



ANNUAL REPORT 2009



International Paralympic Committee

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“The IPC celebrated two major milestones in 2009, the 20 Year Anniversary of our organization and the 10 Year Anniversary of our Headquarters in Bonn, Germany, both of which catapulted the Paralympic Movement into new territory”

On behalf of the International Paralympic Committee (IPC), it is a pleasure to present the Annual Report for 2009, and the workings of the past year. Though it was not a year for the Paralympic Games, we nonetheless had a very busy 12 months which were filled with sports competitions and events that ultimately raised awareness of the Paralympic Movement, and continued in fulfilling our Vision, Mission and Values.

The IPC celebrated two major milestones in 2009, the 20 Year Anniversary of our organization and the 10 Year Anniversary of our Headquarters in Bonn, Germany. A massive event was held in September at the World Conference Centre with more than 350 guests taking part in the celebration. A special Anniversary photo book titled “International Paralympic Committee – 20 Years in Pictures” was also published and distributed during this event.

One of the other highlights of the year was the International Paralympic Day (IPD) 2009 in Berlin,

Germany. This public event brought more than 58,000 visitors to the Brandenburg Gate, all of whom were able to witness the athleticism in Paralympic Sport, as well as the clear determination and motivation that it takes to be an elite athlete with a disability. For many visitors, Paralympic Sport was experienced for the first time.

The day-long programme certainly gave everyone involved the opportunity to learn about the Paralympic Movement and consequently become fans of the sports. For almost every sport presented at the IPD, top athletes were on-site to share their knowledge and provide guidance in several activities.

Important Winter World Cup events were tested in 2009 in Whistler and Vancouver, Canada, proving that the Vancouver 2010 Paralympic Winter Games would be no less than impressive. Winter athletes fine tuned their skills at the venues in order to not only prepare for the Vancouver Games, but also for qualification purposes. And after the 2009 IPC Ice Sledge Hockey

FROM THE PRESIDENT

World Championships and the World Wheelchair Curling Championships, to name two deciding events, athletes had their definitive results with their respective ranking, clearing the way for training and Games preparation.

I was at the One-Year-Out celebration of the Vancouver 2010 Paralympic Winter Games in March, which was organized by the Government of Canada at Parliament Hill in Ottawa. Being there, we had the opportunity to link all Canadians with the Paralympic Winter Games next year.

Closing out the year, the IPC held its General Assembly in Kuala Lumpur, Malaysia, where the IPC elected its new Governing Board. Hosted by the Malaysian Paralympic Council, around 350 delegates from National Paralympic Committees (NPCs), disability specific sport federations (IOSDs), International Federations (IF), regions and sports attended the event.

The IPC welcomed nine National Paralympic Committees, including Brunei Darussalam, Montenegro,

Mozambique, Norway, Portugal, Singapore, Somalia, South Africa, Trinidad & Tobago, all of which became ratified as members of the organization. Additionally, the International Archery Federation (FITA) joined the IPC as a member.

I am pleased to report that the year 2009 was also successful in terms of securing the IPC's financial status. What was accomplished in 2009 could not have been possible without the funding generated through successful marketing of the Paralympic Brand and through corporate partnerships. The IPC recognizes and thanks its Worldwide Partners Atos Origin, Otto Bock, Samsung and Visa, as well as its Gold Patrons Allianz SE and Deutsche Telekom AG.

As the IPC overcame the various challenges presented in 2009, it will no doubt prove to be vital in preparation for the ongoing challenges of the upcoming year!



Sir Philip Craven, MBE
President

International Paralympic Committee

IPC GOVERNING BOARD AND HONORARY BOARD

IPC Governing Board Election

Members of the IPC elected a new Governing Board in Kuala Lumpur, Malaysia, at the 2009 IPC General Assembly.

Sir Philip Craven (Great Britain) was re-elected President for another four year term. **Mr. Greg Hartung** (Australia) was elected Vice President.

The following people were elected Member at Large:

Dato' Zainal Abu Zarin, Malaysia

Mr. Jose Luis Campo, Argentina

Ms. Ann Cody, USA

Mr. Alan Dickson, Great Britain

Mr. Ali Harzallah, Tunisia

Ms. Hyang-Sook Jang, Korea

Mr. Patrick Jarvis, Canada

Mr. Andrew Parsons, Brazil

Mr. Miguel Sagarra, Spain

Ms. Rita van Driel, The Netherlands

The IPC Chief Executive Officer **Mr. Xavier Gonzalez** and the Chairperson of the IPC Athletes' Council, **Mr. Robert Balk**, are also ex-officio members of the IPC Governing Board.

Outgoing members: Mr. Masoud Ashrafi, Mr. Karl Vilhelm Nielsen (Members at Large), Ms. Ljiljana Ljubisic (Athletes' Representative), Mr. Fred Jansen (Co-opted Member).



IPC Honorary Board

Her Royal Highness (HRH) Princess Astrid of Belgium, Archduchess of Habsburg-Este joined the IPC Honorary Board in 2009. She joins (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

Maria Guleghina, International Opera Singer

James Wolfensohn, former President of the World Bank

HRH Princess Haya Bint Al Hussein of Jordan

Thérèse Rein, the wife of Australia's Prime Minister Kevin Rudd

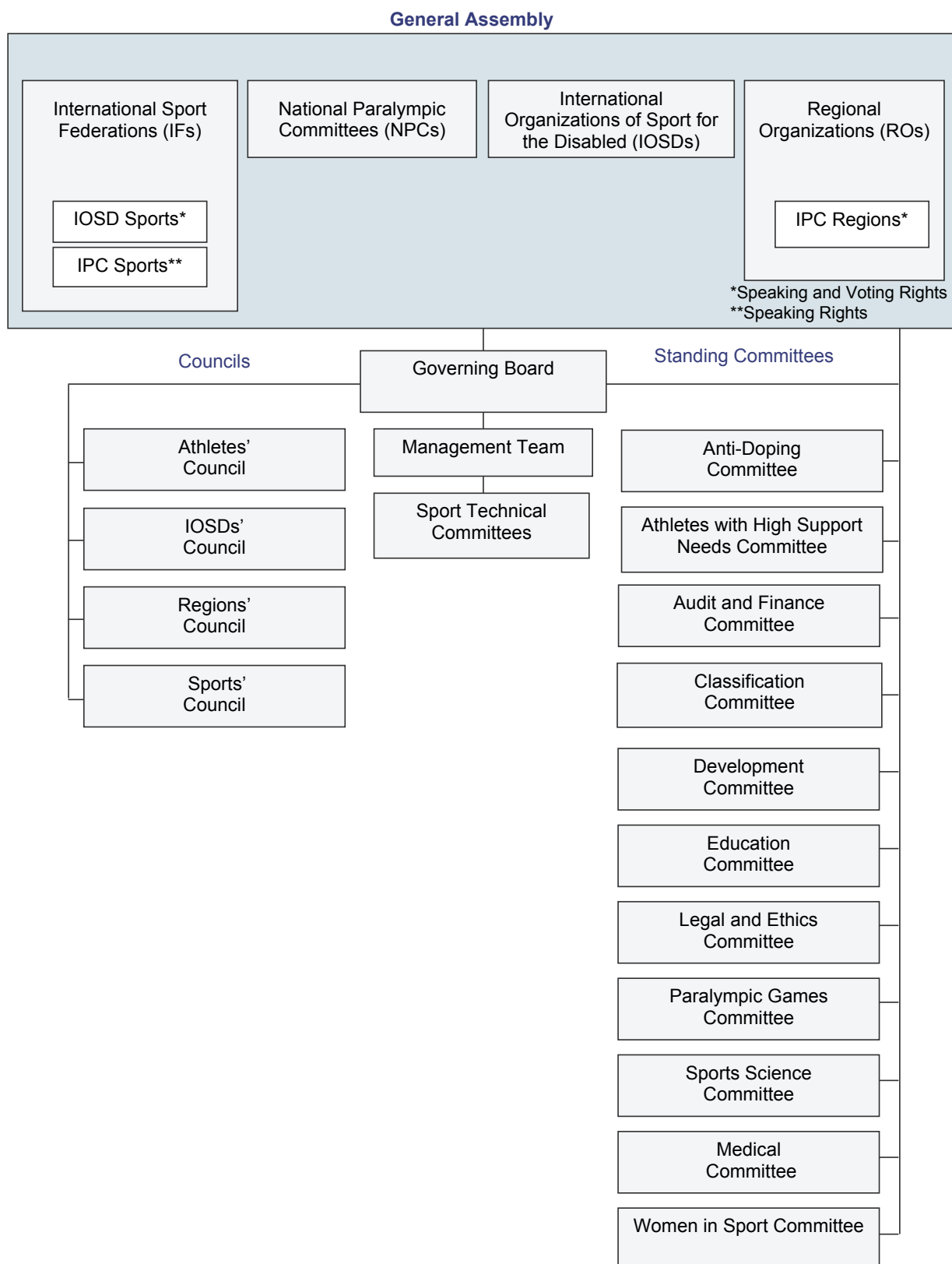
Hassan Ali Bin Ali, Chairperson of the Shafallah Centre for Children with Special Needs

HRH Princess Astrid of Belgium, Archduchess of Habsburg-Este

“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.

ORGANIZATIONAL STRUCTURE



ABOUT THE IPC

During World War II traditional methods of rehabilitation were recognized as inadequate to meet the medical and psychological needs of large numbers of soldiers and civilians 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 Great Britain, set up a Spinal Cord Injuries Centre at Stoke Mandeville Hospital in 1944. At Stoke Mandeville,

Guttmann introduced sporting participation as a form of therapy and as an aid for remedial treatment and rehabilitation. His work resulted in the increased prominence of sporting events for individuals with spinal cord-related injuries and the first Stoke Mandeville Games in 1948. This led to the International Stoke Mandeville Games that took place in 1952.



In time, multi-disability competitions developed to become the Paralympic Games- the first being held in 1960 in Rome and the first Paralympic Winter Games in 1976. 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 in dialogues with the International Olympic Committee (IOC) and other global organizations.

The IPC is now the global governing body of the Paralympic Movement and is responsible for co-ordinating the organization of the Paralympic Games, while acting as the International Federation for ten IPC sports. Founded in 1989, the IPC is an international

non-profit organization with an extensive membership base, composed of NPCs, IOSDs, IFs, and Regional Organizations. Since 1999, the Management Team has been located at IPC's HQ in Bonn, Germany.

The IPC has a democratic governance structure, made up of a General Assembly (the highest decision making body that meets biennially), a Governing Board, and several Councils and Committees. In November 2009, the present Governing Board was elected and Sir Philip Craven was re-elected for another four-year term of office.

The last year has been important for IPC because it continued to see the benefits of an extensive restructuring process, which began with the Strategic Review in 2002. This led to a new constitution and governance structure, which was adopted by the Extraordinary GA of 2004 and fully implemented in 2006. As a result of this restructuring process, the Governing Board replaced the Executive Committee and bylaws for IPC Councils and Standing Committees were developed. These key structural changes, led by concise strategic direction through the adoption of the Strategic Plan (2006-2009), have significantly increased the stature of IPC.

THE YEAR IN SPORT

Multi-Sport Events

Paralympic Winter World Cup

Sanctioned by the IPC, four Paralympic Winter sports were showcased in Solleftea, Sweden, including Alpine Skiing, Biathlon, Cross-Country Skiing and Ice Sledge Hockey, in an event that was the first Paralympic Winter World Cup. The event brought together elite winter sport athletes with a disability from 3-7 February, and provided a platform for Paralympic athletes from all over the world to compete at the highest level and represent their country/territory.

Around 350 athletes and team leaders from 26 different countries came to in the central Swedish ski resort. Alpine Skiing and Biathlon and Cross-Country Skiing athletes saw the snow as an ally in practicing for Vancouver, with strong performances from Aliaksandr Davidovich (Belarus, Cross-Country Skiing), Cedri Amafroï-Broisat (France, Alpine Skiing) and Linnea Ranudd (Sweden, Alpine Skiing).

The Ice Sledge Hockey saw teams from Korea, Poland and Sweden at the event. The final competition was a heated battle between teams from Korea and Poland, with Korea winning 2:1.



Arafura Games

A total of eight Paralympic sports were on the schedule at the 2009 Arafura Games in Darwin, Australia, with 367 athletes with a disability from 30 different countries among the over 3,000 total participants. The sports included Athletics, Swimming, Powerlifting, Cycling (Road), Football 7-a-Side, Shooting, Table Tennis and Wheelchair Tennis.

The event was held from 9-17 May in partnership with the Oceania Paralympic Committee and the Australian Paralympic Committee, and incorporated athletes with a disability in the Oceania Paralympic Championships.

Paralympic World Cup

The BT 2009 Paralympic World Cup was the annual world class multi-sport event for elite international athletes with a disability which brought out over 400 participants from over 31 countries from 20-25



THE YEAR IN SPORT

May. Athletes competed for a total of 357 medals in Athletics, Cycling (Track), Swimming and Wheelchair Basketball. Strong performances came from Eleanor Simmonds (Great Britain), Poland's Damian Pietrasik, South Africa's Natalie Du Toit and Oscar Pistorius, Brazil's Andre Esteves, Russia's Nikol Rodomakina and Germany's Katrin Green.

Single Sport Events

IPC Alpine Skiing World Cup

For IPC Alpine Skiing, the journey started in December 2008 and continued on through March 2009. Athletes in this high-powered sport raced to victory throughout the Alpine Skiing competitions. The 2009 IPC Alpine Skiing World Cup in La Molina, Spain, for example brought out over 100 athletes from 16 different countries. The World Cup in Sestriere, Italy, also had a strong showing, proving that athletes were ready to push through and qualify for Vancouver.

Athletes went halfway around the world to Canada for the World Cup Finals, not allowing jet lag to bring down their spirits. The IPC Alpine Skiing World Cup Finals also served as a test event for the Vancouver Games.

A total of 130 athletes from 19 countries came to Whistler, Canada, on 11 March for the final races in Downhill, Super-G, Super Combined, Giant Slalom and Slalom. And after four days of exciting competitions, the 2008/2009 IPC Alpine Skiing World Cup season officially ended on 14 March with many athletes having reached their respective finish lines.

Athletes had the opportunity to acquire IPC Alpine Skiing points for ranking at the three World Cups. Outstanding athletes included Canada's Lauren Woolstencroft, Austria's Claudia Loesch, USA's Laurie Stephens, Germany's Gerd Schoenfelder, France's Vincent Gauthier-Manuel and New Zealand's Adam Hall.

IPC Alpine Skiing World Championships

Athletes continued their run in Alpine Skiing, going to the High 1 Ski Resort in Korea for the 2009 IPC World Championships from 19 February - 1 March. The Championships brought in a total of 160 athletes from 25 different countries to the slopes in Korea, with a programme that included competitions in Slalom, Giant Slalom, Super-G, Super Combined and Downhill.

IPC Alpine Skiing North American Cup

Taking place from 14-18 December in Winter Park and Copper Mountain, USA, the IPC Alpine Skiing North American Cup saw athletes from USA and Australia dominating much of the race. Athletes from USA took home five gold medals in the Super-G, with Danelle Umstead winning the Women's Visually Impaired category, with her compatriot Allison Jones dominating the Women's Standing category and Laurie Stephens finishing first in the Women's Sitting category. Toby Kane from Australia finished first followed by Australians Cameron Rahles-Rahbula and Mitchel Gourley in second and third place respectively.



THE YEAR IN SPORT

IPC Alpine Skiing European Cup

Over 100 athletes from 19 different countries competed in three different categories, including Visually Impaired, Sitting and Standing, at the first IPC Alpine Skiing European Cup competition in Pitztal, Austria. Radomir Dudas from Slovakia was the most successful male alpine skier of the competition, taking home two victories in the Visually Impaired category. He won the Men's Giant Slalom, leaving behind his compatriot Jakub Krako and Russian Ivan Frantsev.

Athletes continued to Kühtai, Austria, for the IPC Alpine Skiing European Cup, competing in two Slalom races and one Giant Slalom. Austrian Claudia Loesch took home three victories in the Women's Sitting category, winning both Slaloms and the Giant Slalom. Her compatriot Sabine Gasteiger won the Giant Slalom and the first Slalom in the Women's Visually Impaired category. The second Slalom was won by Henrieta Farkasova from Slovakia. Canadian Lauren Woolstencroft dominated the Women's Standing category by winning the Slalom and the Giant Slalom.

IPC Biathlon and Cross-Country Skiing World Championships

The 2009 IPC Biathlon and Cross-Country Skiing World Championships featured over 100 athletes from 26 countries around the world starting on 23 January in Vuokatti, Finland. The 11-day programme was the third time that the Finnish ski resort held an IPC event, with the first two being World Cups in 2007 and 2008.

The last Biathlon competition took place on Saturday, 31 January. In both the Men and Women's events, as with much of the World Championships, Russia and Ukraine held many of the top positions. Athletes with strong performances were Brian and Robin McKeever (guide) from Canada, Russian athletes Roman Petushkov and Irek Zaripov, and Ukraine's Olena Iurkovska.

IPC Biathlon and Cross-Country Skiing World Cup

After the 2009 IPC Biathlon and Cross-Country Skiing World Cup Finals in Mt. Washington, Canada, completed the World Cup series, final rankings were subsequently calculated, additionally encompassing the 2009 Paralympic Winter World Cup in Solleftea, Sweden, and the 2009 IPC Biathlon and Cross-Country Skiing World Cup in Whistler, Canada.

The big event in Mt. Washington was the final series of World Cup races, taking place from 11-14 March, with athletes from 19 different nations at the Canadian venue in Comox Valley. Strong performances came from Liudmila Vauchok (Belarus), Irek Zaripov (Russia), Anna Burmistrova (Russia), Ilkka Tuomisto (Finland), Olena Iurkovska (Ukraine) and Georges Bettega (France).

IPC Ice Sledge Hockey World Championships

At the 2009 IPC Ice Sledge Hockey World Championships Tournament A in Ostrava, Czech Republic, six



teams made that qualification official. Team USA took the gold and top position at the Championships. Based on performance, the team qualified for the Vancouver 2010 Paralympic Winter Games however days earlier, along with Canada, Japan and Norway. Czech Republic and Italy were the last two teams to qualify for Vancouver.

Nearly 1,200 kilometres away in Eindhoven, The Netherlands, the 2009 IPC Ice Sledge Hockey World Championships Tournament B took place from 15-21 March, exactly one year before the Vancouver 2010 Winter Paralympic Games. The competition brought out teams from Estonia, Great Britain, Poland, Sweden and host country The Netherlands. Every athlete's fast-moving sledge on the ice saw this as their chance to make it to the Games, with Estonia and Sweden eventually placing in the top two spots.

The Paralympic Qualifier in Ice Sledge Hockey in November included the top two teams from Tournament B, Estonia and Sweden, and the bottom two teams from Tournament A, Germany and Korea. The two winners of those competitions, Korea and Sweden, filled the final two slots for Ice Sledge Hockey teams at the Vancouver 2010 Paralympic Winter Games.

IPC Powerlifting Open Asian Championships

The 2009 IPC Powerlifting Open Asian Championships in Kuala Lumpur, Malaysia, took place from 20-24 October. Iraq's athletes brought in a total of ten medals - five gold, two silver and three bronze. Following Iraq in the gold medal tally was Jordan with four and Vietnam with three. Syria, Malaysia, United Arab Emirates and India all took home two gold medals.

The Championships brought in athletes from a total of 14 different countries, competing for a total of 54 medals.

IPC Swimming European Championships

The 2009 IPC Swimming European Championships had a total of 650 athletes and staff in Reykjavik, Iceland, along with 37 participating countries. As the competitions finished, Great Britain topped the medal standings, followed by Ukraine, Spain, Russia, Germany, Poland, France, Greece and the Netherlands (tie), and Hungary respectively.

The competition was the first big IPC event in Iceland, and successfully took place from 18-24 October, with both Opening and Closing ceremonies. The Opening Ceremony was attended by the President of Iceland Ólafur Ragnar Grímsson, and the President of the National Paralympic Committee (NPC) of Iceland Sveinn Aki Ludvíksson.

Sanctioned by the IPC, four Paralympic Winter sports were showcased in Solleftea, Sweden, including Alpine Skiing, Biathlon, Cross-Country Skiing and Ice Sledge Hockey, in an event that was the first Paralympic Winter World Cup.

IPC Swimming World Championships (25m)

The 2009 IPC Swimming World Championships (25m) in Rio de Janeiro, Brazil, took place from 29 November - 5 December 2009 with over 260 athletes from 31 different countries participating in the IPC's first Short Course World Championships in Swimming. The event was organized by the local Organizing Committee in Rio de Janeiro and sanctioned by the Brazilian National Paralympic Committee and the IPC. The mascot for Rio 2009 was Octo, the swimming octopus.

The Championships saw Russia on top winning 33 gold medals, followed by Australia (23), USA (20), Brazil (20), Great Britain (18), Germany (11), Spain (8), Japan (6) and New Zealand (6).

IPC Wheelchair Dance Sport European Championships

The 2009 IPC Wheelchair Dance Sport European Championships took place from 17-19 October in Tel Aviv, Israel, with several Russian couples taking

THE YEAR IN SPORT

the top positions at the competition. In the Duo Latin class 1, couple Aleksey Fotin and Ruzanna Kazaryan took first place. In the Duo Standard class 2, Russia's Konstantin Sosunov and Elena Shilyaeva were on top. The competitions included the 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.

A total of 110 athletes from 14 different countries competed in Israel, which is more athletes than at the previous European Championships in 2007. The organizer of the event was the National Paralympic Committee (NPC) of Israel, and coverage in Tel Aviv was from both BBC and Israel TV5.



STRATEGIC PLAN (2006-2009)

The year 2009 was significant for the IPC because it continued with the implementation of its Strategic Plan in its final year. By working towards a series of specific objectives that were illustrated within the Strategic Plan, the IPC was able to better approach and carry out its vision of enabling Paralympic athletes to achieve sporting excellence and inspire and excite the world.

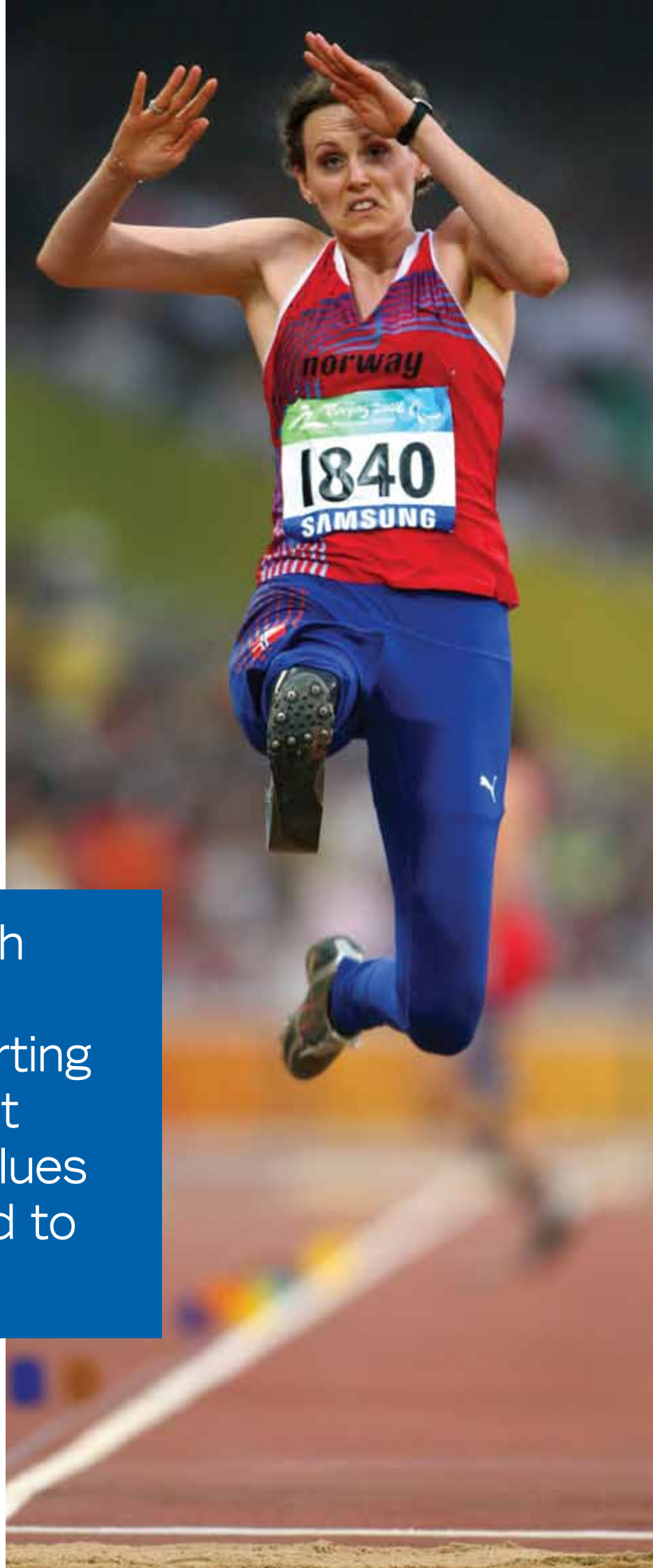
The six objectives are as follows:



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

The six objectives of the Strategic Plan 2006-2009 were developed in accordance with the ongoing work of the IPC Management Team, Governing Board, and IPC Committees and Councils. The IPC Sport Technical Committees have already taken important steps to adopt a number of strategies outlined within each of these objectives, as this report illustrates. The strategies have been reviewed on an annual basis to ensure that the IPC is adapting to the rapidly changing sports environment, while continuing as an innovative and pro-active organization.

High
Performance
Organization



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

Governance

The performance of the IPC in 2009 as a universal democratic sporting organization was enriched by diversity and greatly enhanced by strategic direction. The achievements made during the year show progress and the success of the Strategic Plan. A clear governance structure, complimented by the diverse and international membership of the Governing Board, allowed the IPC to tackle the challenges of 2009, while responding to the demands of its environment.

In 2003, the IPC Governing Board approved a Classification Strategy, which recommended the development of a universal Classification Code. The overall objective of the Classification Strategy is to support and co-ordinate the development and implementation of accurate, reliable and consistent sport focused classification systems.

In 2009, the process of complying with the Classification Code was initiated through a self-audit process for IPSFs, and template documents have been provided to the IPC Membership to support the implementation of the IPC Classification Code. The Classification Code was approved by the IPC General Assembly in November 2007. A total of 157 NPCs, four regions, three IOSDs and ten IFs have signed the Code for acceptance.

Following classification research, a rule change in Athletics occurred, clarifying eligibility criteria and minimal disability for athletes with physical impairment. Furthermore, a new position statement of Classification provided scientific background for classification in Paralympic Sport and guidelines on how evidence based classification may be achieved. A report on the IPC Swimming Summit provided information about key learnings and outcomes.

The IPC Governing Board continued in working together with the International Sports Federation for Persons with an Intellectual Disability (INAS-FID) in order to develop the possibilities of participation for more athletes. An action plan presented by the IPC/INAS-FID Working Group (representatives from the governance and management of both organizations) as well as a policy for recognizing International Federations, a position statement on Boosting, the Vancouver 2010 Paralympic Winter Games Classification Programme

and a new set of IPC Ethic Procedures, Rules and Regulations were part of the approved items during the year.

The Board also received updates on the work of various IPC Standing Committees and Councils, and proceeded in ratifying the appointment of Her Royal Highness Princess Astrid of Belgium as a member of the IPC Honorary Board.

The recommendations outlined in the London 2012 Paralympic Games Medal Events Programme Report were also approved, as well as those outlined in the Sochi 2014 Paralympic Winter Sports Programme Report. Additional recommendations for the retention and/or inclusion of sports/disciplines on the Sochi 2014 Paralympic Winter Sports Programme were also approved.

Additionally, the Board worked to assure that the budget of the IPC was carefully on track for the current and upcoming years.

IPC General Assembly

The IPC General Assembly (GA) was held from 21-22 November in Kuala Lumpur, Malaysia. Hosted by the Malaysian Paralympic Council, around 350 delegates from NPCs, IOSDs, IFs, regions and sports attended the event.

During two days of meetings, which clearly showed increased sense of unity and understanding between IPC and its members, the GA was presented with an overview of IPC activities of the last two years as well as approved the Financial Budget for 2009 and the framework for 2010.

Nine National Paralympic Committees (Brunei Darussalam, Montenegro, Mozambique, Norway, Portugal, Singapore, Somalia, South Africa, Trinidad & Tobago) were ratified as members of the IPC. Furthermore, the International Archery Federation (FITA) joined the IPC as a member.

Four Organizing Committees, Vancouver 2010, London 2012, Sochi 2014 and Rio 2016 reported on the status of their preparations for future Paralympic Games and distributed information to the delegates. The Beijing



Olympic Development Association (BODA) reported on the success of the Beijing 2008 Paralympic Games.

Furthermore, the IPC membership decided in favour of the re-inclusion of athletes with an intellectual disability (ID athletes) in IPC sanctioned competitions, including the Paralympic Games. This decision opens the participation of ID athletes in Paralympic Sport, with the ID Athlete Classification System ensured to be developed in accordance with the IPC Classification Code.

IPC Governing Board Election

Members of the IPC elected a new Governing Board in Kuala Lumpur, Malaysia, at the 2009 IPC GA.

Sir Philip Craven (Great Britain) was re-elected President for another four year term. **Mr. Greg Hartung** (Australia) was elected Vice President.

The following people were elected Member at Large:

- Dato' Zainal Abu Zarin**, Malaysia
- Mr. Jose Luis Campo**, Argentina
- Ms. Ann Cody**, USA

Mr. Alan Dickson, Great Britain

Mr. Ali Harzallah, Tunisia

Ms. Hyang-Sook Jang, Korea

Mr. Patrick Jarvis, Canada

Mr. Andrew Parsons, Brazil

Mr. Miguel Sagarra, Spain

Ms. Rita van Driel, The Netherlands

The IPC Chief Executive Officer **Mr. Xavier Gonzalez** and the Chairperson of the IPC Athletes' Council, **Mr. Robert Balk**, are also ex-officio members of the IPC Governing Board.

Anti-Doping

In conjunction with the World Anti-Doping Agency (WADA), the IPC contributed to the continuing creation of a drug-free environment in 2009 by having the revised IPC Anti-Doping Code approved by the agency as compliant with the World Anti-Doping Code (WADC), and with its successful implementation in daily operations. The IPC also initiated dialogue with WADA in order to monitor WADC compliance of its member

HIGH PERFORMANCE ORGANIZATION

federations and to achieve harmonized decisions on Paralympic athletes wherever possible.

Approved by the IPC Governing Board in November, the IPC Therapeutic Use Exemption (TUE) Committee officially became the IPC Medical Committee. Besides TUE Management, the new Medical Committee will also advise on “policies and operational matters related to the medical care of Paralympic athletes, including the implementation of event-related medical care programmes”.

Compliant to the WADC and the IPC Anti-Doping Code, the IPC announced three anti-doping rule violations in 2009 (two in Powerlifting, one in Swimming). In total, 585 tests were conducted, a significant increase from 262 in 2008.

Classification

In order to ensure that sport is practiced within the Paralympic Movement in the spirit of fair-play, the IPC Classification Code details policies and procedures that should be common to all sports and sets principles to be applied by all sports.

Upon the advising of the IPC Classification Committee and the IPC Sports Science Committee in 2009, the IPC adopted a position statement on a scientific rationale for Classification in Paralympic Sport. Both committees joined forces to make this statement operational and support the different sports in the further development of sport-specific classification systems and code compliance.

At the IPC General Assembly in November, it was decided to re-include athletes with an intellectual



Besides IPC testing and sanctioning, an increased number of testing and anti-doping rule violations under National jurisdiction have been identified. This is indicative of the increase and efficiency of national testing programmes and can only be applauded.

The IPC also provided support to different educational programmes initiated by the Vancouver 2010 Organizing Committee anti-doping division.

disability in the London 2012 Paralympic Games and beyond. The sport-specific classification systems, which are a prerequisite to inclusion, are currently being developed.

Previous to the IPC General Assembly at the IPC Conference, a successful seminar was also held on ‘National Classification Strategies’.

A self-audit of International Federations and International Organizations for Sport for the Disabled (IOSD) was initiated in 2009 in order to monitor the implemen-

HIGH PERFORMANCE ORGANIZATION

tation and compliance of the IPC Classification Code by the Paralympic sports. Additionally, a review of classification rules and regulations in IPC sports was initiated in order to become Code compliant.

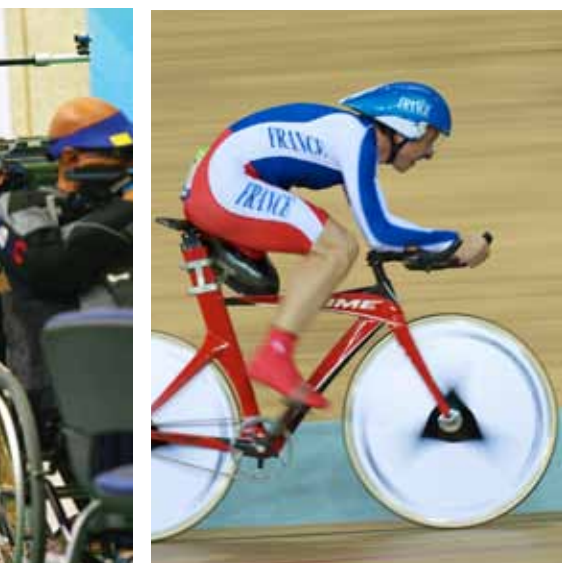
Sport Science

The IPC in 2009 entered into a co-operation agreement with the International Federation for Sports Medicine (FIMS), aiming to improve mutual knowledge on the health, safety, research and performance of athletes with a disability. Furthermore, IPC representatives made successful contributions during the year to increase the knowledge on Paralympic athletes at different international scientific conferences.

Relationships continue to foster better progress for the scientific community and the Paralympic Movement.

The IPC Sport Science Committee also approved four research projects for the Vancouver 2010 Paralympic Winter Games covering sport injuries, kinematic analysis of Nordic sit-skiers, match analysis of Ice Sledge Hockey, as well as a study on the motivation in volunteering for the Games.

The IPC also successfully completed a WADA social science project on the awareness of autonomic dysreflexia and boosting by Paralympic athletes, with results that are now presented to different stakeholders at different events and publications. With future studies, the IPC has successfully applied to WADA with a scientific project on the 'Effect of Sildenafil on athletic performance in athletes with spinal cord injury'. The study will be financially supported by WADA and initiated in 2010.



For example, together with the International Sports Federation for Persons with an Intellectual Disability (INAS-FID), the IPC continues to monitor the development of sport-specific classification systems by the sports and International Federations and their academic partners.

Throughout the year, different classification research projects were proposed to and approved by the IPC to strengthen sport-specific classification systems.

Cost Efficiency Measures, Financial and Records Management

The IPC utilized a number of financial procedures to ensure its resources were managed in a cost efficient and economical way. The IPC's financial management benefited 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 and all systems were in full compliance with German Code, tax laws and Human Resources legislation.

HIGH PERFORMANCE ORGANIZATION

Several sections of the electronic filing structure of the IPC 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.

IPC Handbook Additions

The following items were approved and added into Section II (Rules, Regulations, Codes, Policies) of the IPC Handbook 2009:

- Appendix to IPC Code of Ethics (Chapter 1.1)
- Policy for Granting the Status 'IPC Recognized International Federation' (Chapter 3.8)
- Position Statement on Autonomic Dysreflexia and Boosting (Chapter 4.3)
- Position Statement on Background and Scientific Rationale of Classification in Paralympic Sport (Chapter 4.4)

There were also a number of updates to the old items, including the Constitution, Code of Ethics, Policy on Suspension of a Member Organization, Intellectual Property Rights, Framework Bylaws for IPC Standing Committees, Sports Council Bylaws, Rights and Obligations of IPC Members, Medical Committee Bylaws (change of name), the Conduct of IPC Governing Board/Council/Committee Meetings, Legal and Ethics Committee Bylaws, and Policy on Recommended Regional Games Sports Programme.



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 continues to guarantee and supervise the organization of successful Paralympic Games with 184 members, 165 National Paralympic Committees (NPCs), three of which are suspended (Cameroon, Nigeria and Guinea-Bissau), four IOSDs, 11 International Federations (IFs) and four Regional Organizations (ROs).

The members play a virtual role within the Paralympic Movement. They are the main power to promote sport for athletes with a disability, identifying and supporting athletes, facilitating and organizing competitions and sport events, and raising awareness for the Movement. Through their active involvement in society, they are the leading organizations for social change.

The IPC supports its members through activities with the membership department and development initiatives.

Supporting the Movement

The IPC's membership organizations give people all over the world the chance to be empowered and inspired through participation in Paralympic Sport. Membership organizations must be active and self-sustainable to play a vital role within the Paralympic Movement. This was achieved through a number of development projects which took place throughout the year.

Development in 2009

As result of the 2004 IPC Development Conference in Egypt, the IPC identified five key areas which are critical for the promotion and further development of the Paralympic Movement: Athletes, Leadership, Knowledge and Global Paralympic Development. Starting in 2007, the focus was given to Organizational Development and a specific initiative was started.

The initiative consists of a systematic assessment of the current situation of a selected NPC and the development of an Organizational Development Plan. During the three-day assessment, 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.

The Organizational Development Initiative (ODI) seeks to ensure that member organizations are efficient, capable and sustainable entities with comprehensive plans for their advancement within the Paralympic Movement. The programme mainly focuses on capacity building through training, and aims to strengthen the organization. Every NPC successfully going through the ODI becomes a direct beneficiary of sports development programmes.

Funding provided by the IPC to the selected NPCs (EUR 3,000) spans a period of three years. The following NPCs applied to participate in the ODI and were selected as partner countries in 2009:

- Uganda National Paralympic Committee
- Panama Paralympic Committee
- El Salvador Paralympic Committee
- Nicaraguan Paralympic Committee

During the course of the programme, a follow up of the IPC took place and the participating NPCs were able to improve their organizational capacities significantly. Areas which were especially



MEMBERSHIP DEVELOPMENT

focused upon included Administration Staff/Volunteer Recruitment, Raising Awareness, Marketing & Fundraising, Communications, Media Relations, Outreach and Governance. NPC Uganda and NPC Panama both had initial ODI workshops in 2009.

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 NPC, 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 announced the launch of its Paralympian Ambassador Programme in 2008, which in 2009, continued to aim in having top past and present Paralympic athletes to act as ambassadors of the Paralympic Movement. The Paralympic 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)
- **Tanni Grey-Thompson** (GBR, Athletics)
- **Ernst Van Dyk** (RSA, Athletics)
- **Esther Vergeer** (NED, Wheelchair Tennis)
- **Chris Waddell** (USA, Alpine Skiing)
- **Henry Wanyoike** (KEN, Athletics)

MEMBERSHIP DEVELOPMENT

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.

Many of the athletes in 2009 represented the IPC in events all around the world, including Verena Bentele, who was at the International Paralympic Day 2009 in Berlin, Germany, and Chris Waddell, who spoke on behalf of the Paralympic Movement at SportAccord 2009 in Denver, USA.

Athlete Representation

The IPC Athletes' Council (AC) is the collective voice of Paralympic athletes within the IPC and the greater Paralympic Movement. As the liaison between the IPC decision-makers and Paralympic athletes, the Council works to provide effective input into decision-making at all levels of the organization.

The Council is composed of nine Paralympic athlete representatives, elected on four-year terms, and one International Olympic Committee (IOC) AC Representative. Six athletes are elected during the Paralympic Summer Games and the remaining three during the Paralympic Winter Games.

The following members were on the IPC Athletes' Council in 2009:

- Robert Balk (Chairperson)
- Katarzyna Rogowicz (Vice Chairperson)
- Hans Burn
- Heinz Frei
- Eskil Hagen
- Teresa Perales
- Marketa Sidkova
- David Smetanine
- Yu Chui Yee
- Rania Elwani (IOC Representative)

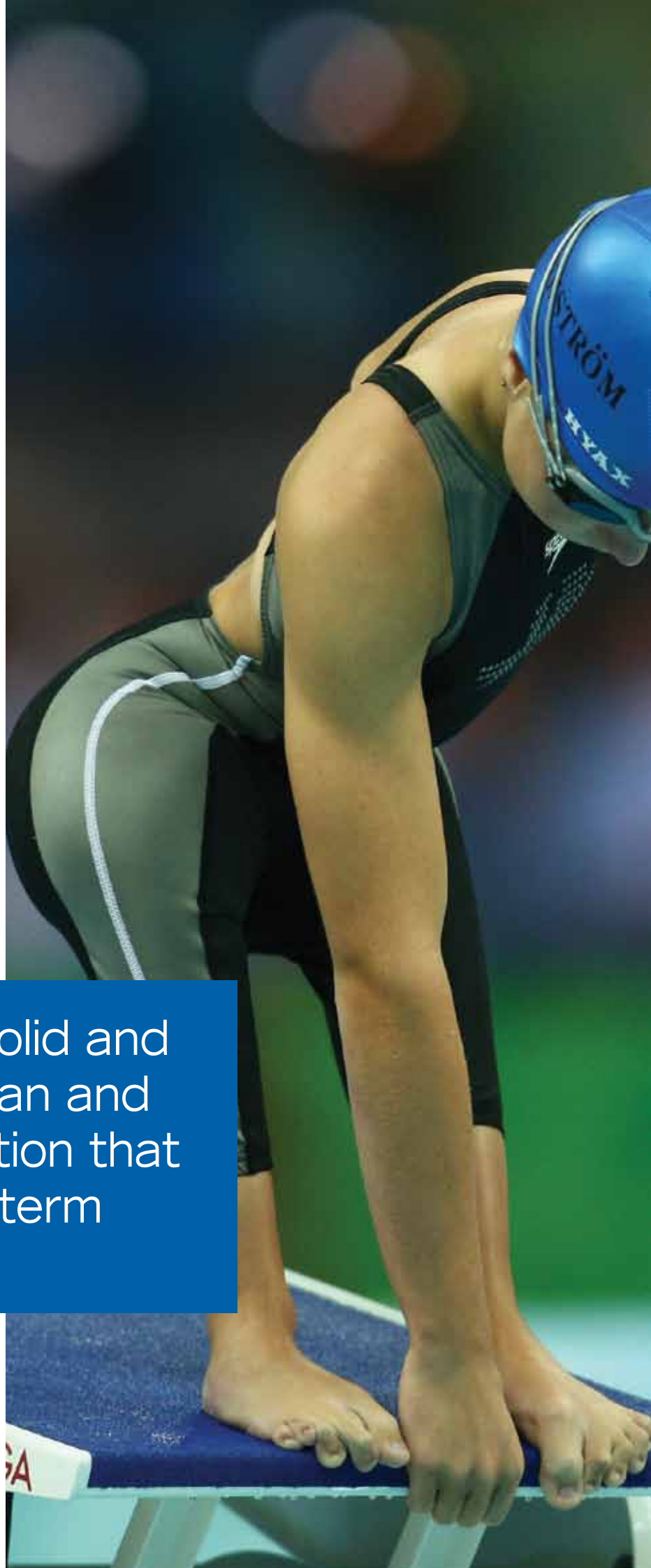
The IPC Athletes' Council elected Robert Balk as the new Chairperson in 2009, and also collected input for the IPC Adecco Athlete Career Programme. Furthermore, the IPC Athletes' Council prepared their operations for the IPC Athletes' Council Elections 2010.

The IPC Athletes' Council also met in September as part of the festivities for the 10/20 Anniversary of the IPC.



RESOURCE CREATION

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



RESOURCE CREATION

Growth and development in corporate support for the IPC continued in the year 2009. The achievements and advancements of the Paralympic Movement in 2009 would not have been possible without the core funding generated from the IPC's Worldwide Partners and Gold Patrons.

Stronger Relations with Worldwide Partners

IPC Worldwide Partner Atos Origin continued its primary responsibility for Information Technology, relating to IT consulting, systems integration, operations management, information security and software applications development for the Paralympic Movement. The company worked on preparations for the Vancouver 2010 Paralympic Winter Games and the London 2012 Paralympic Games.

IPC Worldwide Partner Otto Bock continued its support of the Paralympic Movement in 2009 with a co-operation on technical documents for wheelchair and prosthesis repair services. The company Otto Bock has been committed to professional disability sports since the Seoul 1988 Paralympic Games, where it was the



official service provider, sending an international team of technicians to the Korean capital.

Finalized and effective in 2009 was the sponsor agreement with IPC Worldwide Partner Samsung Electronics Co., Ltd. Samsung became an Official Sponsor of the Vancouver 2010 Paralympic Winter Games, representing an important extension of Samsung's involvement with the Paralympic Games, through which Samsung will support the IPC's efforts to communicate the inspiration and excitement of Paralympic Sport to a wider audience around the world. Under the agreement, Samsung will be 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.

Visa Partnership Renewal

Also finalized and effective from 2009, was the renewal announcement of Visa Inc. in its partnership with the IPC through 2012, which includes 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. Continual benefits include title sponsorship of the Paralympic Hall of Fame and branding opportunities on various IPC media assets including ParalympicSport.TV.

Building on Visa's strong support to the Paralympic Movement also includes Visa's financial institution clients and merchant partners. Together, they too continue in building strong relationships with their customers through unique marketing programmes.

RESOURCE CREATION

IPC Gold Patrons

IPC Gold Patrons Allianz SE and Deutsche Telekom AG both continued their involvement in the Paralympic Movement and its athletes. In 2006, the IPC, Allianz SE and Deutsche Telekom AG agreed to join forces to promote the growth and impact of the global Paralympic Movement, thus using the power of top-performance sports as a platform to promote the rights of persons with a disability to be full and active members of society. The companies will continue to be Gold Patrons of the IPC, providing crucial financial and promotional support that allow the IPC to fulfil its mission.

The agreement between Allianz SE, Deutsche Telekom AG and the IPC includes sustainable support of the Paralympic Movement.

Events and Communication

During the year, the IPC's Partners and Patrons took the opportunity to support the Paralympic Movement. For example, the IPC was able to host the International Paralympic Day 2009 in Berlin, Germany, through the active support of the IPC Gold Patrons Allianz SE and Deutsche Telekom AG, the IPC World Wide Partners Samsung and Otto Bock Health Care. Additional event partners included Deutsche Bahn, the Federal Union of German Associations of Pharmacists (ABDA), the German Social Accident Insurance (DGUV), Volkswagen, the German National Paralympic Committee DBS, the German Ministry of the Interior (BMI) as well as the media partners Rundfunk Berlin-Brandenburg (RBB) and Tagesspiegel.

Working together with the IPC since Athens 2004, DB Schenker continued to provide Logistics, Freight Forwarding and Customs Clearance services for the IPC General Assembly in Kuala Lumpur, Malaysia, as well as for the International Paralympic Day in Berlin in 2009. DB Schenker was fully committed to getting the necessary shipments to the events on time, completely and with accuracy.

The IPC also intensified communication in 2009 with potential partners, like the International Olympic Committee's TOP Sponsors. This communication is a key element to increasing the support of the Paralympic



Movement from established companies involved already in sport.

Building Careers For Athletes

Athletes were given a firm lead into the future in 2009, as the IPC and the Adecco Group announced the extension of the IPC Athlete Career Programme. The initiative is designed to facilitate the integration of elite athletes into the labour market, both during and at the end of their elite sporting careers. The programme coaches and trains elite Paralympic athletes in making the difficult transition from Paralympic sport to a new career by bringing them together with companies around the world.

Support Brings Realization

The German Ministry of Interior supported the IPC through two separate grants for two major events and contributed to their realization. The first was for the International Paralympic Day 2009 in Berlin, Germany with the second going toward the IPC Anniversary event and IPC Conference which took place in September 2009 in Bonn, Germany.

Through funding from the European Commission, the City of Bonn also supported the funding of the IPC's Anniversary Event and ensured the realization.

For the second time, USOC supported the IPC with a grant for management in IPC Sports. Additionally, the

strategic lead body for high performance sport in the United Kingdom, UK Sport, along with Commonwealth Games Canada (CGS) and IPC Funding partner Charity & Sport supported the IPC with grants to realize the activities of the IPC Organizational Development Initiative (ODI).

Charity & Sport is a Dutch organization that aims to bring the worlds of sport and charity closer together. Their goal is to support the sporting world in showing more social responsibility and doing more for the community. They work with sporting organizations and events, and link them to philanthropic causes, guided by four key principles: Helping Others - Involvement - Goodwill - Community Spirit.

The year 2009 also was the beginning of the Business Partners agreement between the IPC and software company MSL. MSL's sponsorship consists in a system that manages the entries, Sport Entry Queries (SEQ) which receive the data of the athletes' participation on season events in the appropriate format. The agreement has an initial duration of five years.



IPC Worldwide Partners



QUALITY FOR LIFE



IPC Gold Patrons



GAMES SUCCESS



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

GAMES SUCCESS

Following the success of the Beijing 2008 Paralympic Games, the IPC Management Team implemented a systematic Games evaluation process. This process drew data from various sources, including structured reporting from IPC Departments, stakeholders/clients' feedback, future host cities, post-Games reports, the IOC Official Debriefing held in London in November 2008, and an observation report which was produced by the Paralympic Games Committee.

The outcome of this process was consolidated in a Debrief Database. This database became a valuable tool towards working for the Vancouver 2010 Paralympic Winter Games and the London 2012 Paralympic Games to ensure that all issues are addressed and every recommendation is considered.

Vancouver 2010

The year 2009 became vital to the success of the Vancouver 2010 Paralympic Winter Games. The period from February to March was a busy period for the Vancouver 2010 Organizing Committee (VANOC) in preparation for the Games, and test events were carried out in all five Paralympic Winter sports. The Chef de Mission Seminar for example, was attended by a total of 29 NPCs from 18-21 March. At the big "One Year to Go" celebration on 12 March in Ottawa, the

Canadian capital marked the momentous occasion by raising the Paralympic Flag at the City Hall.

The IPC representative on the IOC Co-ordination Commission (CoCom) for Vancouver, IPC Governing Board member Rita Van Driel, together with IPC CEO Xavier Gonzalez visited Vancouver in March and again in August for the eighth and ninth CoCom meetings respectively. A review of key topics took place in the Canadian city, as well as a general update on final preparations for the Vancouver 2010 Winter Games presented by VANOC. The visits also included a working group focusing on Paralympic specific issues such as transport, broadcasting and ticketing.

The IPC Management Team successfully conducted three IPC Project Reviews in March, June and December. The third being the final IPC visit to Vancouver prior to the start of the Vancouver 2010 Paralympic Winter Games.

London 2012

The development and planning for the London 2012 Paralympic Games continued throughout 2009 with the London 2012 Organizing Committee for the Olympic and Paralympic Games (LOCOG) moving into the Operational Planning phase of its preparations. The "Three Years To Go" countdown to the Opening Ceremony of the London 2012 Paralympics was marked with the appointment of four-time Paralympian Chris Holmes as the Director of Paralympic Integration. In his role, he will focus on driving the Paralympics into the



GAMES SUCCESS

planning and integration of all LOCOG functional areas. This will assist the Paralympic preparations in the run up to the Games in 2012.

The IPC representative on the IOC CoCom for London, IPC Governing Board member Patrick Jarvis, visited London in April and November with other IPC administration for the fourth and fifth CoComs respectively which included specific Paralympic working sessions. During the sessions, the IPC and LOCOG discussed the general progress of the Paralympics over the preceding months.

The IPC also conducted two Project Reviews in January and September, focusing in more detail on the preparations taking place in each of the functional areas. Finalization of the competition venues and the Athletes' Village at the Sailing venue and the Paralympic Family Hotel were the key topics on the agenda.

LOCOG also created Paralympic history in 2009, when the UK broadcasting rights were awarded to Channel 4. For the first time, the exclusive broadcasting rights for the Paralympics have been tendered out and sold. Channel 4, a broadcaster known for its innovation in sports coverage, will focus exclusively on the London 2012 Paralympics in the months running up to the Games and provide unprecedented coverage as the events happen.

Sochi 2014

The IPC representative on the IOC CoCom for Sochi, IPC Governing Board Member Miguel Sagarra, joined IPC CEO Xavier Gonzalez and Paralympic Games Senior Manager Thanos Kostopoulos in May for the IOC CoCom's second visit to the Paralympic Winter Games host city. The Paralympic specific working group focused on key areas of Games preparations, including the Organizing Committee's organizational structure,

the Athletes' Village, accessibility and Paralympic awareness.

An IPC delegation led by IPC CEO Xavier Gonzalez, visited the Organizing Committee's headquarters in Moscow and conducted the first IPC Project Review in May for the Sochi 2014 Paralympic Winter Games. The Deputy Prime Minister together with the Sochi 2014 Executives and the Senior Management Team assured that the Paralympic Games are to be held in high regard, with the immediate results of the visit showing solid foundations in place.

In December, the first International Paralympic Winter Day was held in Moscow on the Red Square, showcasing Paralympic Sport and its athletes. The massive event

brought the Paralympic Movement to the Russian public and aimed to increase Paralympic awareness and education. The event was an overwhelming success and fostered high anticipation for the Sochi 2014 Paralympic Winter Games. The event was also combined with the unveiling of the Paralympic Emblem for the Games in Sochi.

Rio 2016

All four Candidate cities for the 2016 Olympic and Paralympic Games submitted their bid files and responses to the IOC questionnaire in February of 2009. The cities included Chicago (USA), Madrid (Spain), Rio de Janeiro (Brazil) and Tokyo (Japan).

The IOC Evaluation Commission for the 2016 Games includes IPC Governing Board Member Greg Hartung as the IPC representative. And after a technical review which included all Paralympic aspects of the bid, the Commission visited all four Candidate Cities in April and May to carry out inspections before publishing the Commissions' report in September.

Channel 4, a broadcaster known for its innovation in sports coverage, will focus exclusively on the London 2012 Paralympics in the months running up to the Games and provide unprecedented coverage as the events happen

GAMES SUCCESS

In June, the Candidate Cities presented the technical aspects of their bid to IOC members at the IOC Headquarters in Lausanne, Switzerland.



The selection of the Host city for the 2016 Olympic and Paralympic Games took place in October during the 121st IOC Session in Copenhagen, Denmark. Rio de Janeiro eventually won the right to host the 2016 Olympic and Paralympic Games with 66 votes, defeating Madrid in the final round of voting.

The Applicant Phase which began in late 2009 saw the IPC participating in an extensive and informative four-day orientation seminar. The goal was to assist Applicant Cities in the bid process and give them a complete overview of the complexity in organizing the Olympic and Paralympic Games. Delegations were also able to attend a presentation on the Paralympic Games and speak with IPC representatives regarding relevant topics like the Paralympic sports programme and legacy opportunities.

In late June 2010, the IOC Executive Board will confirm the cities which will go forward as Candidate Cities, with the final election at the IOC Session in July 2011.

Bid Cities 2018

The cities of Annecy (France), Munich (Germany), and Pyeongchang (South Korea) are bidding for the hosting rights to the 2018 Olympic and Paralympic Winter Games.



GLOBAL RECOGNITION



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

GLOBAL RECOGNITION

Paralympic Values

Courage, determination, inspiration and equality are considered the Paralympic values. The Paralympic Movement lives by the courage, strength and determination of Paralympic athletes who consistently inspire and excite the world with their achievement. Throughout 2009, the IPC witnessed a continuation of this tradition and the accomplishments therein.

Athletes reached beyond the conventional demands of athleticism just to compete in 2009, let alone win. It is this display of extraordinary human spirit that makes the Paralympic Games one of the world's most unique and exciting sporting events. The Paralympic values are the driving force behind the Paralympic Movement and the IPC strives to ensure that they are globally recognized and easily understood.

The Paralympic Brand

Along with the Paralympic Values, the Paralympic Brand was further presented this year during various events. The communication of key messages and raising awareness continues to be a priority of the brand management and development initiatives. Paralympic stakeholders continue to network and maximize the brand's usage, recognition and appropriate application, with special emphasis on brand building activities.

Generally, a brand is a set of expectations and a connection evoked from experience with an organization. How people think and feel about the Paralympic Movement and what people believe it stands for will in effect be a result of the brand association. The IPC continued its brand building activities in 2009 with this understanding of the importance and an effort to strengthen the brand's relationships and clear associations. A special marketing presentation was successfully given on this subject during the IPC General Assembly in Kuala Lumpur, Malaysia, in order to better achieve this goal.

In order to make the Paralympic brand more relevant, the Governing Board in 2009 approved the definition of the Paralympic Symbol as the three Agitos without the acronym "IPC". The use of the Paralympic Symbol with the acronym "IPC" continues to be used for activities of the IPC as an organization.

Courage



Determination



Inspiration

Equality



The Paralympic Values

GLOBAL RECOGNITION

The IPC General Assembly approved a motion on 18 November 2005 in Beijing to include the word “Paralympic” in the NPCs’ constitutional name and title which is also reflected in the emblem. The construction of each NPC’s emblem includes the version of the Paralympic Symbol (the Three Agitos) without the acronym “IPC”, a design element which is specific to the country of the NPC, and the official name of the NPC in English.

The inclusion of the Paralympic Symbol has several benefits. It not only strengthens the Paralympic Brand as the symbol becomes more widely used and recognized throughout the world, but it also ensures a consistent look and identity for IPC members.

The Paralympic Symbol is a protected trademark. Therefore NPCs, as members of the Paralympic Movement, must adhere to certain marketing restrictions. Some important design factors were explained, including the emblem’s size, colour, background and general format. As stated in the IPC Handbook, the NPC 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 2009, more than 85 NPCs were listed as having finalized the IPC approval process successfully.

Broadcasting

Even though there were no Paralympic Games in 2009, it was still a year with exciting Paralympic events, where various high-profile broadcasting projects were realized.

When the 2009 IPC Biathlon & Cross-Country World Championships took place in Vuokatti, Finland, the Local Organizing Committee organized a comprehensive broadcasting production with multiple cameras on the slopes and in the stadium. The feed has several elements added, and daily highlights were provided to broadcasters for download. Video clips were also distributed via the Eurovision Sport Exchange Service (EVS).

The Korean Broadcasting Organization KBS also covered two days of the 2009 IPC Alpine Skiing World Championships in High 1 Resort, Korea. KBS covered

the Giant Slalom and Slalom with multiple cameras on the slopes, with the entire event produced in High Definition Video.

The Local Organizing Committee of the 2009 IPC Ice Sledge Hockey World Championships in Ostrava, Czech Republic, organized a comprehensive broadcasting production, with 40-minute summaries highlighting



the competition. All matches of the Czech team were produced and offered to broadcasters. Additionally, three-minute news highlights of each semi-final and the gold medal game were distributed via the EVS. The gold medal game was produced live and was shown on Czech Television, with the signal offered to broadcasters outside the Czech Republic.

During the International Paralympic Day took place on 11 July 2009 in Berlin, German local broadcaster Radio Berlin Brandenburg (RBB) was on site and produced a one hour special programme which was aired on the same day. Highlights of this production were also distributed via the EVS. A total audience of about 4.9 million followed the coverage in the German capital.

The 10/20 Anniversary event on 4 September 2009 in Bonn, Germany, saw official speeches and several panel discussions as part of an official eight-minute news summary which was produced and distributed via the EVS and the internet to interested broadcasters.

For the 2009 IPC Swimming European Championships in Reykjavik, Iceland, Icelandic broadcasting organization RUV was the Host Broadcaster, producing a live feed of the finals on the last three days of the event. In addition, RUV also edited together a daily news

GLOBAL RECOGNITION

summary, which was distributed via the EVS. A similar broadcasting production was offered at the 2009 IPC Swimming World Championships 25m in Rio de Janeiro, Brazil.

The Paralympic Awards Gala in Kuala Lumpur was the last broadcasting highlight of 2009, with coverage by multiple cameras. The footage was edited into a five-minute highlights package, which was distributed to broadcasters via the web.

ParalympicSport.TV Continues to Excite

The official internet channel of the IPC achieved a high amount of content and online traffic throughout 2009. It was the first time that live streams of three IPC Championships were offered in one year (Ice Sledge Hockey World Championships, Swimming European Championships and World Championships 25m), with additional delayed and on-demand coverage of further World Championships, like Alpine Skiing and Biathlon & Cross-Country Skiing.

The logo for ParalympicSport.TV features the word 'paralympicsport' in a bold, lowercase, sans-serif font. The 'paralympic' part is in red, and 'sport' is in black. To the right of 'sport' is a smaller '.tv' in black, with a red dot above the 'v'.

Further achievement was how International Federations began to realize the impact and offering of ParalympicSport.TV (PSTV). This is underlined by the fact that the IPC was approached by various Federations to see if PSTV can cover their event, e.g., the 2009 IWAS Wheelchair Rugby European Championships.

Another tool to promote ParalympicSport.TV and its video clips in 2009 was the popular social networking website Facebook. Two months before the Beijing 2008 Paralympic Games, a Facebook ParalympicSport.TV fan page was launched, where Facebook users could become a fan of PSTV, get information about the programme and where PSTV video clips were promoted.

As of December 2009, the page had more than 2,000 fans and the fan base continues to grow. It is planned to use Facebook during the Vancouver 2010 Paralympic Winter Games intensively to promote the Paralympics, ParalympicSport.TV, and more importantly, to interact with Paralympic fans all over the world.

With more than 150,000 video views per month, the YouTube PSTV website continued to be a popular platform for Paralympic Sport fans to watch exciting and inspiring Paralympic video clips.

Website Awards

The online video 'Spirit in Motion', produced by brandstage.tv for ParalympicSport.TV, has been awarded a Best in Show award in the Online Film/Video category from the 2009 International Davey Awards.

'Best in Show' is the highest honour given by the International Academy of the Visual Arts, with one award within each of the ten mediums that make up the Davey Awards. The video was highlighted on the official website of the awards at www.daveyawards.com and can be watched directly on www.ParalympicSport.TV.

A total of over 4,000 entries from the best small firms in the world were up against each other for the various awards. The Davey Awards are sanctioned by the International Academy of the Visual Arts, which is an invitation-only body consisting of top-tier professionals from well-known media, advertising and marketing firms.

The 'Spirit in Motion' video highlights the vision and development of the Paralympic Movement since its early days. The video has been shown during several IPC events, including the IPC's 10/20 Anniversary in September 2009.

IPC Website Gets Brand New Look

The IPC re-launched its official website www.paralympic.org on 1 September 2009, in time for the celebration of the 10/20-Year Anniversary of the IPC. The website received a complete face-lift with new features including accessible flash animation, RSS feed, news widgets, a Calendar and an embedded link to IPC's YouTube channel.

The new website continues to be the main source of information to the Paralympic Family and fans of Paralympic Sport. Established sections like the Media Centre and the Athlete Club will continually be extended and updated.

GLOBAL RECOGNITION



In close collaboration with Netempire AG - responsible for concept, project management, technical

Honorary Board

Her Royal Highness (HRH) Princess Astrid of Belgium, Archduchess of Habsburg-Este joined the IPC Honorary Board in 2009.

She joins (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, International Opera Singer Maria Guleghina, former World Bank President James Wolfensohn, HRH Princess Haya Bint Al Hussein of Jordan, and Chairperson of the Shafallah Centre for Children with Special Needs and a leading Qatari business figure Hassan Ali Bin Ali.

The IPC, as the global governing body of the Paralympic Movement, decided to create an Honorary Board to allow leaders of society an opportunity to support the vision of the Paralympic Movement and to strive to maintain the issue of Paralympic Sport high on the agenda of the global community.



implementation and web design - the IPC has ensured that the site remains accessible according to W3C standards and easy to use.

GLOBAL RECOGNITION

Record Attendance at the IPD

The fourth International Paralympic Day (IPD) saw more than 58,000 people at the Brandenburg Gate in Berlin, Germany, in July. The big event took place under the patronage of Prof. Dr. Horst Koehler, President of the Federal Republic of Germany, who was also in attendance.



For almost every sport presented at the IPD, top athletes were on-site to share their knowledge and provide guidance for several try-out activities. Paralympian Holger Nikelis for example, offered his expertise in Table Tennis and Verena and Michael Bentele offered theirs in Biathlon. With these demonstrations and athletes together, the public had the chance to get acquainted with the day-to-day challenges of persons with a disability.

Many of the visitors at the IPD 2009 in Berlin experienced Paralympic Sport for the first time. The day-long programme therefore, gave everyone involved the opportunity to learn about the Paralympic Movement and consequently become fans of the sports. For many, the highlight of the day was the Long Jump competition.

Some of the social activities which were part of the programme included Wheelchair Cheerleading and Dance Groups, Mini-Paralympics for children, and try-outs for all spectators willing to discover their own skills.

The IPC was able to host this event through the active support of the IPC Gold Patrons Allianz SE and Deutsche

Telekom, the IPC World Wide Partners Samsung and Otto Bock Health Care, the event partners Deutsche Bahn, the Federal Union of German Associations of Pharmacists (ABDA), the German Social Accident Insurance (DGUV), Volkswagen, the German National Paralympic Committee DBS, the German Ministry of the Interior (BMI) as well as the media partners Rundfunk Berlin-Brandenburg (RBB) and Tagesspiegel.

10/20 Anniversary of the IPC

Marking a milestone in the organization's history, the IPC celebrated its 20-Year Anniversary in September in Bonn, Germany, while at the same time also commemorating its 10-Year Anniversary of the Bonn

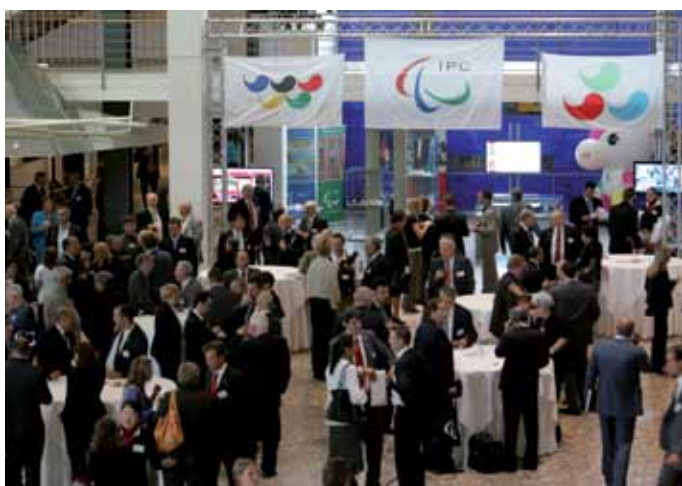


Headquarters. More than 350 guests took part in the celebration, including personalities from the world of sport, economics and politics, as well as members of the Paralympic Movement.

The inspiring celebration of these two milestones for the IPC took place at the World Conference Centre in



GLOBAL RECOGNITION



Bonn, Germany. Official speeches of welcome were given by Federal Minister of the Interior Dr. Wolfgang Schäuble, Special Advisor to the UN Secretary General on Sport for Development and Peace Wilfried Lemke, International Olympic Committee (IOC) Vice President Dr. Thomas Bach, HSH Prince Albert of Monaco, Lord Mayor of Bonn Baerbel Dieckmann and IPC President Sir Philip Craven.

Guests who attended the IPC celebration included Opera Singer and IPC Honorary Board Member Maria Guleghina, IPC Honorary Board Members Thérèse Rein and Princess Astrid of Belgium, Granddaughter of Sir Ludwig Guttman Eva Loeffler, Paralympic Order recipients Tiziana Nasi and Whang Youn-Dai, UNESCO Chief of Section for Youth, Sport and Physical Education Golda El-Khoury, Minister of the Interior of Nordrhein-Westfalen Ingo Wolf, United Nations Volunteer Coordinator Flavia Pansieri, IOC Members Shun-ichiro Okano, Walther Tröger and Hein Verbruggen, and Council of Europe's Executive Secretary of the Enlarged Partial Agreement on Sport Stanislas Frossard.

The full programme also included panel discussions on themes such as "The Paralympic Movement - A History of Change" and "The Paralympic Games - From Challenger to Frontrunner". The first discussion was led by Mr. Lemke and addressed the topic "Paralympic Sport - A catalyst for the implementation of the UN Convention on Rights for Persons with a Disability". Further panellists included Deputy Secretary General of the National Paralympic Committee of China Guozhong Zhang, President and CEO of the Sochi

2014 Organizing Committee Dmitry Chernyshenko, Founding and Honorary President of the IPC Dr. Robert D. Steadward, and former IPC Athletes' Council Chairperson Ljiljana Ljubisic.

The second round of discussion was led by the Chairman of the London 2012 Organizing Committee Lord Sebastian Coe with the topic "The London 2012 Paralympic Games Approach". Those taking part in the discussion included IPC President Sir Philip Craven, IOC Olympic Games Executive Director Gilbert Felli, Head of ABC TV Sport and Events Justin Holdforth, Chief Marketing Officer Otto Bock Healthcare Dr. Helmut Pfuhl, and British Paralympian Danielle Brown.

A special Anniversary photo book titled "International Paralympic Committee – 20 Years in Pictures" was also published and distributed during this event.



Marketing Gathering Promotes Movement

On the occasion of the 10/20 Anniversary of the IPC, a large-scale NPC Marketing Meeting was conducted over a two-day period, and included representatives from all around the world, as well as from Allianz SE Group Market Management and Adecco Athlete Career Programme.

Together, NPCs supported the idea for the IPC to actively search for potential international sponsors and partners with the "Sunrise Programme", which refers to the acquisition of partners already within the IOC's 'The Olympic Partner' (TOP) programme. Using the structure as a template for its international sponsorship programme, the IPC will be able to present this template of rights to partners as a framework for a potential sponsorship.

The gathering provided an ideal forum opportunity where all participants could express their thoughts on marketing and sponsorship experiences, thereby exchanging information with other members in the Paralympic Family.

GLOBAL RECOGNITION

The Sign of Achievement and Self-Actualization

The Paralympic Awards Gala, proudly partnered by IPC's Gold Patron Allianz, was held during the IPC General Assembly in Kuala Lumpur, Malaysia. The winners of the Awards were selected by three Awards Committees, composed of members of the Paralympic Movement and specialists in the relevant areas.

The **Paralympic Sport Awards 2009** were given in five categories, based on performance at the Beijing 2008 Paralympic Games:

Best Male Athlete:
Matthew Cowdrey (AUS), Swimming

Best Female Athlete:
Chantal Petitclerc (CAN), Athletics

Best Team Performance:
Australian Men's Wheelchair Basketball Team

Best Games Debut:
Sophie Pascoe (NZL), Swimming

Exemplary Games Official:
WANG Xinxian (CHN), Chef de Mission

The **Paralympic Media Awards 2009** honoured members of the media in four categories who presented the highest quality and most dynamic coverage of the Beijing 2008 Paralympic Games:

Broadcast:
ABC TV (AUS)

Written (Print/Online):
The Sunday Telegraph (GBR)

Radio:
BBC Radio (GBR)

Photo:
Damir Senčar (CRO)

The **Paralympic Scientific Award 2009** recognized one outstanding contributor (academic or scientific) for research in the field of sport for persons with a disability.

Paralympic Scientific Award 2009:
Gudrun Doll-Tepper (GER)

All award recipients were presented with a handmade trophy, designed and crafted by Italian design company G.D.E. Bertoni.

The Paralympic Order, the IPC's highest honour, was also given in 2009 to several outstanding members of the Paralympic Movement.

Recipients of the **2009 Paralympic Order** included:

Mr. Valeriy Sushkevych (President of the National Paralympic Committee of Ukraine)

Ms. Maura Strange (Executive Director and Secretary General of the International Wheelchair and Amputee Sports Federation)

Mr. Pol Wautermartens (Former Chairperson of the IPC Powerlifting Sport Technical Committee)

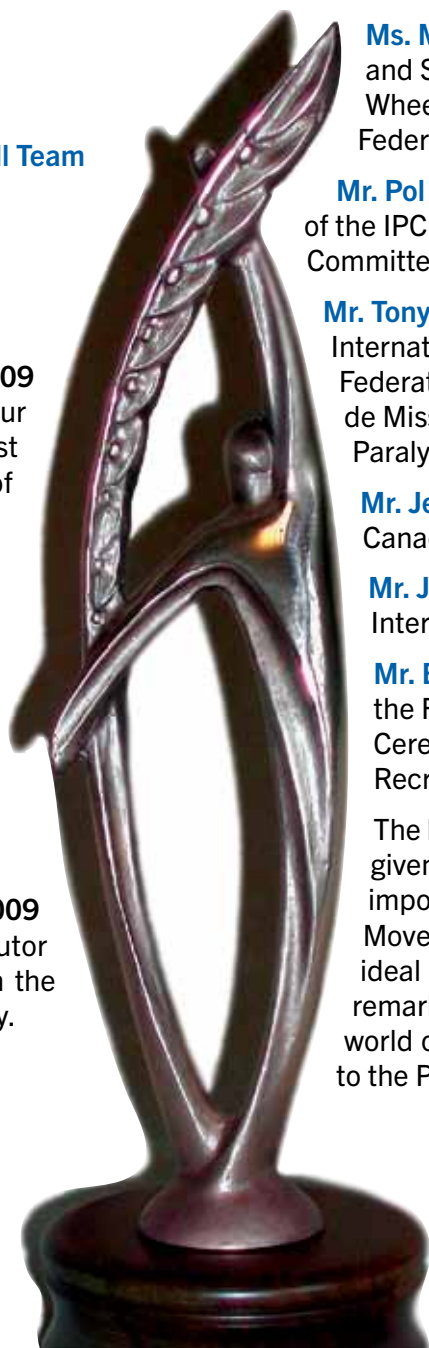
Mr. Tony Sainsbury (Former Vice President International Wheelchair Basketball Federation Europe and five-time Chef de Mission of the British Team for the Paralympics)

Mr. Jerry Johnston (Founder of the Canadian Association for Disabled Skiing)

Mr. Jens Bromann (Former President of International Blind Sports Federation)

Mr. Bob Fisher (Former Chairperson of the Football 7-a-Side Committee of the Cerebral Palsy International Sports and Recreation Association)

The Paralympic Order is the highest honour given by the IPC to persons who have made important contributions to the Paralympic Movement, have illustrated the Paralympic ideal through their actions, have achieved remarkable merit in the Paralympic sporting world or have rendered outstanding services to the Paralympic cause.



GLOBAL RECOGNITION



Education of the Movement

The continued development of Paralympic Education during 2009 helped put into place a foundation with extensive long-term benefits. The Paralympic School Day (PSD), which took place across Europe this year, was one of the successful programmes during the year, which was aimed to create awareness and understanding in schools about persons with a disability, targeting an audience of young students between the ages of 6-15. Through the PSD with the idea and resource materials, the knowledge of the movement is ever expansive.

Several PSDs took place in Spain and Sweden in 2009, where children with and without a disability challenged their own abilities in various Paralympic sports, including Alpine Skiing, Wheelchair Curling, Ice Sledge Hockey, Goalball, Football 7-a-Side, Football 5-a-Side, Table Tennis, as well as an obstacle course.

The Vancouver 2010 Paralympic School Day, which was a new initiative in 2008 that followed the same idea as the PSD, successfully continued in 2009. It comprised interactive presentations from VANOC

and a guest Paralympic athlete as well as Paralympic Winter Sport demonstrations such as Ice Sledge Hockey, Cross-Country Skiing and Wheelchair Curling. The programme inspired the Paralympic School Week programme.

The Pan-Canadian Paralympic School Week took place in November, with the Canadian Paralympic Committee (CPC) encouraging teachers and students across the country to show their support for Paralympic Team Canada. The Paralympic School Week was a programme that brought the spirit and values of the Paralympic Movement to classrooms across Canada, and provided teachers with the resources to educate students on Paralympic Sport and establish positive perceptions of people with a disability.

In the United Kingdom, “Get Set” was the official London 2012 education programme in 2009 for schools, colleges and local authority education providers. London’s main aim of the programme is to use the power of the Olympic and Paralympic Games to inspire children and young people across the UK and around the world. The Get Set website <http://getset.london2012.com/en/home> offers a huge variety of opportunities, with resources targeted at 3-19 year olds, with a whole range of flexible, interactive learning resources designed to learn about the Olympic and Paralympic Values – with games, factsheets, films, news articles and much more. The programme is continuing to inspire individuals to be familiar with the Paralympic Movement in the lead-up to the London 2012 Paralympic Games.

The IPC Academy

In recognizing the need to provide educational opportunities for all individuals working within the Paralympic Movement in a centralized manner, the IPC partnered with the World Academy of Sport (WAS) to create the IPC Academy in early 2009. The IPC Academy became the education partner of the IPC working together to improve educational standards within sport throughout the Paralympic Movement and ensuring that officials, executives and administrators have an educational centre that is sensitive to their needs and in touch with industry trends and developments, providing world class programmes.

GLOBAL RECOGNITION

The benefit of working within the structure of an IPC Academy, partnered with WAS, includes both an international reach and a tailored approach. Over the next years, the IPC Academy will 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.



The launch of the IPC Academy in May was followed by the first IPC Academy programme at the University of Manchester, Great Britain. With a combination of presentations and interactive modules, the programme provided representatives of 14 NPCs and the International Wheelchair Rugby Federation (IWRF) a learning option in Paralympic Sport management and the chance to network with their fellow participants.

The presentations covered numerous subjects, including 'Leading through Change', 'Tipping Point Leadership', 'Leadership', 'Sponsorship', 'Small Business Finance', 'Governance and Effective Business Risk Management', and 'Human Resource Management'.

Global Relationship Extended

The IPC in 2009 renewed its global working relationship with Edelman as its Official Media & Communications Agency. Edelman will continue its work as a pro bono partner of the IPC, with an extension of an agreement originally forged in 2006, when Edelman was selected as the IPC's first global public relations agency of record.

Edelman will continue to support the IPC on the development of its global Public Relations programme and implementation in key countries, leveraging the firm's expertise in sports marketing, corporate

reputation, consumer and multicultural marketing, and issues management. Edelman's IPC team, based across the UK, USA, Canada, Germany and China, will expand to include offices in Russia and Australia as part of the new agreement.

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 accessible.

Donations of historic memorabilia, including footage, photographs, uniforms and commemorative medals from different Paralympic Games 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 and objects, of which approximately 850 are related to the Paralympic Games. The library currently holds more than 1,500 books, issues of approximately 100 journals and 40 boxes with leaflets and brochures.

The Documentation Centre in 2009 has also continued to support researchers from all over the world in gathering information on the history of the Paralympic Movement.

IPC SPORT GROWTH AND SELF- SUSTAINABILITY



The IPC excels in its role as the international sport federation responsible for the management and governance of IPC Sports.

IPC SPORT GROWTH AND SELF-SUSTAINABILITY

Sport Management

As part of the IPC's role in governing and managing the IPC Sports, the organization continued to take a team approach between the IPC Governing Board, IPC Sport Technical Committees and the Management Team to co-ordinating the affairs of IPC Alpine Skiing, IPC Athletics, IPC Biathlon and Cross-Country Skiing, IPC Ice Sledge Hockey, IPC Powerlifting, IPC Shooting, IPC Swimming, and IPC Wheelchair Dance Sport during 2009.

IPC Alpine Skiing

IPC Alpine Skiing licensed over 460 athletes/guides for the 2008/2009 winter sports season, co-ordinating over 80 races around the world. A new IPC Alpine Skiing Ranking System was also implemented, and the Rules and Regulations Rulebook was fully revised.

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).

IPC Athletics

IPC Athletics focused on sport business planning and continued to prepare an IPC Athletics Business Plan Framework in line with the IPC's Governance and Management Initiative, as well as with the upcoming new Strategic Plan in 2010.

The first IPC Athletics Summit took place in 2009, setting out to discuss big challenges, exercise broad thinking, and determine the direction for a bright future in the Paralympic Sport. Also using the Open Space Technology, many ideas were shared during the summit, as delegates readily exchanged them to the group.

Whilst the schedule of the IPC Athletics Summit was set, the agenda was crafted by delegates in the first session. As a result, the event showed that IPC Athletics will undoubtedly grow effectively and outwardly towards a bright future.

IPC Biathlon and Cross-Country Skiing

IPC Biathlon and Cross-Country Skiing licensed over 200 athletes/guides for the 2008/2009 winter season, with the IPC being available to teams and delegations to provide timing and results for the circuit. The competition calendar plan for 2009-2014 was also drafted and planned.



IPC SPORT GROWTH AND SELF-SUSTAINABILITY

Expansion of the pool of officials resulted from successful Technical Delegates seminars during the year, which disseminated IPC Sport information. Testing to assure a successful delivery also occurred in 2009, with the competition formats to be used at the Paralympic Winter Games.

The Rules and Regulations Rulebook of IPC Biathlon and Cross-Country Skiing was also revised in 2009.

IPC Ice Sledge Hockey

IPC Ice Sledge Hockey licensed over 150 athletes for the 2008/2009 winter sports season, co-ordinating and overseeing several high-profile competitions. Furthermore, the licensing programme was successfully implemented for the Paralympic Winter Sport.

The qualification process for the Paralympic Winter Games was also consistent, and the Pool of Technical Officials and Classifiers expanded through training, seminars and practice to create a more sustainable sport. The Rules and Regulations Rulebook was also revised.

IPC Powerlifting

IPC Powerlifting launched the 2009 IPC Powerlifting Athlete License Programme and approved several national and international competitions for the IPC Powerlifting calendar. The process was also initiated for nominations for the vacant Sport Technical Committee positions.

The Powerlifting community was also updated on a regular basis on different issues and news.

IPC Shooting

IPC Shooting launched the 2009 IPC Shooting Athlete License Programme, and developed the IPC Shooting Business Plan to pursue sport independence. Additionally, IPC Shooting focused on event management and development of the Paralympic Sport for the upcoming year.

Communication was regular in 2009 with the Shooting community regarding issues and updates.



IPC Swimming

IPC Swimming followed its Competition Approval Process for 2009, and successfully carried out both the 2009 IPC Swimming European Championships in Reykjavik, Iceland, and the 2009 IPC Swimming World Championships (25m) in Rio de Janeiro, Brazil.

The first IPC Swimming Summit also took place in 2009 holding the themes, “The Water is Open, Make Your Splash, Create the Wave”. The summit gave participants a chance to put together their ideas and answer questions beforehand in preparation for the forum. The format of the summit was based on Open Space Technology, which is the idea that each person will have topics or ideas to share, as well as contribute to other topic areas.

With a great amount of general feedback and recommendations from the 70 participants, the end of the summit became another step forward for the Paralympic Sport, and will continue to bring more and more individuals into the influential dialogue.

IPC Wheelchair Dance Sport

IPC Wheelchair Dance Sport (WDS) became a member in 2009 of the International DanceSport Federation (IDSF) working group on VISION 2012. The aim is to work on evolving IDSF into the World DanceSport Federation, thus unifying the sport and encouraging growth.

IPC SPORT GROWTH AND SELF-SUSTAINABILITY

Commitment to Paralympic Sport

The 18th IPC Sports Council took place in September 2010 in Bonn, Germany, with attendance by representatives from 25 sports and the Organizing Committees from Vancouver 2012, London 2012 and Sochi 2014. The successful gathering allowed for a forum on the current status and the future of Paralympic Sport.

Organizing Sport Data

The IPC Sport Data Management System (SDMS) was officially launched in January for IPC Athletics and IPC Swimming in order to support an effective data management of athletes, their classification, licenses, results, and records. In 2009, almost 3,000 athletes were licensed by their respective NPCs through SDMS which equalled to approximately 20,000 results uploaded from 150 competitions.

Furthermore, processes outside of SDMS were established to automatically calculate the rankings in both IPC Athletics and IPC Swimming based on SDMS data. These rankings were then directly published on the IPC website, which along with athletes' information, could be directly exported and transferred to Organizing Committees for various competitions. Examples of success in this data feed for 2009 were with the preparation for the IPC Swimming European Championships in Reykjavik, Iceland, and the IPC Swimming Short Course World Championships (25m) in Rio de Janeiro, Brazil.

In December 2009, SDMS was prepared to also handle athletes and licenses in Powerlifting, Shooting, and Wheelchair Dance Sport. Based on the success of IPC Swimming and IPC Athletics in SDMS, the additional three sports will be fully accessible in the system in January 2010.



FINANCIAL INFORMATION 2009

FINANCIAL INFORMATION

As in previous years, the IPC closed the financial year 2009 successfully, creating a surplus of EUR 22,037 with total revenue at EUR 6,083,696 and total expenditure at EUR 6,061,659.

The core funding was mainly generated through the Paralympic Games Marketing and Broadcasting rights sales (44%), and sponsoring and fundraising (22%). Income from fundraising activities increased from EUR 558,931 in 2008 to EUR 583,453 in 2009.

A significant amount was raised through all activities related to IPC Sports (25%). This revenue is earmarked and for exclusive use for activities and competitions of IPC Sports. IPC Membership fees made up around 4% of the IPC's total income. A total of 54% of the Specific Project Funding was linked to the organization of the International Paralympic Day 2009 which took place in Berlin, Germany. Further revenue relates to the IPC anniversary event and other projects. The

correlative expenditure is shown under Specific Project Expenditure.

The largest amount spent under core expenditures (39%) is related to the heading '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 cost for IPC Sports.

In early 2010, an external audit was conducted by Deloitte & Touche for the financial year 2009. It did not lead to any reservations. The following pages present the summarized financial statements for 2009 (financial positions and financial performance), with comparative figures for the previous year.



FINANCIAL INFORMATION

“We have audited the annual financial statements comprising the balance sheet and the income statement, together with the bookkeeping system, of the International Paralympic Committee (IPC) e.V., Bonn, for the business year from 1 January to 31 December 2009. 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 2009 of the International Paralympic Committee (IPC) e.V., Bonn, 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 6 May 2010, we refer to Section 5 “Copy of Auditors’ Opinion”.

Düsseldorf, 6 May 2010

(Crampton)
Wirtschaftsprüfer
[German Public Auditor]

(Hölscher)
Wirtschaftsprüfer
[German Public Auditor]

FINANCIAL INFORMATION

Statement of Financial Position (at 31 December 2009)

ASSETS	2008 (€)	2009 (€)
Fixed Assets	184,592	449,838
Current Assets	105,320	175,582
Cash and Bank Balances	2,202,529	1,825,698
Prepaid Expenses	230,945	493,379
Total Assets	2,723,386	2,944,498

EQUITY AND LIABILITIES		
Equity	470,992	493,029
Provisions ¹	704,294	713,713
Liabilities ²	1,161,856	1,238,159
Deferred Income	386,244	499,597
Total Equity and Liabilities	2,723,386	2,944,498

¹) Including provisions for IPC Sports

²) The liabilities include a loan of EUR 725,000 from the International Olympic Committee (IOC)



FINANCIAL INFORMATION

Statement of Financial Position (at 31 December 2009)

REVENUE	2008 (€)	2009 (€)
Membership fees	218,240	217,218
IPC Sports Revenue ¹		1,448,561
Marketing/Sponsoring/Fundraising ²	3,774,708	3,778,269
Grants	305,088	33,683
Other	269,006	228,061
Specific Project Funding ³	1,806,070	377,903
Total revenue	6,373,112	6,083,696
EXPENDITURE		
Executive Office	329,225	409,538
Paralympic Games	536,845	165,795
Administration ⁴	2,180,103	2,531,137
Sports Budget ⁵	619,766	1,654,163
Sport and IPSFs Relations	87,282	64,144
Medical and Scientific	78,004	103,704
Finance	115,021	101,405
Media and Communication	62,606	110,238
Marketing and Broadcasting ⁶	106,600	146,731
Membership Relations and Services	22,638	27,531
Development	142,985	96,121
Specific Project Expenditure	1,879,307	651,152
Allocation to unrestricted capital reserve	200,000	0
Total Expenditure	6,360,381	6,061,659
Result	12,731	22,037

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, International Paralympic Day 2009

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 for IPC Sports and provisions for IPC Sports from IPC Sports revenue

⁶) Between 2008 and 2009 the IPC changed its budget and departmental structure. The 2008 departmental results were adjusted according to the new structure in order to ensure better transparency and comparison possibilities.



SPIRIT IN MOTION

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