

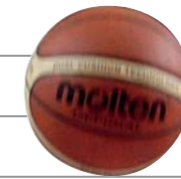
International  
Paralympic Committee  
Annual Report  
2011



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“The Paralympic Movement was bursting with sport in 2011 with a major world or regional para-sport taking place every second week.”

The Paralympic Movement continued to enjoy significant growth on all fronts during 2011 despite it not being a Paralympic year.

Key to continuing this growth over the next four years will be the IPC Strategic Plan which was launched in April. It aims to build on the high standards already achieved within the Paralympic Movement and increase the number of people participating in para-sport at all levels across the world.

The Strategic Plan is something I am particularly proud of and will act as an excellent visiting card for every member of the Paralympic Family.

Also key to the IPC's future growth will be our relationship with the IOC which dates back a number of years now, in particular since 2000. Throughout 2011 we had much dialogue with them on extending our Co-operation Agreement which runs up to, and includes, the Rio 2016 Paralympic Games.

Without the IOC's support, the IPC and the Paralympic Games would not enjoy the position they do today. Although we reached a consensus on extending the Co-operation Agreement for the 2018 and 2020 Games with them during the year, our goal in 2012 is to secure a deeper and more broader relationship with them which recognizes the greater and more significant role the Paralympic Games now plays in the world.

The Paralympic Movement was bursting with sport in 2011 with a major world or regional para-sport taking place every second week.

The first major IPC sporting event of the year was January's IPC Alpine Skiing World Championships in Sestriere, Italy. More than 130 skiers from 23 countries took part in the biggest snow sport event since the Vancouver 2010 Paralympics.

In the same month New Zealand's Prime Minister, Rt. Hon John Key opened the 2011 IPC Athletics World Championships in Christchurch. Featuring more than 1,000 athletes from 75 countries, 57 world and 173 Championship records were broken.

March saw Italy upset the odds by winning the 2011 IPC Ice Sledge Hockey European Championships in Sweden. Italy's success is even more impressive considering the team only came together in the lead-up to the Torino 2006 Paralympic Games.

Berlin, Germany staged a highly successful IPC Swimming European Championships in July featuring 440 swimmers from 36 countries.

During eight days of thrilling competition 59 European and 31 world records were broken in an event that saw Ukraine top the medal table.

The event was significant for a number of reasons. First 31 out of the 36 competing countries won at least one medal, underlining the growing breadth of swimming talent in the continent. Secondly the event was broadcast live globally around the world on the IPC's official YouTube channel [www.YouTube.com/ParalympicSport.TV](http://www.YouTube.com/ParalympicSport.TV) enabling billions of people around the world to watch the swimming action.

Away from sporting competitions, preparations for future Paralympic Games continued apace.

Around the time of 'One Year to Go' until London 2012 in September, a record 108 NPCs attended the final Chef de Missions seminar in the British capital. On the day prior to tickets going on-sale International Paralympic Day, which was held in Trafalgar Square, made global news including a number of newspaper front pages.

In a day of many highlights, British Prime Minister David Cameron and London Mayor Boris Johnson joined wheelchair tennis players Josh Steels and John Parfitt for a game of doubles. Such tremendous publicity helped LOCOG sell over one million tickets in just three weeks, a record so long far out from the Games.

The aim now is to sell the remaining tickets and hopefully London 2012 will be our first 'sold-out' Paralympic Games.

Sochi 2014 continued to make progress in 2011, and the launch of their innovative Accessibility Map will complement their ongoing work in creating barrier free environments.

In November, Rio 2016 launched its spectacular new Paralympic Games emblem and the organizing committee there is fully aware the eyes of the world will fall on them following the conclusion of London 2012.

My congratulations must go PyeongChang, Korea after they were awarded the 2018 Winter Games in July. The most pleasing aspect about the whole 2018 bidding process was that all three bidding cities saw the Paralympics as integral to the success of their bid – delivering two Games as one festival of sport.

In terms of finances, the IPC met its agreed budget in 2011 which is testament to the financial structures we now have in place. Years ago such a global financial crisis would have bankrupted the IPC, however we now have a long term financial plan which is bearing fruition and making the Movement as a whole stronger.

Therefore I am delighted at the continued support of our Worldwide Partners Atos, Otobock, Samsung and Visa as well as our new International Partner Allianz. Most pleasing is that we are now working hard to extend these sponsorships to also benefit our members.

Looking ahead, 2012 presents a huge opportunity for the Paralympic Movement. Beijing saw the Movement grow up and the world take notice. As a result we head into London with an expectancy level that we've never experienced before.

Guided by the new IPC Strategic Plan, I am confident that the growing number of resources available at the IPC in Bonn, combined with the hard work and dedication of our members, volunteers, officials and classifiers within the Paralympic Movement, we will enjoy a year to remember in 2012 and for many years to come.

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 10 impairment groups compete in a total of 28 sports in the Paralympic programme.

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

- 171 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 an impairment 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.

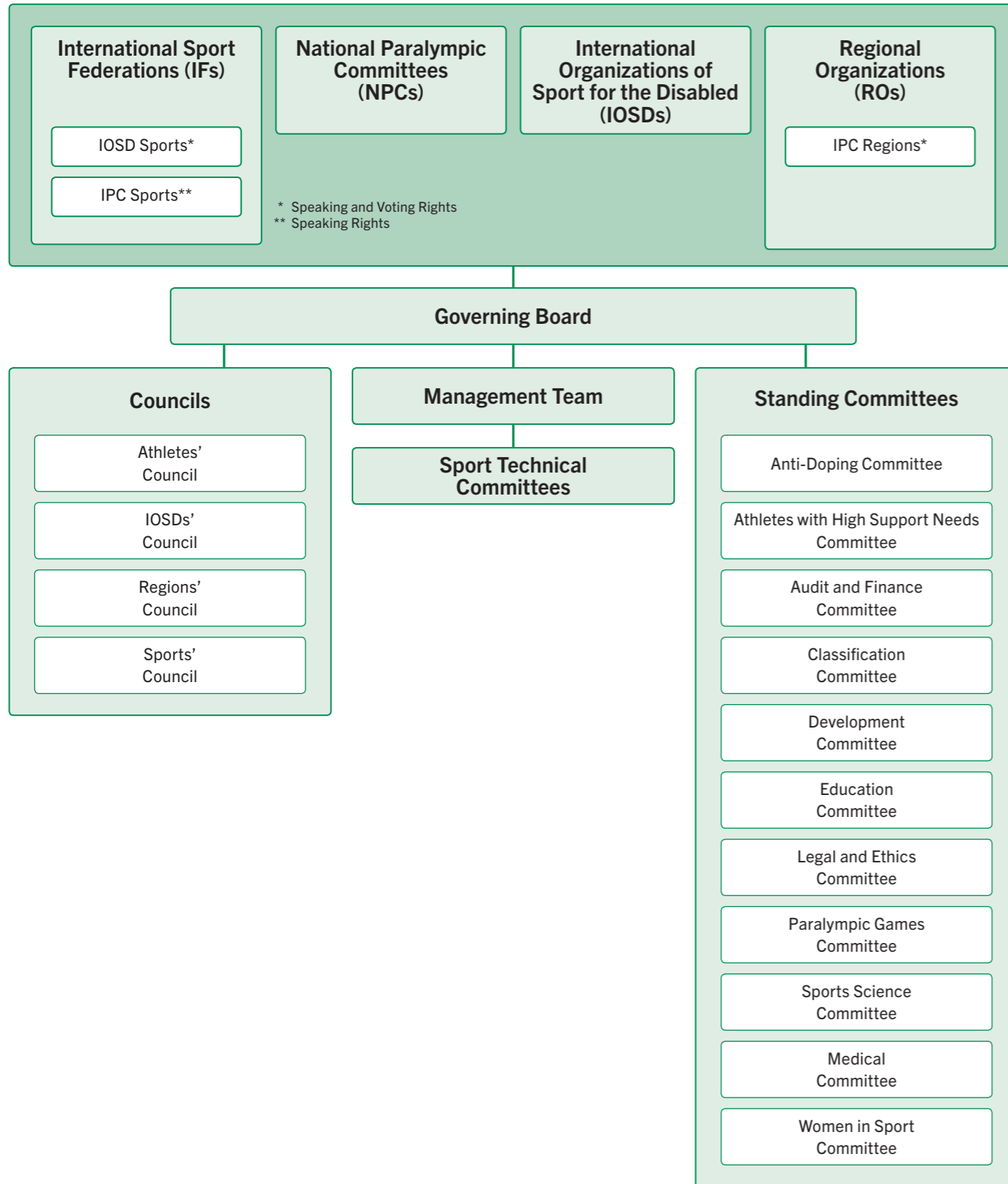
The first Paralympic Summer Games – originally called the 9th Annual International Stoke Mandeville Games – were held in 1960 in Rome, Italy, and the first Paralympic Winter Games in 1976 were hosted by Örnsköldsvik, Sweden. The Paralympic Movement quickly gathered momentum and the Paralympic Games became 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.



## General Assembly



## IPC Strategic Plan 2011-2014

The IPC launched its new Strategic Plan at the beginning of 2011 to ensure the organization's direction is clearly articulated, understood and can serve as a reference and source of inspiration for the long-term planning of its members.

The 2011-2014 Strategic Plan breaks the IPC's goals into six definitive objectives:



**Paralympic Games**  
Ensure successful Paralympic Games for all participants



**Funding**  
Ensure appropriate funding and identify revenue opportunities



**Athlete Development**  
Promote opportunities to engage in and grow Paralympic sports



**Organizational Capability**  
Enhance efficient structures to ensure the ability to deliver



**Paralympic Brand**  
Build greater understanding and use of the Paralympic brand



**Strategic Partnerships**  
Leverage partnerships to use synergies and broaden the reach

# Paralympic Games

The Paralympic Games are the pinnacle of an athlete's career and represent the most visible element of the Paralympic Movement and its values.

They represent a showcase to a worldwide audience and act as a vehicle to change perceptions and leave tangible legacies.



In 2011, the IPC worked closely with the organizing committees of future games to ensure their successes, as well as be certain that those Games leave a mark on the world even after the event. The IPC has also worked to maximize media coverage leading up to London 2012 and to guarantee the delivery of an attractive sports programme with elite competition based on solid qualification and athlete classification systems at these Games.

## London 2012



The final year before the London 2012 Games included a lot of work behind the scenes, as the venues and park took shape.

A project review in February covered everything from six proposed test events in Goalball, Wheelchair Tennis, Archery, Boccia, Athletics and Wheelchair Rugby to press operations, operational integration and NPC services.

The Paralympic Games competition schedule was released on 26 August, and during the year the torch designers were named and British creatives were appointed for the Games ceremonies.

One of the major highlights of 2011 was International Paralympic Day, which was held in Trafalgar Square on 8 September. The British public had a chance to get a taste of what the London 2012 Games would be like just one day before tickets went on sale for the event.



International Paralympic Day showcased the 20 sports that will be at the Games, with demonstrations in Wheelchair Basketball, Powerlifting, Wheelchair Rugby, Rowing and Para-Table Tennis.

Nearly 100 British and international athletes were in attendance, including 100m stars Oscar Pistorius and Jerome Singleton, and the British men's Sitting Volleyball team broke the Guinness world record for the longest rally.

Two of the world's fastest women, USA's April Holmes and France's Marie-Amelie Le Fur, went head-to-head in a 50m sprint and spectators also visited BT's Road to 2012 exhibition at the National Portrait Gallery in the heart of London.

Prior to the day, Chef de Missions and representatives from a record 108 National Paralympic Committees were in London to receive an update on preparations for the Games.

International Paralympic Day made the front page of three national newspapers in Britain – The Daily Telegraph, The Times and Metro – as well as global headlines. British Prime Minister David Cameron and London Mayor Boris Johnson also played a game of Wheelchair Tennis doubles on a purpose-built court in the centre of London's Trafalgar Square.

A concert with several major artists presented by Sainsbury's took place the following day, drawing 20,000 spectators.

The event was designed to create mass awareness ahead of Paralympic tickets going on sale. Between 9 and 26 September an unprecedented 1.1 million tickets were sold for the Games, with a number of sessions for different sports selling out.

No other Organizing Committee has sold as many tickets that many months before a Games.

A busy period of activity was rounded off in September when the design of the medals for London 2012 were unveiled to the public.



# Paralympic Games



## Sochi 2014



On 26 February 2011, Ray of Light and Snowflake were named the two mascots of the Sochi 2014 Paralympic Winter Games. The mascots were chosen by the following representatives of the Paralympic Movement – Secretary General of NPC Russia Mikhail

Terentiev, Paralympic champion and Sochi 2014 ambassador Olesya Vladykina and Paralympic sportsmen Alexander Alyabyev, Vladimir Kiselyov, Margarita Koptilova, Xenia Ovsyannikova and Igor Pustovit – and were chosen from a shortlist of potential mascots who each had their own promotional video.



The IPC attended project reviews in February and May. Topics discussed included test events, venue construction, transportation plans, the organization of volunteers and how to implement a barrier-free environment.

With 1,000 days to go until the Games, the organizing committee launched its Accessibility Map project to help people with an impairment easily find accessible locations where they can engage in Paralympic sports.

The IPC helped deliver a tailor-made education programme entitled the Sochi 2014 Excellence Programme, which is geared toward assisting the organizing committee in delivering a Paralympic Games of the highest calibre possible.

The Sochi 2014 Organizing Committee, meanwhile, revealed its concept of an integrated visual Look of the Games, which is represented by a patchwork quilt representing 16 designs of the most famous traditional Russian arts and crafts.

## PyeongChang 2018

PyeongChang, Korea was awarded the right to stage the 2018 Paralympic Winter Games on 6 July 2011.

The city beat Annecy, France and Munich, Germany in its bid to host the Games.

Their bid featured a solid concept to boost the development of Paralympic Winter sports in the region, throughout Asia and internationally, and it has committed considerable funds to support projects to do so.

The PyeongChang region has a long history of staging sport events for athletes with a disability, and it agreed to stage two sanctioned para-sport events per year leading up to 2018 to help promote the Paralympic Movement, train staff and test venues.



## Rio 2016



The official emblem for the Rio 2016 Paralympic Games was launched on 26 November at a Christmas tree lighting ceremony in the heart of Rio de Janeiro, Brazil which was attended by more than 250,000 people and watched by millions on television.

The emblem was designed by Rio's Tatil Design de Ideias, and emulates the upward curve of an athlete surpassing expectations and growing with infinite drive. The design's spiral movement and three-dimensional shape has the power to inspire and mobilize people.

The emblem and Rio 2016 brand aim to lead societal change to create a more inclusive world.

The IPC sent delegations to Rio in June and November for two project reviews to receive updates on the progress made by the Rio 2016 Organizing Committee.

The reviews included meetings with government officials and venue tours, as well as updates on transport, accessibility and marketing.

The organizing committee held a "My Paralympic Picture" contest, letting fans vote on their favourite submitted Paralympic photos in order to raise awareness of the event.



## Cities Bid For 2020

Six cities put in initial bids to host the 2020 Olympic and Paralympic Games: Madrid, Spain; Rome, Italy; Tokyo, Japan; Istanbul, Turkey; Doha, Qatar and Baku, Azerbaijan.

The IOC will select the host city in September 2013.

# Athlete Development

The IPC aims to empower athletes at all levels to practice sports and develop competition pathways from grassroots to the elite level. In order to achieve this, the IPC worked on several development projects to improve organizational structures and NPC resources. It also helped develop capable and accessible human resources and worked with athletes at the basic level.



## Educating Youth

In April, the IPC held a Youth Workshop in San Salvador, El Salvador for 60 young athletes, youth co-ordinators, coaches and NPC administrators from Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua and Panama.

The goal was to empower young athletes with an impairment to develop their abilities through sport. The camp, supported by the Foundation for Global Sports Development and the National Sports Institute of El Salvador (INDES), included activities in five sports and educational sessions on rights, nutrition, teamwork and classification.

The participating NPCs were then encouraged and mentored to continue Paralympic Youth Sport Programmes within their NPC. At a national level, the camp raised the profile of the Paralympic brand, increased media coverage and benefitted from a visit from the First Lady of El Salvador.

In October the IPC held a Regional Training Camp in Lusaka, Zambia for 23 athletes, 10 coaches and five administrators from Zambia, Lesotho, Namibia, Botswana and Zimbabwe. Funded by the Norwegian Olympic and Paralympic Committee and Confederation of Sports (NIF), as well as Charity in Sport, the camp identified talent, made use of sport as a tool for personal development and provided a platform for NPCs to share knowledge. The newly elected Sports Minister attended the opening ceremony and outlined his support for the Paralympic Movement.



The five attending NPCs signed a Memorandum of Understanding to strengthen the Paralympic Movement in Southern Africa.

In 2011, the IPC also worked with UK Sport's International Inspiration Programme and submitted a proposal for EU funding for two development camps to be held in 2012.





## Anti-Doping

The IPC announced seven anti-doping rule violations in 2011, including four in IPC Powerlifting, two in IPC Athletics and one in IPC Shooting. In total, 543 in and out of competition tests were conducted across the nine IPC sports.

In 2011, the IPC assisted WADA in ensuring Paralympic Sport federations could meet the WADA compliance standards by the end of the year, and all but two sport federations – WOVD (Sitting Volleyball) and IWRF (Wheelchair Rugby) – met these standards.

The IPC also educated athletes about anti-doping through programmes at the IPC Athletics World Championships, IPC Swimming European

Championships and ASEAN Games, and WADA hosted an athlete outreach programme at the Parapan American Games in Guadalajara, Mexico.

An anti-doping education plan was implemented to increase education and awareness in IPC Powerlifting, and the IPC Anti-Doping Committee met in September to revise all preparation plans to ensure high-standard operational management of the anti-doping programme at the London 2012 Paralympic Games.

In December 2011, the IPC Governing Board approved revisions to the IPC Anti-Doping Code which took immediate effect.



## IPC ANTI-DOPING ANNUAL STATISTICS 2011



IPC SPORTS	WADA – IPC Out-Of-Competition Testing	URINE TESTING (OOC)	URINE TESTING (IC)	BLOOD TESTING (OOC)	BLOOD TESTING (IC)	TOTAL TESTS (urine)	TOTAL TESTS (blood)	TOTAL TESTS (urine + blood)	AAF	ATF	ADRV
Alpine Skiing	0	0	28	0	0	28	0	28	0	0	0
Athletics	2	50	165	3	11	217	14	231	2	1	2
Ice Sledge Hockey	0	0	14	0	0	14	0	14	0	0	0
Nordic Skiing	0	0	37	0	0	37	0	37	0	0	0
Powerlifting	1	23	55	16	0	79	16	95	4	2	4
Shooting	0	0	36	0	0	36	0	36	1	0	1
Swimming	2	5	85	0	10	92	10	102	0	0	0
Wheelchair Dance Sport	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>5</b>	<b>78</b>	<b>420</b>	<b>19</b>	<b>21</b>	<b>503</b>	<b>40</b>	<b>543</b>	<b>7</b>	<b>3</b>	<b>7</b>

NON-IPC SPORTS	WADA – IPC Out-Of-Competition Testing	URINE TESTING (OOC)	URINE TESTING (IC)	BLOOD TESTING (OOC)	BLOOD TESTING (IC)	TOTAL TESTS (urine)	TOTAL TESTS (blood)	TOTAL TESTS (urine + blood)	AAF	ATF	ADRV
Archery	n/a	0	8	0	0	8	0	8	0	0	0
Boccia	n/a	0	4	0	0	4	0	4	0	0	0
Cycling	n/a	6	16	1	0	22	1	23	0	0	0
Football 5	n/a	0	4	0	0	4	0	4	0	0	0
Goalball	n/a	0	4	0	0	4	0	4	0	1	0
Judo	n/a	0	12	0	0	12	0	12	0	0	0
Table Tennis	n/a	0	12	0	0	12	0	12	0	0	0
Sitting Volleyball	n/a	0	12	0	0	12	0	12	0	0	0
Wheelchair Basketball	n/a	2	18	0	0	20	0	20	0	0	0
Wheelchair Tennis	n/a	0	4	0	0	4	0	4	0	0	0
<b>TOTAL</b>	<b>n/a</b>	<b>8</b>	<b>94</b>	<b>1</b>	<b>0</b>	<b>102</b>	<b>1</b>	<b>103</b>	<b>0</b>	<b>1</b>	<b>0</b>

## Classification

The newly appointed IPC Classification Committee met in Bonn, Germany twice during 2011 to develop a business plan to monitor IPC Classification Code compliance and discuss communication strategies on classification matters regarding athletes, officials, spectators, and media.

To strengthen compliance, the classification rules and regulations for IPC summer sports were revised using Classification Code terminology, and classification policies and procedures were updated where appropriate.

IPC Nordic Skiing held a meeting to develop evidence-based classification and modify equipment rules for sit-skiing due to its impact on classification, and the IPC, jointly with the International Blind Sport Federation (IBSA) organized a classifiers course to further implement the revised standards for those athletes who have a visual impairment.



## Sport Science

The 2011 VISTA conference in Bonn was termed “A Multidisciplinary Approach to Paralympic Success,” and drew 210 attendees, including athletes, coaches, sport officials and administrators. Topics covered during the September event ranged from athlete career development to medical

care and classification, and afterwards, the IPC initiated action to organize VISTA as a bi-annual event.

In the lead-up to the conference, the IPC Sport Science Committee met in Nairobi, Kenya, to finalize the programme and discuss different

transfer of knowledge strategies. This meeting was hosted by Kenyatta University in Nairobi, Kenya, where a scientific conference on “Enhancing Paralympic Sports through Science and Technology” was organized. More than 60 university staff, students and NPC representatives attended the congress.

The IPC worked with the IOC to publish and distribute a handbook entitled, “The Paralympic Athlete,” which became the first-ever comprehensive guide to discipline-specific reviews in Paralympic Sport. Edited by IPC Sports Science Committee members Yves Vanlandewijck and Walter Thompson, the guide contains findings from leading authorities in sport science for people with a disability, including biomechanics, physiology, medicine, philosophy, sociology and psychology.

Wheelchair racer and handcyclist Ernst Van Dyk resigned from the IPC Sports Science Committee in 2011 due to sport career engagements.



## Medical

In December 2011, the IPC General Assembly adopted the IPC Medical Code to develop sport-specific provisions to ensure sport is practiced in a manner that protects athletes' health and respects fair play ethics.

IPC members have been instructed to adopt the IPC Medical Code as a condition of IPC membership no later than the London 2012 Paralympic Games, and to align their medical rules and procedures with the code.

The IPC Medical Committee decided to initiate an IPC Sport Injury and Illness Survey at London 2012 after reports from the Paralympic Winter Games proved how systematic recording of athlete injuries draws focus to the needs and demands of sport-specific medical care and services.

In 2011, Wayne Derman of South Africa was welcomed as new member of the IPC Medical Committee following the resignation of Hasuk Bae from Korea.



## IPC Academy and Education

To generate a greater awareness of the Paralympic Movement in 2011, the IPC Academy held five workshops for the Sochi Excellence Programme during the year, as well as a London Chef de Mission workshop, which emphasized the importance of documentation, coaching and knowledge sharing.

The IPC organized three classifier courses in 2011 within the IPC Academy programme to

help member organizations further develop Paralympic Sport.

Under the IPC Academy umbrella, three on-site sport classification training opportunities were organized.

IPC Athletics classifiers were invited to January's World Championships for a recertification course and 18 new candidates attended

a classifier course in Great Britain by IPC Athletics in June. Both courses were taught by classification educators trained in 2010.

IPC Swimming, meanwhile, organized its first course for classification educators and classifiers in March.

By the end of 2011, 16 classifiers were certified or recertified in Athletics and Swimming.

At the end of the year, the first IPC Academy courses for officials became available online with the launch of the IPC Athletics Technical Officials Course and the IPC Swimming International Classifiers course.

IPC Academy also appointed a new IPC Education Committee, comprised of Chairperson Margaret Talbot and members Aija Klavina, Tim Pendergast and Luciana Scheid.

The aim of the new committee is to advise the IPC in education matters and develop a Paralympic education strategy that can be tailored to various projects.



# Paralympic Brand

The Paralympic brand links sport with social awareness to challenge stereotypes and ultimately lead to an equal society for all. The IPC's goal is to promote this message of inspiration, courage and determination through its communication networks associated with the Paralympic Movement. Members have worked to create a greater awareness of Paralympic athletes and ambassadors to spread the Movement's messages worldwide.



## Brand Book



The IPC Marketing team put together a proposal of the new Paralympic Brand Book that will be fully instituted in 2012.

The new book explores the proper usages of the Paralympic brand to help develop a clear visual concept for the future of the Movement. In further detail, it discusses when and how to use the official Paralympic emblems and colours, as well as IPC sport pictograms and NPC and regional emblems.

In order for the organization to have a singular look and feel, a detailed typography style was defined, in addition to a tone of voice and regulations for the use of photos, flags and design elements.

The new IPC look was included in some events in 2011, including the VISTA Conference and IPC General Assembly.



## NPC Emblems

The IPC worked closely with several National Paralympic Committees to produce 16 new emblems – 10 of which were created by IPC staff – for their organizations that would give their brand a look and feel that the public could identify with and that they could use for promotional materials.

Integral to each design was the Paralympic symbol, which all National Paralympic Committees must have as part of their emblem.

The IPC supported a total of 171 NPCs by the end of 2011.



This is just a sampling of the new National Paralympic Committee emblems designed by the IPC in 2011.

# Paralympic Brand



## Social Media

The number of likes of the IPC's official Facebook page grew by 31 per cent during 2011 as a result of an increase in the number of stories which also brought visitors back to [www.paralympic.org](http://www.paralympic.org)

The 2011 IPC Swimming European Championships led to a 58 per cent increase in the number of likes of the IPC Swimming Facebook page from 1,265 to 2,008 likes.

In August 2011, the IPC also launched an Ice Sledge Hockey Facebook page dedicated solely to events and programmes related to the sport.

In January 2011, prior to the 2011 IPC Athletics World Championships, the IPC's official Twitter account @Paralympic was launched. By the end of 2011, the IPC had already accumulated 4,471 Twitter followers. Twitter allows users to sample small snippets of IPC

content and acts as a tool to encourage visitors to [www.paralympic.org](http://www.paralympic.org).

During 2011, two major events were broadcast live on the IPC's ParalympicSport.TV channel on YouTube.

In January the IPC Athletics World Championships were broadcast live from New Zealand and this was followed in July by the 2011 Swimming European Championships from Berlin, Germany.

The live stream received more than 120,000 views – the average number of views for an entire month at that point in time.

## Paralympian

The IPC published three editions of its official magazine, The Paralympian, in 2011.

The first edition featured the decision to include Para-Canoe and Para-Triathlon at the Rio 2016 Paralympic Games, the second focused on activities surrounding one year to go until the London 2012 Games and the third featured the IPC's development programmes.

The Paralympian, distributed to more than 2,500 readers, won the top prize in the Best Print category for non-profit organizations at the 2011 Communicator Awards, beating 6,000 other entries for the award.

Awarded by the International Academy of the Visual Arts, the Communicator Awards are a leading international award programme honouring creative excellence for Communications Professionals.



## Athlete of the Month

In order to create a greater global awareness and make athletes household names, the IPC continued its Athlete of the Month award through 2011.

The IPC let the public decide who should win the Athlete of the Month Award each month from the nominees that had the best performance on the para-sport scene. Fans voted via the IPC's Facebook page.

The winners in 2011 included:



- January:** Yon Santacana (Spain, Alpine Skiing)
- February:** Italy's Ice Sledge Hockey team
- March:** Neil Fachie (Great Britain, Para-Cycling)
- April:** Mikhailina Lysova (Russia, Nordic Skiing)
- May:** Kristy Pond (Australia, Athletics)
- June:** Zoe Newson (Great Britain, Powerlifting)
- July:** Danielle Brown (Great Britain, Archery)
- August:** Ellie Cole (Australia, Swimming)
- September:** Mark Rohan (Ireland, Para-Cycling)
- October:** Natalia Partyka (Poland, Para-Table Tennis)
- November:** Anna Schaffelhuber (Germany, Alpine Skiing)
- December:** Alexandra Starker (Canada, Alpine Skiing)

## Online



The IPC's aim in 2011 was to make [www.paralympic.org](http://www.paralympic.org) a hub for all the latest news and information regarding the Paralympic Movement. As a result, the amount of content, including stories on Paralympic athletes, coaches, leaders and ambassadors, that was uploaded to the site increased significantly.

As a result of fresh daily content on the site, the number of visitors to the site increased by 11.7 per cent during 2011. Excluding the two months in 2010 that were related to the Paralympic Winter Games, the actual monthly increase in visitors was 45 per cent.

Throughout 2011, the IPC worked with its worldwide partner, Atos, to plan and develop a new-look website that would be the world's leading source of information about the Paralympic Movement, its athletes and its sports.

To be launched in February 2012, the plan is for the site to bring together and integrate all the latest news, images, video footage from ParalympicSport.TV, biographies, historical results and social media into one central location.



# Funding

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



The IPC must continuously raise sufficient funding to meet the rapidly increasing demands and opportunities of running major international events and support the development of its members. In 2011, the IPC worked to reduce the constraints on its ability to grow revenues associated with the Paralympic Games, co-operated with NPCs to create additional opportunities for current and potential new donors, and supplied its members with information, knowledge and tool kits to ensure public and private funding.

## Charity and Sport

The Dutch organization links sporting events and organizations to philanthropic causes to bring the worlds of sport and charity closer together.

In 2011, the organization staged a spectacular fundraising dinner on board a Royal Dutch Navy vessel on behalf of the IPC, raising EUR 155,100. Nearly 300 people attended the event, and the proceeds went toward the IPC's Youth Camps, including a regional training camp in Zambia.

## Agitos Foundation



In 2011, the IPC laid the groundwork for the Agitos Foundation, which will launch in 2012 with the aim of garnering the funds and tools needed to develop sport opportunities for people all around the world with an impairment.

Both the name and logo of the project were approved by the Governing Board in December 2011.

Funding for the Foundation comes from various sources, including grants, donations and fundraising projects. Unlike the IPC, which is restricted as to where it can source funds from major corporations, the Foundation does not have such constraints. At the Opening Ceremony of the 2011 IPC General Assembly, the Beijing Olympic City Development Association (BODA) donated a large sum to the Foundation.

These collected funds will be used to educate the public on the abilities and achievements of para-athletes to help implement change in society's attitude toward those with a disability. Large projects will be implemented in South America and Africa – including projects surrounding the Rio 2016 Paralympic Games – to significantly improve the lives of people. The Foundation will also push the UN Convention on the Rights of Persons with Disabilities to the forefront of society.

## Allianz

Allianz, one of the world's top insurance and financial services companies, became the IPC's first international partner in 2011, in addition to becoming a supporter of eight NPCs on a local level.

This represents the highest level of recognition by the IPC to a donor, a distinction which Allianz earned through its important financial contributions and overall commitment to funding the Paralympic Movement globally.

Allianz initiated its support for eight NPCs in 2011: Germany, Portugal, Australia, Bulgaria, Croatia, Ireland, Switzerland and Turkey.

It has the aim to change perceptions of people with a disability through images, infographics and interviews with athletes.

During 2011, Allianz also sponsored the Paralympic Sport Awards and provided content for its own "Believe in Yourself" section on the new IPC website, where it will display all of the work it is doing with the NPCs.



# Organizational Capability

The IPC expects a lot from its members, sponsors and athletes, and the organization has a responsibility to ensure it has a stable, appropriately staffed, skilled and focused workforce that operates within a relevant and effective manner to carry out the objectives of the Paralympic Movement.

国际残奥委会  
ing Ceremony of 2011  
中国北京  
Beijing,



During 2011, the IPC management team grew to more than 50 staff members at its headquarters in Bonn, Germany, and the IPC Sport Technical Committees saw several changes.

## Membership

Nine new members joined the IPC in 2011, including six new National Paralympic Committees and three International Federations. National Paralympic Committees from Comoros, Malawi, Djibouti, San Marino, Solomon Islands and Democratic Republic of Congo were all added as members at December's General Assembly in Beijing, China. The International Wheelchair Rugby Federation (IWRF), International Triathlon Union (ITU) and International Canoe Federation (ICF) were also added.

## IPC Conference

Prior to the IPC General Assembly in Beijing, a two-day IPC Conference was organized from 8-9 December with the aim to increase and share the knowledge base of the IPC's 200 members. Tying in with the IPC's Strategic Plan, the objective was to build the organizational capabilities of all those within the Paralympic Movement.

Four programmes were offered during the conference designed for members at different stages of development:

- Developed NPCs/Regional Organizations: Discussed diversifying revenue sources, refining broadcast strategies and utilizing international networks for knowledge sharing.
- Growing NPCs/Regional Organizations: Focused on establishing the basic functions in an organization, creating a network for programme funding and developing athlete pathways.
- Establishing NPCs/Regional Organizations: Concentrated on engaging in strategic planning processes, ensuring the basic organizational functions are in place and establishing basic resources for funding.
- International Federations/IOSDs: Worked on developing communication strategies, interacting with national federations to ensure their engagement in developing athlete pathways and promoting the sports globally through integrated development planning.

## IPC General Assembly



More than 300 people from NPCs, IFs, IOSDs and Regional Organizations gathered together in Beijing, China for 10 days in December 2011 to determine the policy for and set the fundamental direction for the development of sports for athletes with an impairment.

Members received a review of the Vancouver 2010 Paralympic Winter Games, as well as updates on the next four editions of the Games.

London 2012 Chairman Seb Coe, Sochi 2014 CEO Dmitry Chernyshenko and Secretary General Dongo Hoo Moon of PyeongChang 2018 all presented the latest detailed reports from their respective future Games, including how their events can help make for a more equitable society for all.

# Strategic Partnerships

The IPC has continuously collaborated with organizations that have common interests to help achieve its objectives. It has created synergy within the Paralympic Family, strengthened its ties with the IPC Honorary Board and further developed its relationship with the IOC.



## Ottobock

**ottobock.** Through the supply and promotion of its therapeutic medical devices and rehabilitation and mobility health-care products, Ottobock increased its support of the Paralympic Games in 2011 by becoming a partner of LOCOG.

On 23 February 2011, Ottobock presented the objectives it is jointly pursuing with the IPC and LOCOG for the London 2012 Games to journalists from Great Britain and Germany at the Science Centre Medical Technology in Berlin.

During the Games, it will offer technical services for athletes from all over the world, ensuring participants do not suffer any technical defects to their wheelchair, prosthesis or orthosis that would prevent them from competing.

They created the plans to have nearly 80 technicians there to offer their services at Rowing and Sailing venues, as well as nine other locations where staff members will log more than 10,000 working hours over 26 days.

Ottobock has also created media awareness around certain athletes who use their equipment, including Germany's Heinrich Popow and Australia's Kelly Cartwright, highlighting the importance of technical service in their Paralympic Games and World Championships appearances.

## Samsung



Samsung, the world's third largest producer of mobile phones, is a proud supporter of the London 2012 Paralympic Games and has supported the event since Torino 2006.

Samsung acted as an official supporter of International Paralympic Day on 8 September 2011 in Trafalgar Square in London, providing funding an expertise for key elements at the event.

This partnership represents an important extension of the involvement of Samsung with the Olympic Games, supporting the IPC's efforts to communication Paralympic Sport to a wider audience around the world.

## Allianz



Allianz, one of the world's top insurance and financial services companies, became the IPC's first international partner in 2011, in addition to becoming a supporter of eight NPCs on a local level. More information on Allianz can be found in the Funding section.

## Visa



Visa, a sponsor of the Paralympic Games since 2002, has continued to assist Paralympic hopefuls as they prepare for London 2012.

It has helped many athletes by providing many of them with financial support, financial literacy training and valuable marketing exposure in pursuit of their goals.

Visa has developed new technologies for those people with a disability, including voice-activated and braille ATMs, and it will continue to be the only card accepted at all Paralympic Games venues.

Its sponsorship also includes the Visa Paralympic Hall of Fame, which elects and inducts new Paralympians every two years, honouring them for their achievements in sport and for helping better society for those people with a disability.

## Adecco



The IPC has continued to work with Adecco to design programmes for Paralympic athletes that address their education, life skills and employment needs in order to enhance

their prospects for success beyond the field of play once they finish their athlete careers.

In 2011, Adecco had 280 Paralympic athletes participate in its programme, placing 13 of them in the workplace. Canada, USA, Argentina, Italy and Great Britain had the highest number of athletes in the programme, with American and British participants making up nine of the 13 who were placed.

# Strategic Partnerships

## IPC Honorary Board



The IPC Honorary Board met on 13 September 2011 at Het Loo Palace in Apeldoorn, the Netherlands, where the group was updated on the impact of the Vancouver 2010 Paralympic Winter Games and the progress toward future Games, including London 2012.

They were also informed about the new IPC Strategic Plan and the vision of the International Paralympic Foundation to develop the Paralympic Movement and contribute to changing the lives of people with a disability in South America in the run-up to and following the Rio 2016 Paralympic Games.

They were provided the necessary knowledge and tools to help keep the issue of sport for people with a disability high on the global agenda.

Those in attendance included Princess Astrid of Belgium, Crown Princess Victoria of Sweden, former President of the World Bank James Wolfensohn, Chairperson of the Shafallah Centre for Children with Special Needs Hassan Ali Bin Ali and NPC Netherlands Secretary General Rita van Driel.

## IOC Relationship

The IPC and IOC spent much of the year working on extending the Co-operation Agreement which ensures that the Paralympic Games are held shortly after the Olympic Games in the same city. First signed in 2000, the existing agreement runs up to, and includes the Rio 2016 Paralympic Games.

Although a consensus was reached on extending the Co-operation Agreement in 2011 to cover the 2018 and 2020 Games, the IPC was keen to explore a deeper, broader relationship with the IOC which recognized the greater and more significant role the Paralympic Games now plays in the world.



# IPC Sports

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



	2011
Licensed athletes	3,603
NPCs	121

With January's World Championships in Christchurch, New Zealand, May's BT Paralympic World Cup in Manchester, Great Britain, and November's Parapan American Games in Guadalajara, Mexico, IPC Athletics experienced tremendous growth across the world in 2011.

More than 1,000 athletes from 78 countries competed at the World Championships which were opened by New Zealand Prime Minister, the Rt. Hon John Key. They were broadcast live on ParalympicSport.TV and documented by more than 100 journalists around the globe. Fifty-seven world and 173 Championship records were broken at the event, as China finished atop the medal standings.

During 2011, 450 total competitions were recognized, and IPC Athletics signed contracts for the 2012 European Championships in Staadskanal, the Netherlands and the 2013 World Championships in Lyon, France. The department also implemented a new rulebook and initiated its administration process for the Rio 2016 Paralympic Games.

The IPC Athletics Sport Technical Committee went through several changes, as Ed Warner was appointed the new chairperson, Troy Engle the new vice chair, Roger Getzmann the new head of competition and Sean Tweedy, the new head of classification.

Ryan Montgomery replaced Helen Murphy in the IPC Athletics Manager position and a new IPC Athletics Assistant role was created.

## IPC Alpine Skiing



	2010-11
Licensed athletes	592
NPCs	33

IPC Alpine Skiing recognized 26 competitions during the 2010-11 season, with the largest one being the World Championships in Sestriere, Italy in January 2011. More than 130 athletes from 23 countries competed in the same venue that was used during the Torino 2006 Paralympic Winter Games.

During 2011, the International Ski Federation (FIS) signed a co-operation with IPC Alpine Skiing to collaborate closer on the developmental and technical aspects in a number of disciplines. FIS will provide assistance when it comes to development, networking, facilitating contact with potential event organizers and creating technical delegate education pathways.

In August, Dimitrije Lazarovski was appointed the new IPC Snow Sport Manager, and in December German alpine skier Gerd Schoenfelder was named the Best Male Athlete at the Paralympic Sport Awards in Beijing, China for his performances at the Vancouver 2010 Paralympic Winter Games.

The reason for the drop in numbers was because the 2010-11 season followed a Paralympic Games year, in which more nations typically take part in Alpine Skiing than other years.

## IPC Nordic Skiing



	2010-11
Licensed athletes	178
NPCs	17

IPC Nordic Skiing recognized five competitions during the 2010-11 season, including the World Championships in April 2011.

The event drew nearly 100 skiers from 13 countries to the Russian city of Khanty Mansiysk. ParalympicSport.TV broadcast the Championships on a video-on-demand basis, uploading races at the end of each competition day.

The reason for the drop in numbers was because the 2010-11 season followed a Paralympic Games year, in which more nations typically take part in Nordic Skiing than other years.

After winning five gold medals at the Vancouver 2010 Paralympic Winter Games, German nordic skier Verena Bentele won both the 2011 Laureus World Sports Award for top athlete with a disability, as well as the Best Female Athlete title at the Paralympic Sport Awards.

Dia Pernot was appointed the head of classification for the Sport Technical Committee.

## IPC Ice Sledge Hockey



	2010-11
Licensed athletes	240
NPCs	14

IPC Ice Sledge Hockey recognized four competitions in the 2010-11 season, with the premiere event being the 2011 European Championships in Solleftea, Sweden, in which 10 European teams competed. Italy beat the Czech Republic in the finals to take its first-ever title in a major international competition. Sweden's Princess Victoria, an IPC Honorary Board member, attended the event.

Other approved events last season included competitions in Podolsk, Russia; Nagano, Japan; and London, Canada.

The 2011 IPC Ice Sledge Hockey Sport Forum was held in May in Prague, Czech Republic with the presence of most practicing nations, as well as observers from emerging nations such as Slovakia, Austria and Finland. Many topics were covered in relation to the governance of the sport, development, education, sponsorship and marketing and communications.

The sport introduced the IPC Sport Data Management System (SDMS) and online athlete licensing programme for the 2010-11 season, and Jessica Korber was promoted to the position of IPC Ice Sledge Hockey Sport Manager at the season's conclusion.

## IPC Powerlifting



2011

Licensed athletes	727
NPCs	66

In 2011, IPC Powerlifting recognized 29 competitions, with the largest one being the Parapan American Games in Guadalajara, Mexico. The host nation won four of the six gold medals up for grabs at the event, breaking several Games and Americas records in the process.

Although IPC was involved in lengthy discussions involving a bid from Hungary to host the 2011 European Championships, the event did not take place due to financial reasons.

During 2011, four powerlifters committed anti-doping rule violations and were each suspended for two years.

In addition, the head of classification for the sport resigned, a new rulebook was produced and several referee and classification courses were held.

The reason there was a drop in the number of NPCs in Powerlifting was because the previous year, the 2010 World Championships drew a higher number of participating countries.

## IPC Shooting



2011

Licensed athletes	558
NPCs	55

During 2011, IPC shooting recognized nine competitions, including five World Cup events across the world, where athletes earned points toward their London 2012 qualification slots.

The World Cup started in Poland in March, and then traveled to Turkey in April, Spain in May, USA in October and finally Australia in November.

Representatives from IPC Shooting met with the International Shooting Sport Federation (ISSF) to explore further collaboration between the two organizations. The groups discussed in further detail the Memorandum of Understanding signed in November 2010 and worked to continue to develop collaborations in coaching, judges' certification, competition organization and workshops.

The work from 2011 was eventually recognized in an extended Memorandum of Understanding in January 2012.

The reason there was a drop in the number of NPCs in Shooting was because the previous year, the 2010 World Championships drew a higher number of participating countries.

## IPC Swimming



2011

Licensed athletes	2,042
NPCs	79

There were 125 competitions recognized by IPC Swimming in 2011, with the most prominent two being July's European Championships in Berlin, Germany, and November's Parapan American Games in Guadalajara, Mexico.

In Berlin, 31 world and 28 European records were broken, and Ukraine topped the medal tables at an event that a record 36 NPCs attended. The growing depth in talent was highlighted by 31 different countries winning medals.

In Guadalajara, 180 swimmers from 14 countries took part in 85 medal events. Brazil's Daniel Dias was the most decorated athlete at the event, winning gold in all 11 of his Swimming races.

The IPC Swimming management team, meanwhile, added an extra staff member in 2011, and it published new technical and classification rules and regulations. It also launched an online classification course and began to recertify classifiers.

IPC Swimming NPC numbers decreased due to a World Championships held the year previously and none in 2011.

## IPC Wheelchair Dance Sport



2011

Licensed athletes	150
NPCs	19

Two recognized competitions took place in Wheelchair Dance Sport in 2011.

After exploring possibilities to host a European Championships in 2011, IPC Wheelchair Dance Sport decided not to organize the event due to logistical and financial challenges of the local organizing committee in Spain. There was also an interest from Italy to organize the competition, but it had to withdraw its application due to last-minute financial cuts from the Italian Government to the national sport federations. The department thus sent out a letter to invite cities to bid to host the European Championships in 2013, for which it expects 225 athletes and officials to attend.



During the 2011 financial year, the IPC generated a total revenue of EUR 7,605,052 and had a total expenditure of 7,591,992. This meant a surplus of EUR 13,060 was created.

Almost half of the core income – 53 per cent – was generated through marketing, sponsoring and fundraising, while 33 per cent came through IPC Sports revenue.

IPC membership fees accounted for nearly 3 per cent of the total income during 2011.

The remainder of revenue came from grants, specific project funding and other various sources.

Nearly 75 per cent of all core expenditure during 2011 was related to administration and sports budget costs. This included all charges for IPC administration, IPC headquarters costs IT and personnel costs for nearly 60 staff members. The sports budget covered all expenses related to IPC sports competitions and management costs for the nine IPC sports.

## Statement of Financial Position (as of 31 December 2011)

Assets	2010	2011
Fixed Assets	378,380	1,327,069
Current Assets	566,513	178,014
Cash and Bank Balances	2,574,054	1,765,981
Prepaid Expenses	893,366	203,497
<b>Total Assets</b>	<b>4,412,313</b>	<b>3,474,562</b>
<b>Equity and Liabilities</b>		
Equity	632,632	645,692
Provisions <sup>1</sup>	858,094	1,128,920
Liabilities <sup>2</sup>	1,294,275	1,089,002
Deferred Income	1,627,312	610,949
<b>Total Equity and Liabilities</b>	<b>4,412,313</b>	<b>3,474,562</b>

1) Including provisions for IPC Sports

2) The liabilities include a loan of EUR 525,000 from International Olympic Committee (IOC)



## Statement of Financial Position (as of 31 December 2011)

Revenue	2010	2011
Membership fees	216,581	220,189
IPC Sports Revenue <sup>1</sup>	1,441,344	2,473,642
Marketing/Sponsoring/Fundraising <sup>2</sup>	4,171,979	4,038,085
Grants	138,291	50,000
Other	280,855	319,852
Specific Project Funding <sup>3</sup>	890,822	503,284
<b>Total revenue</b>	<b>7,139,873</b>	<b>7,605,052</b>
<b>Expenditure</b>		
Executive Office	372,711	499,562
Paralympic Games	323,166	144,064
Administration <sup>4</sup>	2,827,558	2,988,984
Sports Budget <sup>5</sup>	1,697,496	2,665,317
Sport and IPSFs Relations	43,816	26,155
Medical and Science	69,104	78,367
General Operation and Services	117,767	108,085
Media and Communication <sup>6</sup>	110,605	164,288
Marketing and Commercial <sup>6</sup>	159,752	62,515
Membership Services and NPC Development	188,559	161,353
Specific Project Expenditure	1,089,736	693,299
Allocation to unrestricted capital reserve	125,000	0
<b>Total Expenditure</b>	<b>7,125,271</b>	<b>7,591,992</b>
<b>Result</b>	<b>14,602</b>	<b>13,060</b>

<sup>1</sup> Entry fees from IPC Sports competitions, Athletes' License fees, Competition Approval fees, other Sports related fees (related expenses s. 5)

<sup>2</sup> Marketing fees from Organizing Committees, Sponsoring and Fundraising Revenue

<sup>3</sup> Project related resources incl. IPC VISTA Conference 2011 and IPC Academy projects

<sup>4</sup> Administration, Salaries for IPC Headquarters Staff and Depreciation of assets and software

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

<sup>6</sup> Further between 2010 and 2011 IPC changed its budget and departmental structure. Some budget lines were shifted from the former

"Marketing and Broadcasting", now called "Marketing and Commercial" to "Media and Communication"

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Paralympic.org

**International Paralympic Committee**

Adenauerallee 212-214  
53113 Bonn, Germany

Tel. +49 228 2097-200  
Fax +49 228 2097-209

info@paralympic.org  
www.paralympic.org

