of EUR 7,125,271. This meant a surplus of EUR 14,602 was created.

Almost half of the core income (45%) was generated through Paralympic Games Marketing and Broadcasting rights sales, while one fifth (21%) came through sponsorship and fundraising.

IPC Sports generated 23% of income which was put aside to be reinvested in activities and competitions related to the nine IPC Sports.

IPC Membership fees account for 3.5% of total income during 2010.

A total of 66% of the Specific Project Funding was linked to the 2010 Vancouver Paralympic Games and the related projects like IPC Hospitality Programme, IPC Observer's Programme and Guest Services. The correlative expenditure is shown under Specific Project Expenditure.

Nearly half (48%) of all core expenditure during 2010 was related to 'Administration' and includes all charges for IPC administration, IPC Headquarters cost, IT and personnel costs for 36 staff. The budget line 'Sports Budget' covers all expenses related to IPC Sports competitions and management costs for IPC Sports.

Part of the operational surplus was used to allocate financial resources to an unrestricted capital reserve.

An external audit was conducted by Deloitte & Touche for the financial year 2010. It did not lead to any reservations. The following pages present the summarized financial statements for 2010 (financial positions and financial performance), with comparative figures for the previous year.



"We have audited the annual financial statements comprising the balance sheet and the income statement, together with the book-keeping system, of the International Paralympic Committee (IPC) e.V., Bonn, for the business year from 1 January to 31 December 2010. The maintenance of the books and records and the preparation of the annual financial statements in accordance with the provisions set out in the first section of the third book of the German commercial code are the responsibility of the IPC's legal representatives. Our responsibility is to express an opinion on these annual financial statements, together with the bookkeeping system, based on our audit.

We conducted our audit of the annual financial statements by appropriate application of § 317 HGB ("German Commercial Code") and German generally accepted standards for the audit of financial statements promulgated by the Institut der Wirtschaftsprüfer. Those standards require that we plan and perform the audit such that misstatements materially affecting the presentation of the net assets, financial position and results of operations in the annual financial statements in accordance with German principles of proper accounting are detected with reasonable assurance. Knowledge of the business activities and the economic and legal environment of the IPC and expectations as to possible misstatements are taken into account in the determination of audit procedures. The effectiveness of the accounting-related internal control system and the evidence supporting the disclosures in the books and records and the annual financial statements are examined primarily on a test basis within the framework of the audit. The audit includes assessing the accounting principles used and significant estimates made by the legal representatives, as well as evaluating the overall presentation of the annual financial statements. We believe that our audit provides a reasonable basis for our opinion.

Our audit has not led to any reservations.

In our opinion, based on the findings of our audit, the financial statements of the International Paralympic Committee (IPC) e.V., Bonn, comply with the legal requirements."

The above report on our audit of the annual financial statements for the business year 2010 of the International Paralympic Committee (IPC) e.V., Bonn/Germany, complies with the applicable legal regulations and the German generally accepted reporting standards applicable to the audit of financial statements (auditing standard of the Institut der Wirtschaftsprüfer – IDW PS 450).

For the unqualified auditors' opinion given by us on 17 March 2011, we refer to Section 5 "Copy of Auditors' Opinion".

Düsseldorf, 17 March 2011

**Deloitte & Touche GmbH**  
Wirtschaftsprüfungsgesellschaft

(Crampton)  
Wirtschaftsprüfer  
[German Public Auditor]

(Hölscher)  
Wirtschaftsprüfer  
[German Public Auditor]





## Statement of Financial Position (as of 31 December 2010)

Assets	2009	2010
Fixed Assets	449,838	378,380
Current Assets	175,582	566,513
Cash and Bank Balances	1,825,698	2,574,054
Prepaid Expenses	493,379	893,366
<b>Total Assets</b>	<b>2,944,498</b>	<b>4,412,313</b>

## Equity and Liabilities

Equity	493,029	632,632
Provisions <sup>1</sup>	713,713	858,094
Liabilities <sup>2</sup>	1,238,159	1,294,275
Deferred Income	499,597	1,627,312
<b>Total Equity and Liabilities</b>	<b>2,944,498</b>	<b>4,412,313</b>

1) Including provisions for IPC Sports

2) The liabilities include a loan of EUR 625,000 from International Olympic Committee (IOC)

## Statement of Financial Position (as of 31 December 2010)

Revenue	2009	2010
Membership fees	217,218	216,581
IPC Sports Revenue <sup>1</sup>	1,448,561	1,441,344
Marketing/Sponsoring/Fundraising <sup>2</sup>	3,778,269	4,171,979
Grants	33,683	138,291
Other	228,061	280,855
Specific Project Funding <sup>3</sup>	377,903	890,822
<b>Total revenue</b>	<b>6,083,696</b>	<b>7,139,873</b>

## Expenditure

Executive Office	409,538	372,711
Paralympic Games	165,795	323,166
Administration <sup>4</sup>	2,531,137	2,827,558
Sports Budget <sup>5</sup>	1,654,163	1,697,496
Sport and IPSFs Relations	64,144	43,816
Medical and Science	103,704	69,104
General Operation and Services <sup>6</sup>	101,405	117,767
Media and Communication	110,238	110,605
Marketing and Broadcasting	146,731	159,752
Membership Relations and Services <sup>7</sup>	27,531	0
Development	96,121	0
Membership Services and NPC Development	0	188,559
Specific Project Expenditure	651,152	1,089,736
Allocation to unrestricted capital reserve	0	125,000
<b>Total Expenditure</b>	<b>6,061,659</b>	<b>7,125,271</b>

## Result

**22.037**

**14.602**

1 Entry fees from IPC Sports competitions, Athletes' License fees, Competition Approval fees, other Sports related fees

2 Marketing fees from Organizing Committees, Sponsoring and Fundraising Revenue

3 Project related resources: ParalympicSport.TV, 2010 Vancouver Paralympic Games

4 Administration, Salaries for IPC Headquarters Staff and Depreciation of assets

5 Grants to IF Sports, Grants to Organizers of IPC Sports competitions, Management costs IPC Sports and provisions for IPC Sports from IPC Sports revenue

6 Former called "Finance"

7 Between 2009 and 2010 IPC changed its budget and departmental structure. The expenses for "Membership relations and Services" and "Development" are now summarized under the new created "Membership services and NPC Development".



## IMAGES

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