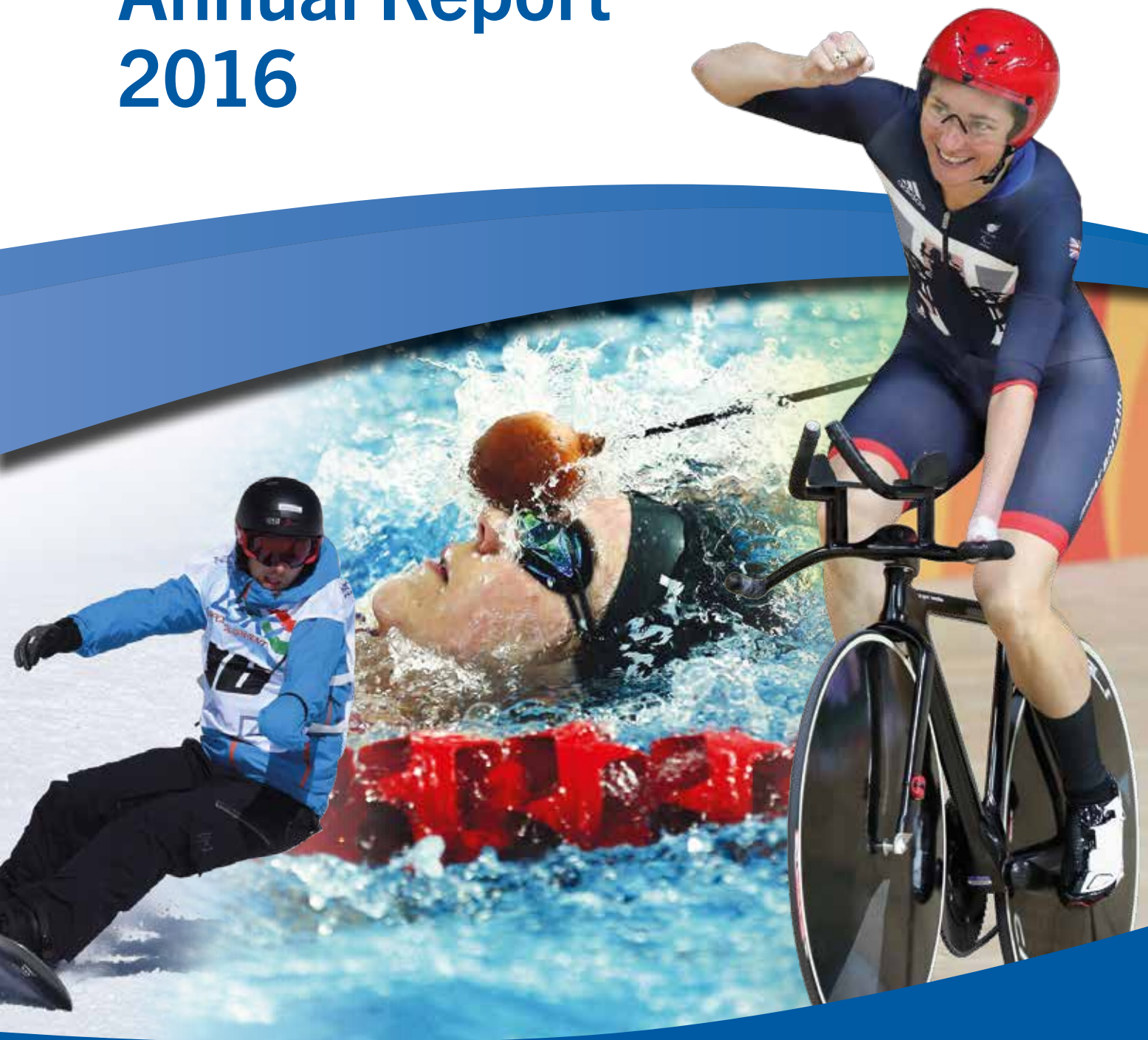


International
Paralympic
Committee

International
Paralympic Committee

Annual Report 2016



Annual Report 2016

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President's welcome



Key successes delivered by the IPC during 2016 included:

- Successful delivery of Rio 2016, the best Paralympic Games to date in terms of athletic performance
- Record growth in global TV audiences and digital engagement for the Paralympic Games
- Participation at Rio 2016 of the Independent Paralympic Athletes team featuring two refugee athletes
- Strong and effective governance in the face of one of the biggest crises to face the Paralympic Movement
- Renewal of partnership agreements with Ottobock, Allianz and BP through to 2020 and the signing of a Memorandum of Understanding with the IOC through to 2032.

Rio 2016 will be remembered as the “People’s Games” with more than 2.15 million spectators filling the venues. More countries than ever before won at least one medal – underlying the growing strength of the Movement – and the Games were by far the best in terms of athletic performance.



Paralympic Games success

South America’s first Paralympics were my eighth and final Games as International Paralympic Committee (IPC) President and they are certainly the edition I am most proud of. The stunning teamwork of all involved in the Paralympic Movement ensured that, in the face of adversity, the Games were a great success.

Despite the numerous challenges faced, Rio 2016 arguably did more for growing the Paralympic Movement than London 2012, reaching record audiences around the world. A cumulative 4.1 billion people watched on television in more than 150 countries while a further 1.6 billion engaged via digital media.

Rio 2016 will be remembered as the “People’s Games” with more than 2.15 million spectators filling the venues. More countries than ever before won at least one medal – underlying the growing strength of the Movement – and the Games were by far the best in terms of athletic performance.

Stand-out performances included Iranian powerlifter Siamand Rahman lifting 310kg, Algerian Abdellatif Baka winning 1,500m T13 gold in a time faster than the Olympic champion and two refugee athletes – Ibrahim Al-Hussein and Sharad Nasajpour – representing the Independent Paralympic Athletes team.

Rio 2016’s success was made even more special by the fact that six weeks before the start of the Games, the Organising Committee informed the IPC that they could not afford to stage the Paralympics.

Rather than dwell on the crisis before us, the Paralympic Movement united, rolled up its sleeves and got on with resolving the problems. It’s in the Paralympic DNA to see obstacles as an opportunity to do things differently and I would like to highlight IPC Vice President Andrew Parsons and IPC CEO Xavier Gonzalez for the outstanding roles they played in finding solutions to the problems we faced in Brazil ahead of the Games.

Ultimately, the Rio 2016 Paralympics showed that no matter where or in what circumstances the Games are now held, they will always be a success. No longer can Beijing 2008 or London 2012 be seen as exceptions, but the norm, underlining instead the Paralympic Games’ position as the world’s number one sport event for driving social inclusion.

Rio 2016 was not without tragedy however and the Paralympic Movement will forever remember Iranian cyclist Bahman Golbarnezhad who sadly lost his life in a crash on the penultimate day of competition.

Away from Rio 2016, we welcomed Bandabi as the PyeongChang 2018 Paralympic Winter Games mascot, as the Organising Committee also launched its “Accessibility Action Plan” and its volunteer programme during the year.

In Japan, Tokyo 2020 launched a stunning new Paralympic emblem and continued to display an extraordinary hunger to deliver sensational Paralympic Games.

Beijing 2022’s first full year as an Organising Committee saw great progress with a number of key Paralympic appointments. After an 11 month long review process, the IPC Governing Board provisionally approved the inclusion of bobsleigh in the Winter Games for the first time.

Growing the Movement

In 2016, the IPC and its development arm the Agitos Foundation worked hard to grow the Paralympic Movement in all areas.

Ahead of September’s Paralympics, the Rio 2016: Agitos Foundation Sessions came to a climax benefitting 23 National Paralympic Committees (NPCs) and 155 athletes, coaches, classifiers and sport managers in Latin America. Similar initiatives are now in place for other major events.

The Ostersund Declaration – the result of a gift presented by NPC Sweden to mark the IPC’s 25th anniversary – led to a number of countries agreeing measures to improve athlete development, talent identification and recruitment in winter sports.

Partnerships remain fundamental to the IPC’s continued growth and there is no more important strategic partner than the International Olympic Committee (IOC). In June a Memorandum of Understanding to develop the IPC/IOC partnership until 2032 was signed. Such an agreement will further strengthen and support the Paralympic Movement in the years to come, increasing our visibility and ensuring the financial stability and long-term viability of the IPC, the Paralympic Games and the Paralympic Movement. During the year contracts with Ottobock, Allianz and BP were also extended until at least 2020.

Strong and effective governance

During the summer of 2016 the IPC faced one of its most difficult situations following the publication of the McLaren Report which revealed widespread doping within Russian sport.

Presented with the evidence from the report and subsequent investigations, the IPC Governing Board unanimously decided to suspend the Russian Paralympic Committee (RPC).

I sincerely hope that with the assistance of the IPC Taskforce, the culture of anti-doping in Russia changes dramatically and the suspension can be lifted sooner, rather than later. Russia is a great sporting nation and I think the whole Paralympic Movement is in agreement that we would like to see Russia back competing as soon as it can prove it has met the reinstatement criteria in full.

The future

In my view the testing and extremely challenging events of 2016 saw the IPC come of age and win newfound respect from many quarters around the world.

Despite this success, we cannot rest on our laurels and it is vital that we continue to make progress in the six strategic areas outlined in the IPC Strategic Plan 2015-2018.

If 2016 was a year of challenges, 2017 will be a year of transition. The election of a new IPC President and Governing Board at September’s IPC General Assembly in Abu Dhabi, UAE, will bring to an end my 16 years at the helm of the Paralympic Movement and mark the start of a new era.

I cannot begin to tell you how proud I am to have overseen the growth and transformation of the Paralympic Movement since 2001. I think the IPC, the Paralympic Movement and the Paralympic Games are unrecognisable from what they were then and each member deserves credit for the roles they have played.

For my successor I believe it is imperative that they, together with the new IPC Governing Board, further strengthen the IPC’s position as one of the most credible and widely respected organisations in world sport. It is a position we have worked hard for over the years, and one we should aim to maintain.

To finish, thank you for your continued efforts to make for a more inclusive society through Para sport. I look forward to seeing you all at September’s IPC General Assembly.

Sir Philip Craven MBE
IPC President



The Paralympic Movement and the IPC

The Paralympic Movement’s ultimate aspiration is: **“To make for a more inclusive society for people with an impairment through Para sport.”**

Divisions of the IPC



Although all within the Movement have different perspectives and backgrounds, they all share a common vision: **“To enable Para athletes to achieve sporting excellence and inspire and excite the world.”**

The International Paralympic Committee

Founded on 22 September 1989, the IPC is an international non-profit organisation based in Bonn, Germany. It is composed of a Governing Board, management team and various Standing Committees and Councils.

The IPC leads the direction of the Paralympic Movement. As such it ensures the constitutional duties as outlined by the IPC Handbook are carried out appropriately. This includes supervising the organisation of the Paralympic Games and the Paralympic Winter Games and acting as International Federation (IF) for 10 sports.

The Agitos Foundation is the development division of the IPC. It was launched in August 2012 and is the only global charity focused on the development of Para sport.

The IPC Academy – a partnership between the IPC and World Academy of Sport (WAoS) – is the education division of the IPC. It aims to improve educational standards throughout the Paralympic Movement.

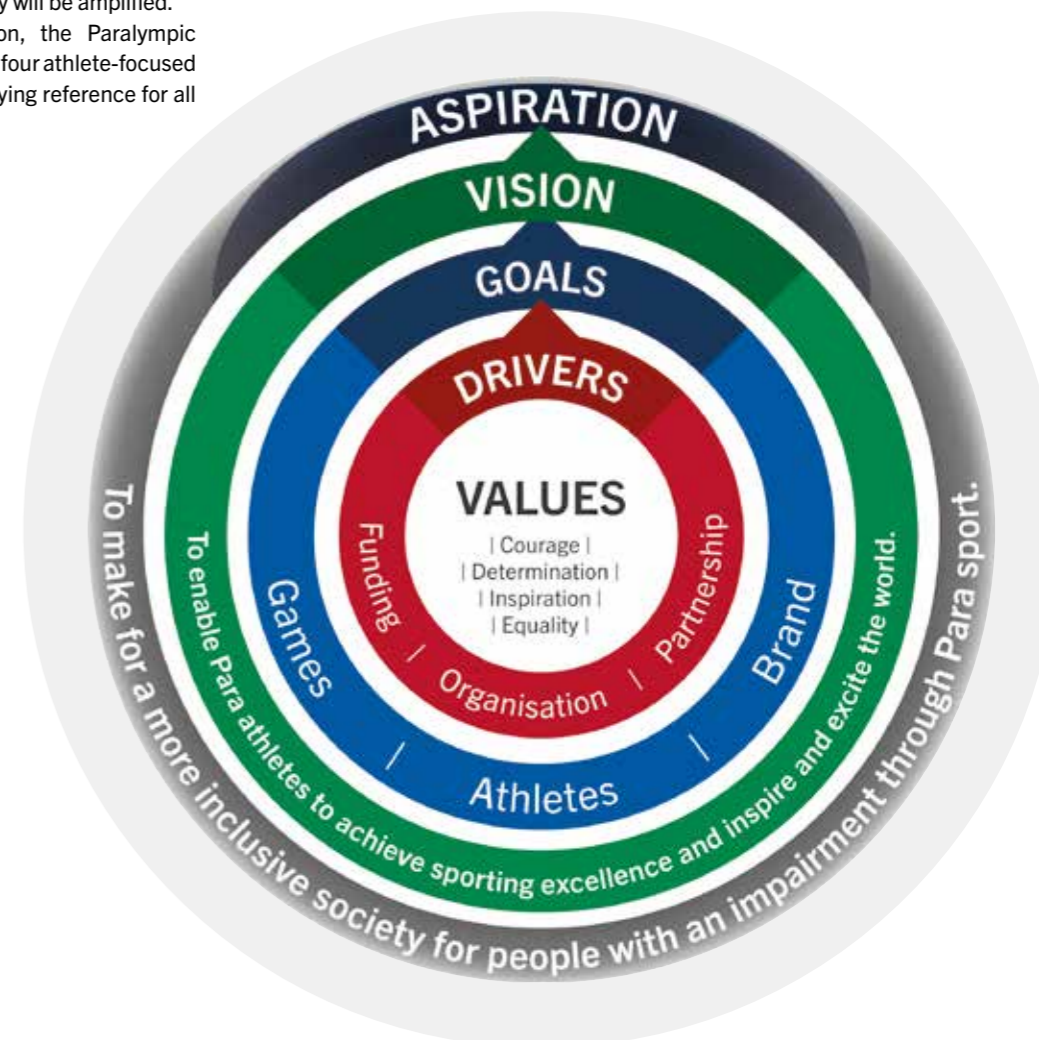
Our aspiration, vision and values

The Paralympic Movement’s ultimate aspiration is: *“To make for a more inclusive society for people with an impairment through Para sport.”*

The Paralympic Games are the world’s number one sporting event for driving social inclusion. By broadening the reach of the Paralympics, growing Para sport events and furthering brand awareness, the Paralympic Movement’s transformational legacy will be amplified.

In trying to achieve this vision, the Paralympic Movement has adopted and follows four athlete-focused values, which also act as an underlying reference for all those involved in Para sport.

- **Courage** – through their performances Para athletes showcase to the world what can be achieved when testing your body to its absolute limits
- **Determination** – Para athletes have a unique strength of character that combines mental toughness, physical ability and outstanding agility to produce sporting performances which regularly redefine the boundaries of possibility
- **Inspiration** – Para athletes fully maximise their talents and abilities in their tireless pursuit of sporting excellence. As role models they empower and excite others to get active and involved in sport
- **Equality** – through sport Para athletes challenge stereotypes and transform attitudes, helping to increase inclusion by breaking down social barriers and discrimination towards people with an impairment

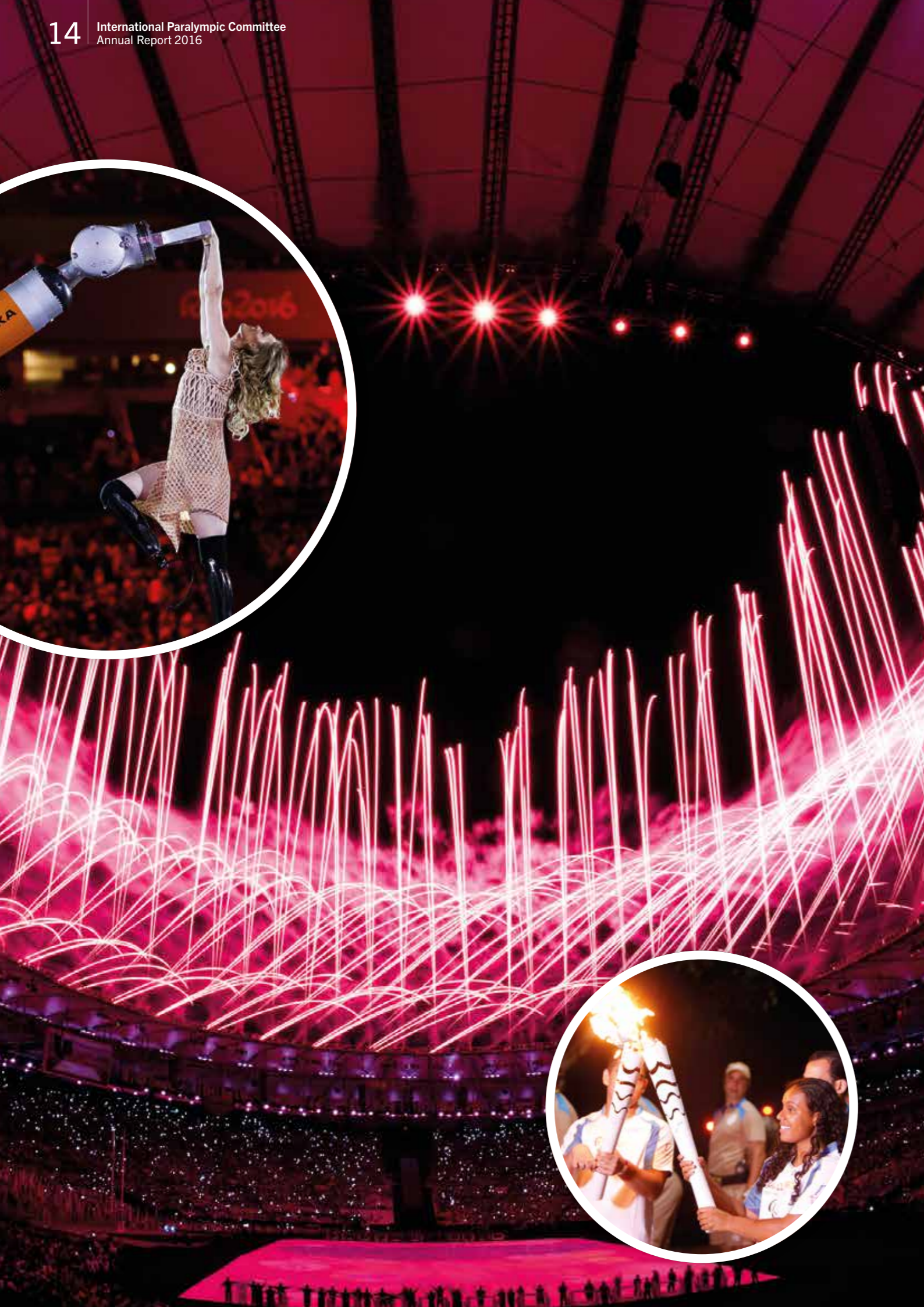




Consolidate the Paralympic Games as a premier sporting event

Strategic priorities

- Further enhance the appeal of the Paralympic Games by ensuring a balanced yet attractive sports programme with high quality and easily understood competition
- Promote the values of the Paralympic Games by maximising legacy and social impact opportunities as well as by harnessing commercial impact
- Use the Rio 2016, PyeongChang 2018 and Tokyo 2020 Games to further improve the global reach of the Paralympic Games
- Leverage existing Paralympic Games know-how and the positive relations with the International Olympic Committee (IOC), International Federations (IFs) and National Paralympic Committees (NPCs) to strengthen the effectiveness of work with Organising Committees (OCOGs).



Rio 2016

Latin America's first Paralympic Games attracted a record 4,328 athletes who represented 159 NPCs and an Independent Paralympic Athletes (IPA) team.

According to IPC President Sir Philip Craven, the Games were the best ever in terms of athletic performance and during 11 days of competition 220 world and 432 Paralympic records were broken.

Despite a slow start with ticket sales, more than 2.15 million were eventually sold. "The People's Games", as they became known, went on to break multiple records in terms of broadcasting and digital media consumption.

Build-up

Due to Brazil's economic and political problems, the Rio 2016 Organising Committee faced a severe financial crisis in the months leading up to the Paralympics.

As a result, the IPC worked closely with the OCOG, NPCs and IFs to review Games services and operations to try and identify cost savings that could be made.

At the same time, the IPC President and Vice President Andrew Parsons lobbied Brazil's Federal Government and the Mayor of Rio to provide funding they had originally committed to as part of the city's bid for the Games.

The circumstances faced by the Paralympic Movement were unprecedented, however additional funding was provided, cost savings were made in areas that would not impact on athlete performance, and the Games went ahead as planned.

Torch Relay

The Rio 2016 Paralympic Torch Relay involved five Brazilian cities – Brasilia, Belem, Natal, Sao Paulo and Joinville – and Stoke Mandeville in Great Britain before the six flames were brought together virtually to create the Paralympic Flame on Tuesday 6 September.

Following the creation of the Paralympic Flame, the Torch Relay visited a number of locations in Rio, including the Christ the Redeemer statue, before arriving at the Opening Ceremony on 7 September.



Opening Ceremony

The Opening Ceremony at the Maracana Stadium was a spectacular affair based around the theme "The heart has no limits. Everybody has a heart". The Games were officially open by Brazil's President Michel Temer.

The Ceremony took the audience on a journey which celebrated the origins of Paralympic sport at Stoke Mandeville, as well as Brazil's love for dance, music, sport and the beach.

It began with a countdown started by extreme wheelchair athlete Aaron "Wheelz" Fotheringham, who travelled at high speed down a 17-metre-high ramp, the equivalent of a six-storey building, before jumping through a panel featuring the number zero.

The parade of athletes was led by Ibrahim Al-Hussein, the flag bearer for the IPA team. During the parade volunteers pieced together a giant jigsaw puzzle made up of 1,160 pieces which formed a picture featuring 6,315 photos of those taking part.

US Paralympic snowboarder Amy Purdy delighted the crowd with a dance partner she had kept secret until the big night – an industrial robot called Kuka – in a segment exploring man's co-existence with technology.

The lighting of the cauldron by Brazilian swimming legend Clodoaldo Silva was greeted with a huge roar after an emotionally-charged final stage of the Paralympic flame's journey around Brazil.





Participation and medal success

The IPA team featured two refugee athletes: Ibrahim Al-Hussein (swimming) and Sharad Nasajpour (athletics).

Underlining the diverse growth of the Paralympic Movement, a record 1,670 female athletes took part – more than double the number that were involved at the Atlanta 1996 Paralympics. Six NPCs – Aruba, Congo, Malawi, Somalia, Sao Tome & Principe and Togo – made their Paralympic debut.

The Games featured 528 medal events across 22 sports, including canoe and triathlon which were both included in the Paralympics for the first time. Podium finishers were rewarded with medals that featured braille and a tiny internal device that, when shaken, made a different noise. The gold medal made the loudest noise, whilst the bronze was the quietest, making it easier for visually impaired athletes to recognise the colour of medal they had won.

China topped the medals table for a fourth successive time claiming 239 medals. Overall 83 countries, the most ever, won at least one medal. This included Kazakhstan (1 gold), Georgia (1 gold), Malaysia (3 golds), Uzbekistan (8 golds) and Vietnam (1 gold) who won Paralympic titles for the first time, whilst Cape Verde, Mozambique, Qatar and Uganda claimed their first Paralympic medals.

With six titles, Belarusian swimmer Ihar Boki won the most gold medals. Brazil's star performer was swimmer Daniel Dias who, in winning nine medals, made the podium more than any athlete at the Games. The USA's Tatyana McFadden claimed six medals, made up of four golds and two silver, whilst Cuba's Omara Durand reaffirmed her position as the world's fastest female Paralympian, winning three sprint golds and breaking two world records.

In powerlifting Iran's Siamand Rahman created history by becoming the first Paralympian to lift over 300kg. The world's strongest Paralympian eventually lifted a staggering 310kg.

The "Paralympic Pele" Jefinho was the star of the show in football 5-a-side scoring some outstanding goals as Brazil claimed its fourth successive Paralympic title in the sport.

After adding to their bulging medal collections, Great Britain's Sarah Storey and New Zealand's Sophie Pascoe became the most decorated Paralympians from their respective countries.

Global headlines were made following the conclusion of the men's 1,500m T13 when the top four finishers all crossed the finish line in a time quicker than the Rio 2016 Olympic champion in the same event.

Rio 2016 medals

NPC	GOLD	SILVER	BRONZE	TOTAL
1 CHINA	107	81	51	239
2 GREAT BRITAIN	64	39	44	147
3 UKRAINE	41	37	39	117
4 USA	40	44	31	115
5 AUSTRALIA	22	30	29	81



Closing Ceremony

At the Closing Ceremony, the IPC President announced that the people of Rio and Brazil would be awarded the Paralympic Order in recognition of their outstanding support for the Rio 2016 Paralympics.

Earlier, Sir Philip had led the capacity crowd in a moment of silence in tribute to Iranian cyclist Bahman Golbarnezhad who sadly died in an accident on the penultimate day of competition.

During the Ceremony the six elected members of the IPC Athletes' Council were revealed. Four are new members and are swimmer Chelsey Gotell of Canada, wheelchair racer Kurt Fearnley of Australia and cyclists Dame Sarah Storey of Great Britain and Monica Bascio of the USA. Sitting volleyball player Elvira Stinissen and archer Gizem Girismen are the two re-elected athletes who complete the six.

The Whang Youn Dai Achievement Award for the two Paralympians who were considered to best exemplify the spirit and values of the Games was presented to the USA's Tatyana McFadden and Al Hussein, who competed under the Paralympic flag for the IPA team.

The ceremony featured performances from a host of Brazilian musicians.

Legacy

The transformational impact the Games is having on Brazilian society will last for generations to come.

The city now benefits from new accessible transportation links making it easier for the city's residents to get about, whilst the historic Porto Maravilha has been revitalised. The New Metro Line 4, light rail system and Bus Rapid Transit were inaugurated and a major new transport hub was named "the Paralympic Terminal".

Accessibility was improved at a number of Rio's main tourist destinations and at various places across the city. New accessibility standards were introduced and more than 1,000 new accessible hotel rooms were created.

Federal Government introduced the Brazilian Law on the Inclusion of Persons with Disabilities and Brazilian Paralympians Daniel Tavares Martins and Ricardo Costa Oliveira were honoured by having schools named after them.

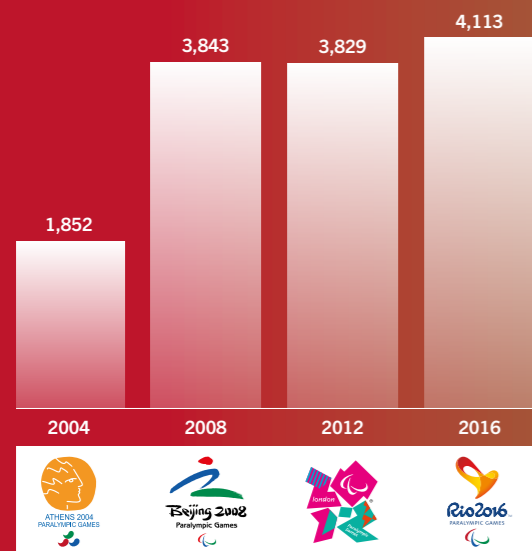
As a result of the work undertaken by the City of Rio de Janeiro, research shows the city is now more inclusive; there was an 85 per cent increase in the number of people with an impairment taking training courses developed by the city, whilst the number of companies that started hiring people with an impairment grew by 51 per cent. In addition there was a 112 per cent increase in the number of people sensitised to the rights of people with an impairment, thus increasing opportunities.

Away from Rio, the Games prompted the building of the Brazilian Paralympic Training Centre in Sao Paulo where future Paralympians can benefit from world-class training facilities. The training centre which opened in May 2016 provides both indoor and outdoor facilities for 14 Paralympic sports.

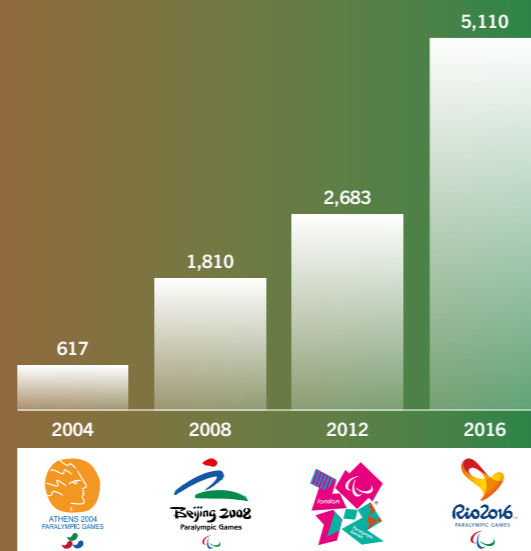
The Transforma education programme reached over eight million students in 16,000 schools in 3,000 cities spanning more than 20 countries.



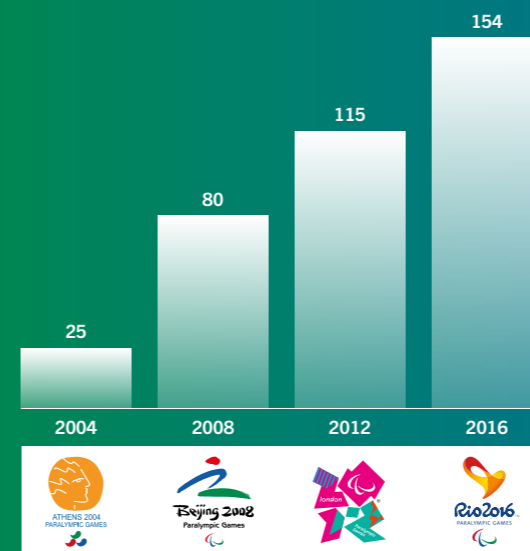
Growth of Paralympic broadcasting 2004-2016



CUMULATIVE AUDIENCE (MILLION)



BROADCAST TIME (HOURS)



COUNTRIES THAT SHOWED THE GAMES

Global visibility and awareness

All Paralympic viewing records were broken by the Games with a record cumulative audience of more than 4.1 billion people consuming the action.

According to Nielsen Sports figures the global cumulative TV audience increased by 7 per cent on the 3.8 billion people that watched London 2012.

Rio 2016 benefited from more broadcast coverage than ever before. In total 154 countries showed the Games, 39 more than London 2012 and nearly double the 80 who covered Beijing 2008. As a result, the total number of hours broadcast increased to nearly 5,110 – more than the total hours broadcast for Beijing 2008 and London 2012 combined.

In the six months leading up to the Games, the IPC promoted one of the 22 Paralympic sports each week. Different content about each sport, including athlete profiles, classification guides and sport history, was published each day. Short A-Z explanatory videos were also produced and shared with broadcasters via Olympic Broadcasting Services (OBS).

More than half of all rights holders used the videos before and during the Games to help educate their audiences. During the Games, the IPC broadcast 680 hours of live sports coverage with English commentary via Paralympic.org, reaching a record 2.1 million visitors. Thirteen sports were livestreamed on 15 High Definition channels which were provided by streaming service Dailymotion.

An additional 700 hours of video was made available on-demand, featuring clips of races and matches, highlights shows, a daily news show, Samsung video blogs and athlete interviews. All content was made available via the IPC's digital media channels leading to 79 million video views across all platforms.

Working with IFs, editorial content, including previews, reviews and athlete interviews, was produced for all 22 sports and made available via Paralympic.org.

The IPC's digital and editorial activities, before and during Rio 2016, reached 1.6 billion people.

IPC Academy Campus 2016

To assist with knowledge transfer from Games-to-Games, the IPC Academy Campus 2016 brought stakeholders from major sport events together in Rio to learn more about what is required to organise a major multi-sport event.

The two-week long campus featured an Observers' Programme, Games Experience Programme and Inclusion Summit.

The majority of participants in the Observers' Programme came from future Paralympic Games Organising Committees. The PyeongChang 2018 Organising Committee (POCOG) sent a 37-strong delegation whilst 24 people from Beijing 2022 also took part. As the hosts of the next summer Games, Tokyo 2020 and Tokyo Metropolitan Government participated with 131 delegates.

Rio 2016 Key Facts

- Total cumulative audience was **4.1 billion** people, 7 per cent more than London 2012
- 154** countries covered Rio 2016, 30 per cent more than London 2012
- 5,110** hours of coverage was broadcast an increase of 90 per cent on London 2012
- 401** hours of coverage in Japan was viewed by a cumulative **708 million** people
- Italy showed the most coverage with **557 hours of airtime**
- More than **1.6 billion** reached through digital media

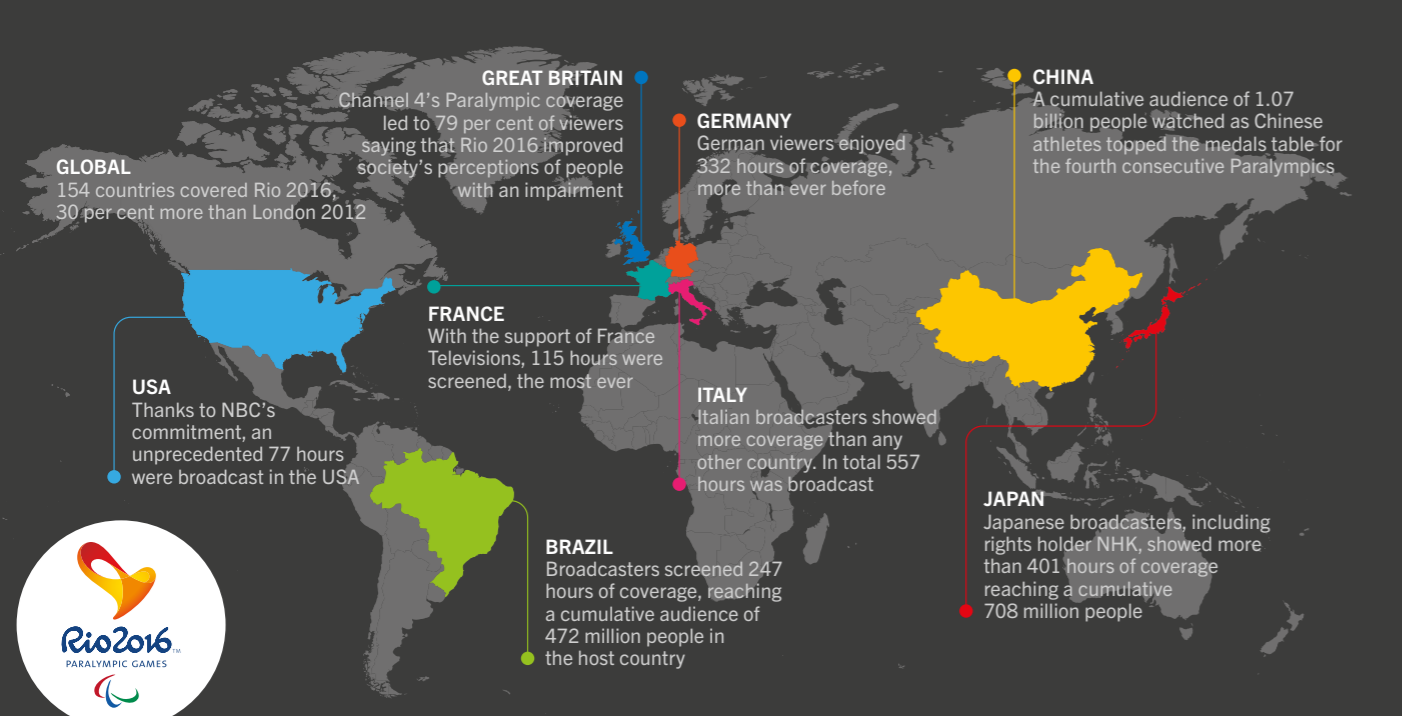


Debrief

A number of debriefs regarding the Games took place during November. The IFs were the first to be invited to provide feedback on the Games, followed by NPCs. Between 27-30 November, the Official IPC Debriefing of the Rio 2016 Paralympic Games took place in Tokyo. Organised by the IPC Academy, it gave future OCOGs the opportunity to take on board the positives and learning points of those who had delivered the Rio 2016 Games.

Additional debriefs and meetings with broadcasters, partners and the Tokyo 2020 Organising Committee were scheduled for 2017.

Rio 2016 broadcast success stories





PyeongChang 2018

Lee-Hee-beom took over as President of POCOG on 4 May, succeeding Cho Yang-ho. A month later, POCOG moved into their new headquarters in PyeongChang. After operating two offices in Seoul and PyeongChang, all employees are now located under one roof until the end of the Games.

Accessibility

An “Accessibility Action Plan” launched by POCOG in April aims to enhance the accessibility in the host and venue cities ahead of the Games by encouraging business owners and operators to install necessary furniture, fixtures and equipment. By the end of 2017 it is anticipated that 566 restaurants, 141 venues offering accommodation and 26 tourist attractions will benefit from this action plan.

Facility owners can find the information for recognition requirements and procedures at the POCOG website. Upon request, POCOG accessibility experts will visit and assess the readiness of the establishment. In addition, POCOG delivered a lecture on accessibility awareness to a number of restaurants and accommodation providers in 2016, with more planned in 2017.

Businesses that meet set standards will be officially recognised as accessible through various forms including official guidebooks, a tourist app and website.



Volunteer recruitment

On 1 July POCOG launched its drive to recruit volunteers for the Games, including 7,770 that are needed for the Winter Paralympics.

A special recruitment website was launched for people to apply. During Games times, volunteers will be dispatched to provide services across seven areas – Games Information, Operational Support, Media Support, Technology, Protocol/Language Services, Sport, and Medical Services.

After the screening process, selected volunteers will be required to go through online training sessions and classes designed to offer excellent service to all Games participants. Uniforms, accommodation, meals, insurance coverage and other benefits will be provided to all volunteers.

Mascot launch

The official mascot of the PyeongChang 2018 Paralympic Winter Games was launched in early June. “Bandabi” is an Asiatic black bear, founded on South Korea’s mythology and closely associated with Korean culture and folklore.

The bear is symbolic of strong will and courage. The Asiatic Black Bear is also the symbol animal of Gangwon Province. In the name “Bandabi,” “banda” comes from “bandal” meaning “half-moon”, indicating the white crescent on the chest of the Asiatic Black Bear, and “bi” has the meaning of celebrating the Games.

To raise awareness of Bandabi and the Olympic mascot Soohorang, the two took part in a nationwide promotional tour and are currently starring in an animated series which can be viewed via social networks.



Sport and Test Events

Ahead of the 2017 Test Event programme, an IPC Biathlon and Cross-Country Skiing Asia Cup held in late January and early February served as a Pre-Test Event. Held at the Alpensia Biathlon Centre, more than 40 athletes from six countries took part. The competition acted as a platform to train a number of National Technical Officials.

In December, the IPC, World Para Alpine Skiing and World Para Snowboard approved POCOG’s proposal to consolidate all alpine skiing and snowboard events into one single venue at the Jeongseon Alpine Centre for both the Test Events and Paralympic Winter Games.

IPC Excellence Programme

During the year, the IPC Academy delivered four workshops as part of the IPC Excellence Programme which aims to provide the Organising Committee with examples of best practice, knowledge and learning from previous Games.

The first workshop in early April was “Advancing Paralympic marketing opportunities and sponsors’ activation” which was followed immediately by “Creating awareness, influencing and training the media”.

July’s two workshops covered “Attracting and exciting spectators” and “Planning for transition and Games-time operations”.

Key landmarks

19-20 January	6th IPC Project Review
14-16 March	6th IOC Co-ordination Commission
4-6 April	IPC Excellence Workshop “Advancing Paralympic marketing opportunities and sponsors’ activation”
6-8 April	IPC Excellence Workshop “Creating awareness, influencing and training the media”.
2 June	Bandabi the PyeongChang 2018 Paralympic Winter Games mascot is launched
1 July	PyeongChang 2018 volunteer programme launched
4-5 July	IPC Excellence Workshop “Attracting and exciting spectators”
6-7 July	IPC Excellence Workshop “Planning for transition and Games-time operations”
3-4 October	IPC Venue Technical Review
5-7 October	7th IOC Co-ordination Commission
October	Paralympic Marketing Plan Agreement between POCOG and the IPC signed
8-10 November	1st World Press Briefing
1-2 December	7th IPC Project Review



Tokyo 2020

New Paralympic emblem launched

Having shortlisted four designs out of 14,599 entries from all over the world, and received public feedback over several months, the Tokyo 2020 Organising Committee launched the official emblems of the 2020 Olympic and Paralympic Games in late April.

The “Harmonised Chequered Emblems” design was highly acclaimed by the public and the Tokyo 2020 Emblems Selection Committee for exemplifying Japan and the city of Tokyo, and for its representation of the spirit of the Tokyo 2020 Vision.

The emblems incorporate the message of “Unity in Diversity” and convey the fact that the Olympic and Paralympic Games seek to promote diversity as a platform to connect the world.

Agreements

In January, the IPC signed a Memorandum of Understanding with Kyodo News to act as the host national news agency for the Tokyo 2020 Paralympics. Kyodo News will provide a comprehensive national news, sports and pictorial coverage of the Games.

The Paralympic Joint Marketing Programme Agreement between Tokyo 2020 and the Japan Paralympic Committee, as well as the Paralympic Marketing Programme Agreement between the IPC and Tokyo 2020 were both signed during the year.

Venues

The Tokyo 2020 Venue Master Plan continued to take shape with the IPC Governing Board approving the powerlifting and track cycling venues, bringing the total number of approved venues to 21.

The decision on the venues for football 5-a-side and road cycling will be made following the outcome of studies by the Tokyo 2020 Organising Committee.

Rio to Tokyo

To help build excitement for Tokyo 2020, the Organising Committee and Tokyo Metropolitan Government announced a Live Site Programme “Rio to Tokyo”.

Located in Tokyo and across Japan, including in Iwate, Miyagi and Fukushima – prefectures affected by the 2011 earthquake and tsunami, the Live Sites allowed people to watch the Rio 2016 Games and get a taste of what they can expect in 2020. The “Rio to Tokyo” campaign also included building the profile of Japanese athletes ahead of the Games.

In Rio, Tokyo 2020 Japan House located at the iconic Cidade das Artes gave Games-time visitors an opportunity to learn more about plans for 2020, and experience Japanese culture and hospitality.

Following the Rio 2016 Closing Ceremony and flag handover to Tokyo Governor Koike, the Paralympic Flag toured throughout Japan together with the Olympic Flag.

In November, the Tokyo 2020 Nationwide Participation Programme was launched. It consists of a series of public events aimed at building public support ahead of Tokyo 2020 and maximising their impact and reach across Japan.

Sustainable medals

As part of its commitment to stage a sustainable Games the Tokyo 2020 Organising Committee plans to use metals collected from discarded or obsolete electronic devices in the production of the medals that will be awarded to the athletes.



Beijing 2022

Orientation Seminar

Following the inauguration of the Beijing 2022 Olympic and Paralympic Winter Games Organising Committee in December 2015, the IPC and Beijing 2022 co-hosted a Paralympic Winter Games Orientation Seminar in Beijing, China, in late January.

The two sides held in-depth and extensive exchanges of views and discussions about the preparations for the 2022 Paralympic Winter Games. During the seminar, the IPC delegates walked their Beijing 2022 colleagues through the evolution of the Paralympic Winter Games, the history and governing structure of the IPC, and the IPC’s vision, aspiration and values. The two sides also discussed issues like the sports programme, accessibility, inclusion, branding, broadcasting, communication and promotion, media operations, requirements of different clients, legacy and milestone timings of the Paralympic Winter Games.

Appointments and agreements

The Beijing 2022 Executive Committee was established under the leadership of Beijing 2022 President Guo Jinlong. The President of NPC China, Zhang Haidi, was one of four Executive Presidents appointed, whilst Lu Yong, Secretary General of NPC China, was named as one of three Vice Presidents.

In July, the Paralympic Joint Marketing Partnership Agreement between Beijing 2022 and NPC China was finalised. The IPC approved and countersigned the agreement in October 2016.

Sport programme – bobsleigh

Following an 11-month-long application process, the IPC Governing Board provisionally approved the inclusion of bobsleigh into the Beijing 2022 Paralympic Winter Games.

Bobsleigh will line-up alongside the six existing Paralympic winter sports – alpine skiing, biathlon, cross-country skiing, Para ice hockey and wheelchair curling – which were also formally approved by the Board for inclusion in the Games.

For bobsleigh to be given full approval for inclusion, the sport must meet a number of minimum requirements laid out by the IPC Governing Board in both the 2016/17 and 2017/18 seasons.

The application for skeleton to be included in the Games was not successful due to the sport not fulfilling a number of the criteria needed.

Site visits

In December, the first visits by winter sport IFs took place covering alpine skiing, snowboard, cross-country skiing and Para ice hockey.

Key landmarks

25 January	IPC Orientation Seminar
26 January	1st IPC Project Review
28-30 September	IPC Beijing 2022 Games Foundation Planning Workshop
10-12 October	1st IOC Co-ordination Commission
10-11 November	Introduction on IPC Excellence Programme Workshop
18 November	IPC Beijing 2022 Technical Meeting
December	International Federation site visits by World Para Alpine Skiing, World Para Snowboard, World Para Cross-Country Skiing and World Para Ice Hockey.

Key landmarks

21-22 January	Joint IOC-IPC Project Review
2-4 February	IPC Excellence Workshop “Planning for sustainable legacy for Paralympic Games”
16 April	IPC Governing Board approve powerlifting and track cycling venues as part of Tokyo 2020 Venue Masterplan
18-20 April	IPC Excellence Workshop “Understanding IPC requirements and Paralympic clients”
25-27 May	IOC Co-ordination Commission
21-22 June	IPC Tokyo 2020 Planning Workshop
30 November – 2 December	3rd IOC Co-ordination Commission

2024

At the start of 2016 four cities – Budapest, Los Angeles, Paris and Rome – were all bidding to stage the 2024 Olympic and Paralympic Games.

Ahead of mid-February's deadline to submit Candidature File Part 1, the Paris 2024 delegation visited the IPC to present their bid concept and receive feedback and advice on Paralympic aspects.

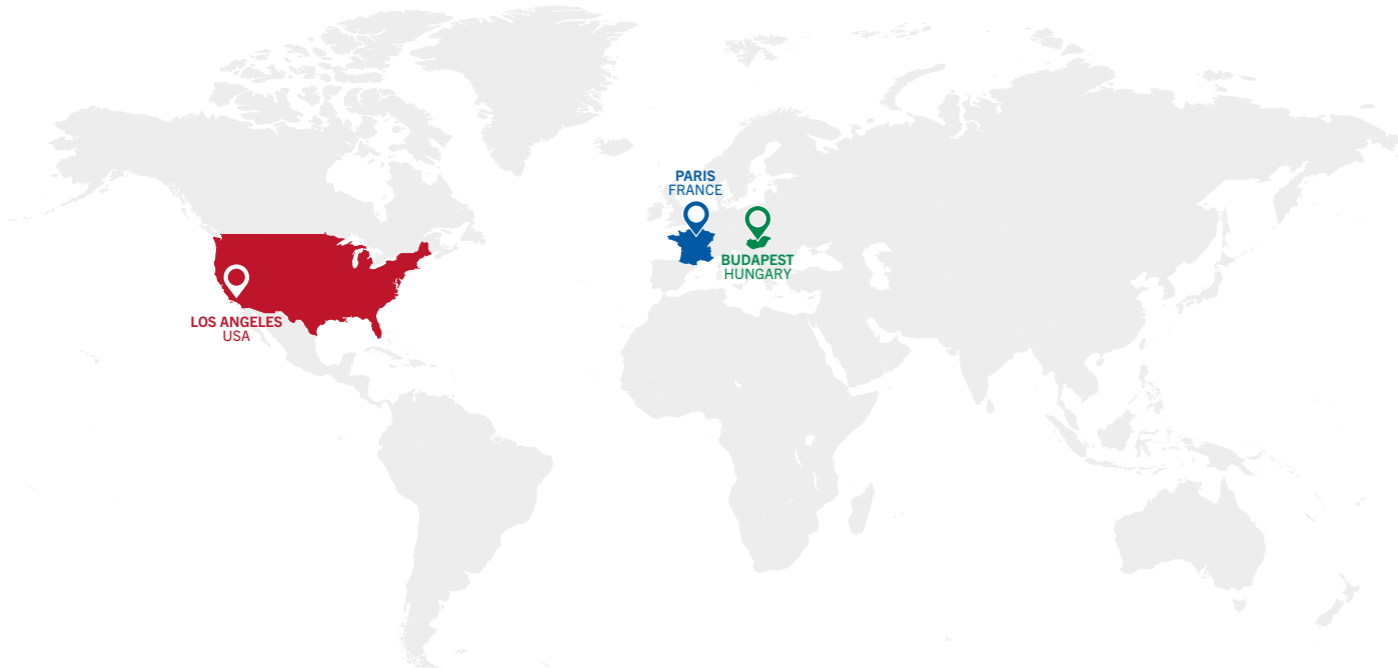
In mid-July the IPC participated in the IOC Workshop for Candidate Cities on Stage 2 in Lausanne, Switzerland, meeting with the four bid cities. This was soon followed by a visit from LA 2024 to the IPC's headquarters to present their bid and receive feedback.

During Rio 2016, the IPC met with all Candidate Cities ahead of them submitting their 2024 Candidature File Part 2 in early October. Ahead of this deadline, Rome withdrew as a Candidate City.

The IPC participated in the IOC Workshop for Candidate Cities on Stage 3 in November and the following month Paris 2024 conducted a second visit to the IPC headquarters to discuss their bid. A visit from Budapest 2024 was scheduled for January 2017.

Cities had to submit their Candidature File Part 3 in February 2017 whilst the IOC membership will elect a Host City at the 130th IOC Session in Lima, Peru, on 13 September.

2024 Candidate Cities



Growth of the Paralympic Games since 1960

SUMMER GAMES

GAMES	ATHLETES	COUNTRIES
1960 Rome	400	23
1964 Tokyo	375	21
1968 Tel Aviv	750	29
1972 Heidelberg	984	43
1976 Toronto	1,657	38
1980 Arnhem	1,973	42
1984 New York & Stoke Mandeville	2,900	45
1988 Seoul	3,057	61
1992 Barcelona	3,001	83
1996 Atlanta	3,259	104
2000 Sydney	3,881	122
2004 Athens	3,808	135
2008 Beijing	3,951	146
2012 London	4,237	164
2016 Rio	4,328	159*

* This does not include the Independent Paralympic Athletes team that competed

WINTER GAMES

GAMES	ATHLETES	COUNTRIES
1976 Örnsköldsvik	250	16
1980 Geilo	350	18
1984 Innsbruck	457	21
1988 Innsbruck	397	22
1992 Tignes-Albertville	475	24
1994 Lillehammer	492	31
1998 Nagano	571	32
2002 Salt Lake City	416	36
2006 Torino	477	39
2010 Vancouver	502	44
2014 Sochi	541	44

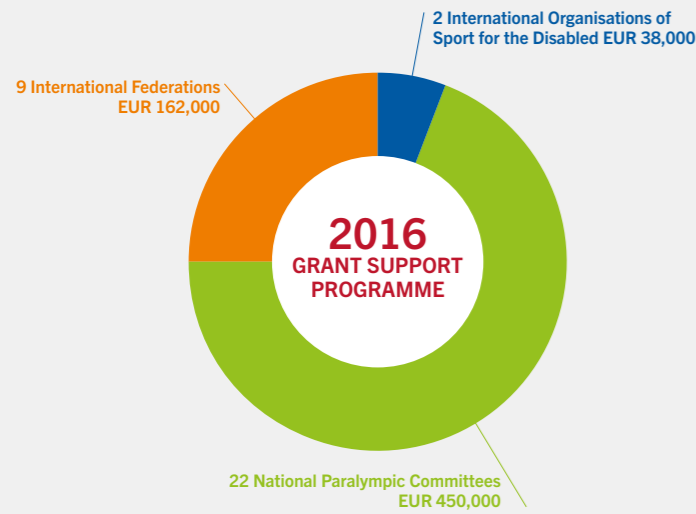


Empower Para athletes and support the development of Para sports

Strategic priorities

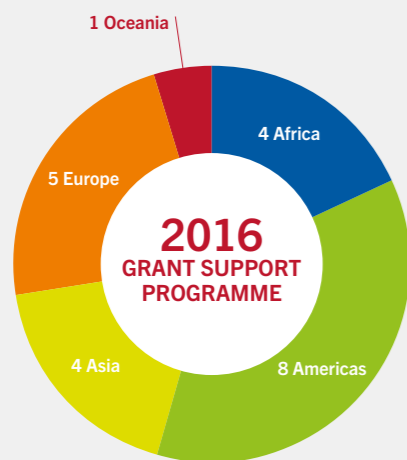
- Ensure resources exist to improve access and opportunities in Para sport through the continued development of athlete pathways, from the grassroots level to Paralympic success
- Provide robust sport-specific classification, supported by policies, procedures and evidence, as a prerequisite for fair and easily understood competition
- Support Para athletes in reaching their full potential during their sporting career and beyond, as they transition to life after sport
- Ensure that sports in the Paralympic Movement are practiced in a manner that protects the health of Para athletes, addresses their needs and respects fair play and ethics.

The IPC members benefiting from the 2016 Grant Support Programme

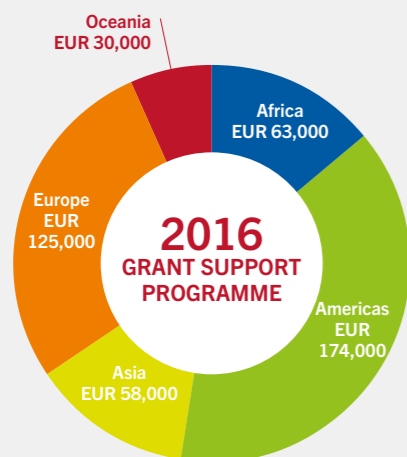


* No Regional Organisations applied for grant funding in 2016.

NPCs to benefit from the 2016 Grant Support Programme



Level of funding provided to NPCs by the 2016 Grant Support Programme



AGITOS

Foundation

Developing Sport,
Changing Lives

Agitos Foundation

During 2016, the Agitos Foundation continued to cement its position as the leading global organisation developing sport activities for people with an impairment as a tool for changing lives. It undertook work in the following areas:

Grant Support Programme

Thirty-three IPC members benefited from the fourth edition of the Agitos Foundation Grant Support Programme (GSP) which made EUR 650,000 of funding available to support Para sport development projects.

Launched in 2013 to help the IPC membership with awareness campaigns, education, training, research and equipment in both summer and winter sports, the initiative has so far supported 126 projects with more than EUR 2.5 million worth of funding.

One of the most compelling projects that received funding in 2016 included a proposal by National Paralympic Committee (NPC) Greece to work with Serbia and Cyprus to help some of the thousands of people who have sought refuge in those countries, to discover Para sport.

NPC Ecuador directed its funding towards identifying young athletes who could compete at the 2017 Youth Parapan American Games in Sao Paulo, Brazil. Their focus will be on those areas affected by April's 7.8 magnitude earthquake.

In total 66 IPC members applied for funding from the GSP in 2016.



Road to the Games

Rio 2016: Agitos Foundation Sessions

The final workshops of the Road to Rio 2016: Agitos Foundation Sessions, organised in partnership with the Rio 2016 Organising Committee and NPC Brazil, were held in mid-January.

Launched in 2013 to boost Para sport participation in the Americas, the sessions helped to build the technical capacity of coaches, classifiers and sport managers at the national level.

The final sessions involved 27 powerlifting coaches and athletes from Argentina, Brazil, Chile, Colombia, Cuba, the Dominican Republic, El Salvador, Guatemala, Honduras, Jamaica and Nicaragua.

Fifteen powerlifting coaches received training from the Chairperson of World Para Powerlifting's Sport Technical Committee, Jon Amos. Twelve powerlifters not only benefited from training sessions with their coaches, but also gained new knowledge by partaking in the IPC's Proud Paralympian education programme.

Renato Leite, a member of the Brazilian sitting volleyball team and Proud Paralympian leader, led sessions on the Paralympic Movement and working with social media. Adecco provided a workshop on dual career aspirations giving advice to athletes on how they could translate skills acquired during their sports career to the labour market.

The climax of the Road to Rio 2016: Agitos Foundation sessions was the production of a series of videos documenting the stories of eight Latin American athletes who had benefited from training and expertise provided by the initiative. These eight athletes formed part of #TeamAgitos for the Games.

From 21 June, short documentary films showing everything from their background and family life to daily training, routines and competition was published across the Agitos Foundation's digital channels.

By the time the Rio 2016 Paralympic Games opened the Road to Rio 2016: Agitos Foundation Sessions had trained 155 athletes, coaches, sport managers and classifiers from 23 countries across the Americas.





The Road to the Sao Paulo 2017 Parapan American Youth Games

The first in a series of workshops designed to support coaches and athletes ahead of the fourth edition of the Parapan American Youth Games took place in late March in Havana, Cuba.

Thirty athletics and swimming coaches and athletes from Aruba, Cuba, Dominican Republic, El Salvador, Haiti, Puerto Rico and Saint Vincent and the Grenadines received three days of expert training.

A further session for sitting volleyball and goalball athletes and coaches took place in December.

In May, 218 swimmers and goalball players, together with 48 coaches from Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua and Panama participated in a Youth Talent Camp.

The camp aimed to encourage participants to increase their knowledge and improve their training ahead of Sao Paulo 2017.

Supported by the Americas Paralympic Committee, the Cuban and Colombian NPCs and the German Federal Foreign Office, the overall aim of the initiative was to increase participation across the Caribbean region.

Actualising the Dream

To help develop winter Para sports ahead of the next Paralympic Winter Games, the Agitos Foundation partnered with the PyeongChang 2018 Organising Committee (PCOOG) as part of the “Actualising the Dream” project.

The first of five workshops to be held as part of the partnership took place in late January in Stara Planina, Serbia, and targeted youngsters in snow sports. Around 50 up and coming alpine skiers and snowboarders, 20 coaches and 20 sport managers from eastern European countries took part in coaching courses, athlete education and youth races.

In late February, the first World Championships C-Pool featuring teams from Austria, Finland and a joint Belgium and Netherlands side took place as part of the initiative. Running alongside the tournament was a training camp and several workshops for the three teams together with the European women’s team.

The last European session was held in Tallinn, Estonia, on 3-7 March. Twenty-five wheelchair curlers and 10 coaches were trained by the World Curling Federation on and off the ice.

Sport managers and sports development workshops were held in South Korea in November allowing a sharing of knowledge between officials and NPC team leaders from around the world.

The Agitos Foundation and POCOG partnership also made grant funding available for NPCs to purchase winter Para sport equipment, to help them grow the next generation of athletes. Thirty-three NPCs benefited from grant funding in 2016.



Proud Paralympian

At the Rio 2016 Paralympic Games, the IPC relaunched Proud Paralympian, its dedicated education programme for athletes.

Revised by the Agitos Foundation with the help of recruitment and careers provider Adecco, and support from International Federations (IFs) and NPCs, Proud Paralympian is designed to help athletes realise their potential both on and off the field of play. It offers advice, guidance and materials on a host of subjects including careers, sporting ethics, engaging with the media and fans, and the history and values of the Paralympic Movement.

A space in the Athletes’ Dining Hall in the Rio 2016 Athletes’ Village, manned by Paralympians, was visited by thousands of competitors during the Games as well as the IPC President.

As part of the activities, athletes could pick up a Proud Paralympian temporary tattoo, play games, have their picture taken in a special Facebook booth, learn more about using social media effectively and receive advice about transitioning to a career after sport. All athletes were encouraged to vote in the IPC Athletes’ Council elections.

I’mPOSSIBLE

Ahead of multiple national and international launches in early 2017, “I’mPOSSIBLE” – a toolkit of resources designed to engage young people in the Paralympic Movement – was developed.

Aimed at 6-12 year-old, the toolkit builds on the IPC’s Paralympic School Day programme and helps teachers to share the Paralympic values and inclusion through Para sport with the next generation.

The toolkit will be made available to NPCs worldwide during 2017.

Organisational Capacity Programme

Working together with the Japan Sport Council, the Agitos Foundation held two workshops with nine south-east Asian NPCs in preparation for Tokyo 2020.

The workshops trained a pair of representatives – one senior manager and one young leader – from the NPCs of Cambodia, Laos, Malaysia, Myanmar, Philippines, Singapore, Thailand, Timor Leste and Vietnam. Participants learned interactive workshop facilitation skills and gained more knowledge of key NPC working areas: marketing and communication, governance and planning, and athlete development.

Representatives of NPC Japan shared their experience of developing Para sport in their nation, presenting case studies on each NPC working area.

The workshop formed part of Sport for Tomorrow, a Japanese government-led initiative to make international contributions through sport.





Other projects and partnerships WoMentoring

Representatives from across the Paralympic Movement gathered in Bonn in mid-February, to celebrate the conclusion of the IPC's WoMentoring project.

WoMentoring was established to help contribute towards the Paralympic Movement's goal of having 30 per cent of women in leadership positions. Delivered by the Agitos Foundation, it involved 16 pairs of mentors and mentees in an 18-month long programme of education and development.

The wrap-up event featured testimonials from mentors and mentees on how WoMentoring has helped them to develop in their career, including gaining promotions and various positions of influence within NPCs and Para sport organisations.

One of the success stories of WoMentoring was former Para table tennis player Eimear Breathnach. Mentored by Christine Nash, the Co-Deputy Head of the Institute for Sport, Physical Education and Health Sciences at the University of Edinburgh, Breathnach credited her involvement in the project as a key factor behind her appointment as a Vice President of NPC Ireland.

Other mentees joined NPC Athlete Commissions and Rio 2016 Paralympic Games delegations as well as being at the forefront of developing national sport programmes.



Ostersund Declaration

Representatives of 34 NPCs and National and International Federations made a pledge to strengthen winter Para sport around the world following a three-day workshop in Ostersund, Sweden, on 22-24 April.

The 'Ostersund Declaration' outlines a number of measures needed to improve athlete development, talent identification and recruitment which all organisations agreed to take forward.

The workshop was hosted by the County Administration of Jamtland, the city of Ostersund, Mid Sweden University and the NPC Sweden as a gift to the IPC for its 25 year anniversary in 2014.

The NPCs and National Federations (NFs) present agreed to develop athlete pathways by building partnerships with governments, Olympic Federations and competition organisers, healthcare, education, business and research institutions, to provide opportunities for athletes from grassroots through to high performance levels.

In support IFs agreed to expand their competition calendars, seek opportunities to hold multi-sport events and initiate and promote research and development in areas such as classification so that NFs can grow their athlete numbers.

The IPC's role will be to join all organisations together in regular, active dialogue, develop tools to support IFs and NFs to build their organisational capacities and take the lead in building a 10-year plan based on the Ostersund Declaration. This includes organising a multi-sport event where the world's best Para athletes can compete alongside young and new Para athletes, and using growing media interest in winter Para sports to leverage commercial opportunities.

In agreeing to the declaration, all parties committed to putting it to the relevant governing bodies and NPCs and NFs not present for formal endorsement by the end of 2016.

The workshop and declaration was a response to the IPC's Strategic Plan 2015-2018, which aims to consolidate the Paralympic Winter Games as a premier sporting event and to empower athletes and support the development of Para winter sports.



Case Studies #PARARio

After completing two years of workshops and training as part of the Organisational Capacity Programme, a group of NPCs were eligible to apply for Agitos Foundation funding to organise an awareness campaign ahead of Rio 2016.

Between them four NPCs – Argentina, Cameroon, Ghana and Haiti – received EUR 2,800 to develop and implement campaigns that would increase awareness of Para sport in their respective countries.

With the EUR 400 NPC Argentina received they launched #PARARio, a new ground breaking social media campaign aimed to create a shift in social perceptions of people with an impairment around Rio 2016.

Videos were produced showing Argentina's Para athletes in their everyday life while images and daily sport results from the Rio 2016 Games were published as part of #PARARio. The Argentine public was also encouraged to follow the activities of the athletes during the Games.

As a result of the campaign NPC Argentina's social media following increased by 13 per cent.

Road to Latin American success

Ahead of Rio 2016, the Agitos Foundation invested significant resources in developing NPCs in the Americas. The measures delivered outstanding results leaving a lasting legacy from Latin America's first Paralympic Games.

With the support of the Rio 2016 Organising Committee and the NPC Brazil, 11 workshops took place as part of the Road to the Games programme, supporting 28 NPCs in the region. The workshops, which were held over a two-year period, helped to build the technical capacity of 357 coaches, classifiers and sport managers at the national level.

More than EUR 520,000 was invested into 20 development projects as part of the GSP from 2013-2016. This included EUR 174,000 that was spent supporting eight projects in 2016 in Chile, Cuba, Colombia, Ecuador, El Salvador, Panama, Peru and the USA.

From 2014 onwards, 19 NPCs participated in the Organisational Capacity Programme. This resulted in the development and staging of 45 national workshops which benefited more than 1,000 participants.

Twelve Proud Paralympian leaders were trained in the Americas and helped to launch the initiative during the Rio 2016 Paralympic Games.

Three years of work provided outstanding results.

There was a 32 per cent increase in the number of athletes from the Americas competing at Rio 2016 compared to London 2012 with 16 NPCs sending bigger delegations.

Six nations from the Americas finished in the top 40 of the medals table; in London only five nations made the top 50. Athletes from the Americas won 277 medals, 56 more than at London 2012. Argentina won their first Paralympic gold for 20 years while Colombia, not only won gold for the first time since 1980, but also claimed their best finish in the medals table, amassing two gold, five silver and 10 bronze medals.

One of the biggest legacies of the Rio 2016 Games is that the Inter-American Development Bank has invested nearly EUR 600,000 to help the Agitos Foundation continue its great work in the Americas. With the new funding the Agitos Foundation aims to improve access to Para sport, provide sustainable pathways to more than 300 people with an impairment living in underserved communities, raise awareness of the Paralympic Movement and contribute to a more inclusive society in the Americas region.



Classification

In February, former USA swimmer Erin Popovich was appointed as the athlete member on the IPC Classification Committee. Chosen from a shortlist of eight candidates, she replaced Francesca Porcellato who resigned in September 2015.

June's IPC Classification Committee meeting in Bonn led to the development of a roadmap until the end of 2017 for the roll-out and implementation of the 2015 IPC Athlete Classification Code.

Following its approval towards the end of the previous year, the 2015 IPC Athlete Classification Code states that the IPC must take appropriate action to ensure compliance with the Code and International Standards by its members.

Therefore during the year the IPC Classification Committee entered into greater individual dialogue with IFs than ever before.

Approved by the IPC Governing Board in September and distributed to IFs soon after, the International Standards outline the operational guidelines on how to implement the Code. The IPC Classification Committee further developed IF Classification Model Rules that are compliant with the Code and the International Standards, and are readily accessible for International Federations to adopt as part of their Classification Rules and Regulations.



A Code Compliance Review Strategy, which details how the IPC will monitor IFs in relation to Code compliance, was finalised for approval by the IPC Governing Board in early 2017.

In order to make it easier for athletes to familiarise themselves with the new Code, the Classification Committee worked with the IPC Athletes' Council to develop a flyer titled 'An Athlete Reference Guide to the 2015 Athlete Classification Code and International Standards'.

The IPC Governing Board made a unanimous positive evaluation of the IPC Classification Research and Development Centres and decided to renew the contractual partnerships with Brisbane, Australia; Leuven, Belgium and Amsterdam, Netherlands.

The IPC's zero-classification policy for the Rio 2016 Paralympics, which aimed to minimise the number of athletes needing to be classified during the pre-Games period, resulted in only 38 athletes having to be classified upon their arrival in Rio. This represented just 0.9 per cent of all athletes at the Games and compared favourably to 7.1 per cent for London 2012.

Prior to Rio 2016, the IPC concluded investigations into potential cases of intentional misrepresentation in swimming and determined there was insufficient evidence to take any cases forward. In total the IPC reviewed over 80 individual athlete classifications from 24 countries across six sports.

Every single case underwent an internal assessment co-ordinated by the IPC Medical & Scientific Director with the engagement of Heads of Classification, Classification Advisory Groups, International Classifiers, IPC Classification Committee members and third-party expertise depending on the circumstances of each case.

In the nine cases where the IPC was not the IF, follow-up action was initiated with the responsible IF.

Medical

The IPC Medical Committee, headed by Dr. Cheri Blauwet, met in June 2016 in Boston, USA, directly after the American College of Sports Medicine (ACSM) annual meeting, a move that emphasised the strong partnership between the IPC and ACSM.

Leading up to Rio 2016, the IPC Medical Team worked closely with the IOC and World Health Organisation to ensure that the IPC membership, staff and officials were kept fully informed of the latest information on the Zika virus outbreak in South America and water quality in and around Rio de Janeiro.

In partnership with the IOC and Safe Sport International, the IPC Medical Committee developed procedures to address athlete harassment and abuse. The group drafted a Games-Time Procedure to manage reports of harassment and abuse encountered at the Paralympic Games. This included the introduction of a Welfare Officer (Medical Committee Member) who acted as the main liaison point between the complainant and the IPC, and offered follow-up advice and care to the complainant.

At the Paralympic Games, the IPC Medical Committee took on an operational role fulfilling various duties.

The group reviewed over 60 Therapeutic Use Exemptions (TUE) and a further 71 were automatically recognised during the pre-Games and Games-time periods.

After new boosting rules were approved by the IPC Governing Board in April, lowering the blood pressure threshold from 180mmHG to 160mmHG, the Committee implemented the boosting surveillance programme at the Games. No positive tests were recorded.

The Committee was also responsible for the Paralympic Injury and Illness Surveillance Study. Data on injuries and illnesses sustained by Para athletes was collected and is now being analysed. This provides an important basis for monitoring and promoting the health and safety of Para athletes.

IPC Medical Committee member Dr. James Kissick took part in the October's International Consensus Conference on Concussion in Sport in Germany, whilst fellow members Dr. Blauwet, Nick Webborn, and Wayne Derman delivered presentations at November's IOC Advanced Team Physician course in Cape Town, South Africa. The course featured a special module on Paralympic Sports Medicine. Dr. Wayne Derman also co-chaired an IOC Consensus Meeting on Pain Management, bringing Para athlete-specific considerations to the discussion.

A series of research publications were published in 2016 on injury and illness in Paralympic athletes, which were derived from London 2012 Paralympic Games injury and illness data collection. This includes papers on injury and illness in athletics, powerlifting and football 5-a-side and 7-a-side.

Papers reporting on injury and illness data at the Sochi 2014 Paralympic Winter Games were published and the IPC Medical Committee is now acting on the findings.

Finally, Dr. Blauwet was appointed by the IOC to the IOC Medical & Research Group which reports to the IOC Medical Commission.



Sport Science

The IPC received 11 applications to conduct research at the Rio 2016 Paralympic Games. After the evaluation of the feasibility and practicalities of each proposal, three projects were given approval.

Between 31 August and 4 September, the International Convention on Science, Education and Medicine in Sport (ICSEMIS), a collaboration between the IPC, International Council of Sport Science and Physical Education (ICSSPE) and International Federation of Sports Medicine (FIMS) took place in Santos, Brazil, attracting 1,500 delegates.

The theme of the conference was “Saying ‘Yes’ to Diversity in Sport” and the ICSEMIS Scientific Committee reviewed around 1,300 abstracts before deciding the final programme. The IPC had two keynote speakers at the event and there were three specific IPC symposia. Para sport-related presentations were across themes.



During the convention several meetings took place which addressed the main strategic goals of the IPC Sport Science Committee. Topics discussed at these meetings included: Socio-economic determinants of Paralympic participation and success, Paralympic health and performance and Paralympic legacy.

Preparations for the 2017 edition of VISTA in Toronto, Canada, continued apace and keynote speakers were identified by the joint IPC and Toronto Organising Committee Scientific Committee. Meanwhile, the bid application process for the 2019 and 2021 editions of Vista was opened in August with host cities set to be announced in 2017.

In August the IOC Handbook “Training and Coaching the Paralympic Athlete”, edited by Yves Vanlandewijck and Walter Thompson of the IPC Sports Science Committee, was published. The IPC distributed copies to the IPC Membership, Standing Committees and Athlete Council, Governing Board and Executive Management.



Anti-doping

Following recommendations from the IPC Anti-Doping Committee, the IPC increased the budget for its anti-doping programme in 2016, allowing for long-term sample storage, re-analysis of samples and increased out-of-competition testing.

By the end of the year, the IPC had conducted 2,171 tests which consisted of in and out-of-competition tests of blood and urine. Seventeen athletes were sanctioned for anti-doping violations by the IPC in 2016.

July's publication of the McLaren Report into doping in Russian sport was comprehensively reviewed by the IPC and IPC Anti-Doping Committee and within hours of publication led to the IPC requesting further information.

This was forthcoming and resulted in the IPC sending samples provided by Russian athletes during Sochi 2014 for forensic analysis in London, Great Britain. The results of which, combined with additional evidence provided by Professor McLaren, led to the suspension of NPC Russia for its inability to fulfil its IPC membership obligations in relation to the World Anti-Doping Code and the IPC Anti-Doping Code.

The Court of Arbitration for Sport on 23 August 2016 dismissed an appeal by NPC Russia against its suspension by the IPC.

A second report published by Professor McLaren in December confirmed previous allegations and, in addition, confirmed that the IPC acted appropriately upon the information provided in July's report.

On 8 December, the IPC announced the members of the IPC Taskforce who will assist the IPC Governing Board in determining whether NPC Russia has met the reinstatement criteria and underlying verification criteria, as published on 21 November 2016.

The taskforce is headed by independent chairperson Andy Parkinson, the Chief Executive Officer of British Rowing, who previously served for six years in a similar position at UK Anti-Doping (UKAD). He is joined on

the IPC Taskforce by Shin Asakawa, Chief Executive of the Japan Anti-Doping Agency (JADA); Akaash Maharaj, Chief Executive of the Global Organisation of Parliamentarians Against Corruption; Sarah Fussek, International Ski Federation (FIS) Anti-Doping Co-ordinator; and Peter Van de Vliet, the IPC's Scientific and Medical Director. Liz Riley of Bird & Bird LLP serves as legal counsel to the IPC Taskforce.

The IPC's testing programme at the Rio 2016 Paralympic Games was a success despite the exceptional circumstances surrounding the Games. The World Anti-Doping Agency (WADA) will publish its independent observer team report in early 2017.

Soon after the Closing Ceremony in Rio, WADA hosted the first in a series of multi-stakeholder Think Tanks in Lausanne, Switzerland, which the IPC was part of. The theme was “Addressing challenges to the current anti-doping system.”

Education programme and activities

The anti-doping section of the IPC website acted as a main source of information for stakeholders within the Paralympic Movement. The IPC also shared WADA news across its digital platforms and staged anti-doping education workshops, including:

- further activation of the Para Powerlifting ‘Raise the Bar – the Bar is Reloaded’ anti-doping campaign during Para Powerlifting World Cups in Dubai and Kuala Lumpur
- athlete outreach programmes at the IPC Athletics Asia-Oceania Championships in Dubai and at the Para Ice Hockey development camp in Novi Sad, Serbia
- athlete outreach in partnership with WADA at the Rio 2016 Paralympic Games
- workshops on anti-doping at the Sport Medical Conference of NPC Germany and the V International Para sport Congress of the Brazilian Paralympic Academy.

IPC Anti-Doping – Annual Statistics 2016

IPC Anti-Doping Code, article 14.4: "The IPC shall publish at least annually a general statistical report of its Doping Control activities, with a copy provided to WADA."

WORLD PARA SPORTS	URINE TESTING (OOC)	URINE TESTING (IC)	BLOOD TESTING (OOC)	BLOOD TESTING (IC)	TOTAL TESTS (URINE)	TOTAL TESTS (BLOOD)	TOTAL (URINE + BLOOD)	AAF	ATF	ADRV
PARA ALPINE SKIING	0	25	0	0	25	0	25	1	0	0
PARA ATHLETICS	408	533	150	24	941	174	1115	9	3	6
PARA BIATHLON	10	17	15	0	27	15	42	0	0	0
PARA CROSS COUNTRY SKIING	29	23	34	0	52	34	86	1	0	1
PARA DANCE SPORT	0	6	0	0	6	0	6	0	0	0
PARA ICE HOCKEY	0	18	0	0	18	0	18	1	0	0
PARA POWERLIFTING	268	229	96	30	497	126	623	7	3	6
PARA SNOWBOARD	0	13	0	0	13	0	13	0	0	0
PARA SWIMMING	58	141	8	0	199	8	207	1	1	0
SHOOTING PARA SPORT	3	33	0	0	36	0	36	1	0	0
TOTAL	776	1038	303	54	1814	357	2171	21	7	13

*NON-IPC SPORTS	URINE TESTING (OOC)	URINE TESTING (IC)	BLOOD TESTING (OOC)	BLOOD TESTING (IC)	TOTAL TESTS (URINE)	TOTAL TESTS (BLOOD)	TOTAL (URINE + BLOOD)	AAF	ATF	ADRV
ARCHERY	3	15	0	0	18	0	18	0	0	0
BOCCIA	1	4	0	0	5	0	5	0	0	0
CANOE	24	18	5	6	42	11	53	0	0	0
CYCLING – ROAD AND TRACK	40	63	32	14	103	46	149	1	0	0
EQUESTRIAN	0	4	0	0	4	0	4	0	0	0
FOOTBALL 5-A-SIDE	0	10	0	0	10	0	10	0	0	0
FOOTBALL 7-A-SIDE	0	15	0	0	15	0	15	0	0	0
GOALBALL	0	15	0	0	15	0	15	0	0	0
JUDO	28	40	5	0	68	5	73	2	0	1
ROWING	11	16	2	4	27	6	33	1	0	0
TABLE TENNIS	6	16	0	0	22	0	22	0	0	0
SAILING	0	6	0	0	6	0	6	1	0	0
SITTING VOLLEYBALL	2	24	0	0	26	0	26	0	0	0
TRIATHLON	12	18	4	6	30	10	40	0	0	0
WHEELCHAIR BASKETBALL	14	54	0	0	68	0	68	1	0	0
WHEELCHAIR FENCING	0	11	0	0	11	0	11	0	0	0
WHEELCHAIR RUGBY	0	14	0	0	14	0	14	0	0	0
WHEELCHAIR TENNIS	3	12	0	0	15	0	15	0	0	0
TOTAL	144	355	48	30	499	78	577	6	0	1
TOTAL (IPC + Non-IPC sports)	920	1393	351	84	2313	435	2748	27	7	14

* Testing conducted at the Rio 2016 Paralympic Games (major games competition conducted under IPC Governance).

AAF	Adverse Analytical Finding	A report from a laboratory or other WADA approved testing entity that identifies in a specimen the presence of a prohibited substance or its metabolites or markers, or evidence of the use of a prohibited method.
ATF	Atypical Finding	A report from a laboratory or other WADA approved entity which requires further investigation as provided by the International Standard for Laboratories or related Technical Documents prior to the determination of an Adverse Analytical Finding.
ADRV	Anti-Doping Rule Violation	An AAF or ATF, or any other investigation that is not supported by a TUE or where no apparent departure of the applicable International Standards is derived.

IPC Therapeutic Use Exemption (TUE) management

WORLD PARA SPORTS	APPROVED TUES	REJECTED TUES**	RECOGNISED TUES***	NOT PROCESSED/ CANCELLED
PARA ALPINE SKIING			3	
PARA ATHLETICS	6	1	27	5
PARA BIATHLON				
PARA CROSS COUNTRY SKIING	1			
PARA DANCE SPORT			2	
PARA ICE HOCKEY	2		1	2
PARA POWERLIFTING	4		3	6
PARA SNOWBOARD	1		2	
PARA SWIMMING	10	1	22	5
SHOOTING PARA SPORT	3	1	8	1
TOTAL	27	3	68	19

*NON-IPC SPORTS	APPROVED TUES	REJECTED TUES**	RECOGNISED TUES***	NOT PROCESSED/ CANCELLED
ARCHERY	2	1	3	2
BOCCIA			3	1
CANOE	1		3	
CYCLING – ROAD AND TRACK	4		7	1
EQUESTRIAN		1	7	1
FOOTBALL 5-A-SIDE	2			
FOOTBALL 7-A-SIDE			2	
GOALBALL				1
JUDO	1		2	4
SAILING	1		5	
SITTING VOLLEYBALL	3		8	
TABLE TENNIS			7	2
TRIATHLON			1	
WHEELCHAIR BASKETBALL	3		8	2
WHEELCHAIR RUGBY	2		4	
WHEELCHAIR TENNIS			7	
TOTAL	19	2	67	14
TOTAL (IPC + Non-IPC sports)	46	5	135	33

* TUEs managed during the Rio 2016 Paralympic Games (major games competition conducted under IPC Governance).

** Includes TUEs reviewed for recognition where recognition was not granted.

*** Includes TUEs which were automatically recognised, and those which were reviewed by the IPC Medical Committee prior to recognition.

Education programme and activities (Article 19)

Besides daily management of the IPC website – anti-doping as a main source of information and the further dissemination of WADA news within the Paralympic Movement through IPC media and communication channels; targeted educational and awareness programmes were held in conjunction with IPC competitions and events, including:

- Anti-Doping Committee Member attendance at:
 - Para powerlifting World Cup – Dubai, UAE
 - Para powerlifting World Cup – Kuala Lumpur, Malaysia
 - Para Athletics Asia-Oceania Championships – Dubai, UAE
- Ongoing "Raise the Bar – the bar is reloaded" anti-doping education programme targeted to Para powerlifting
- Para ice hockey development camp – Novi Sad, Serbia
- "Anti-Doping and Boosting in Paralympic Sports" Workshop, Sportmedizinischer Tagung DBS (NPC Germany) – Cologne, Germany
- "Doping in Paralympic Sports" Workshop, V Congresso Paradesportivo Internacional – Belo Horizonte, Brazil
- 2016 Rio Paralympic Games – Run by WADA Athlete Outreach team

A photograph of two women standing on a sandy beach at night, taking a selfie. They are positioned in front of a large, illuminated sculpture of the Paralympic flag, which is a stylized 'P' shape composed of red, blue, and green segments. The background is a clear blue sky. The text 'Improve the recognition and value of the Paralympic brand' is overlaid on the right side of the image.

Improve the recognition and value of the Paralympic brand

Strategic priorities

- Develop and implement a long-term brand vision that ensures greater understanding, consistent usage, exposure, recognition and affinity across the world, in particular in key territories.
- Develop and implement a strategy to increase the quality, recognition and awareness of Para sport, its main events and leading Para athletes 365 days a year.



Broadcast

In addition to the most comprehensive broadcast coverage and record audiences at the Rio 2016 Paralympic Games, a number of sport events were televised during the year.

Both the Grosseto 2016 IPC Athletics European Championships and the Funchal 2016 IPC Swimming European Open Championships were made available for livestream by broadcasters and the IPC website.

Italian broadcaster Rai provided daily live and delayed coverage from Grosseto 2016 on both Rai 1 and Rai 2. More than 17 hours of coverage were shown in total.

British broadcaster Channel 4 produced an hour long highlights show and livestreamed all the action, as did Sport Deutschland TV in Germany. A race clipping service was provided and resulted in either highlights or news coverage on TV channels in Finland, Denmark, Portugal, Austria and Germany.

All the swimming action from Funchal 2016 was livestreamed by Sport Deutschland TV, Channel 4 and NRK in Norway. Channel 4 broadcast an hour long highlights show whilst further coverage was secured on ARD in Germany and in Denmark.

In Para ice hockey, a livestream of April's European Championships in Ostersund, Sweden, was made available to broadcasters and shown on the IPC website. Likewise, the World Championships B-Pool in Japan in late November and early December was also livestreamed.

Looking ahead to the 2017 World Para Nordic Skiing Championships in Finsterau, Germany, German broadcaster ZDF produced a special report for a magazine show on the 2016 World Cup held in the town.

IPC brand

Compared to London 2012, the overall visibility of the Paralympic brand and sponsors at Rio 2016 was improved and the value for sponsors increased.

This was achieved through reducing the number of logos on field of play boards to increase sponsor marks and introducing new applications of branded materials in some sports.

For example, in equestrian, the sponsor boards were brought closer to the field of play providing better and more frequent visibility for the different media outlets. A new backdrop setting was introduced into powerlifting, placing sponsor logos at strategic positions on camera.

New applications of the Paralympic brand on the field of play were also introduced, helping to build the overall recognition of the brand.

The IPC established an improved uniform inspection process prior to and during the Rio Games to enhance the visual presentation and ensure the correct usage of the Agitos, the Paralympic symbol.

The improved process and the transfer of knowledge from the IPC to National Paralympic Committees (NPCs) prior to Rio 2016 led to a reduction in the number of brand issues during the Games. Feedback from a post-Games debrief with NPCs and International Federations (IFs) will improve the uniform inspection process further for future Games.

During the summer, Nielsen conducted an in-depth brand assessment to measure the importance, value and potential of the Paralympics and Paralympic sport at a global and local level. The study revealed that positive and highly emotional associations are made with the Paralympic brand. It also highlighted the brand's favourable image has the potential to attract sponsors.

To raise the profile of the IPC in its home city of Bonn, a partnership was established with the city's public transport company Stadtwerke Bonn. This led to the launch of an IPC branded tram promoting the four Paralympic values. The tram will be in circulation for the next three years.

Ten NPC emblems were approved in 2016. Five were completely new: Bosnia & Herzegovina, Estonia, Iraq, Lithuania, Samoa. The emblems of Bahrain, Iran, Peru, Uzbekistan, Namibia were also redesigned.



IPC Sports rebranded

In November, a 12 month rebranding exercise of the 10 sports for which the IPC acts as IF began. As part of the rebrand sports adopted new names and new identities using the World Para prefix.

The decision to change the sport committee names of each sport was taken to make it clearer to the public which sports the IPC is responsible for and to make each Para sport more distinctive from their Olympic or able-bodied equivalents. The rebrand also ensures that the Agitos, the Paralympic symbol, and the word Paralympic are only used in connection with the Paralympic Games.

The new identities for each Para sport clearly depict the sport as well as impairments in the logos and competition emblems.

In addition to the new names and identities, the competition names in each sport adopted a revised format to give greater prominence to the host city.

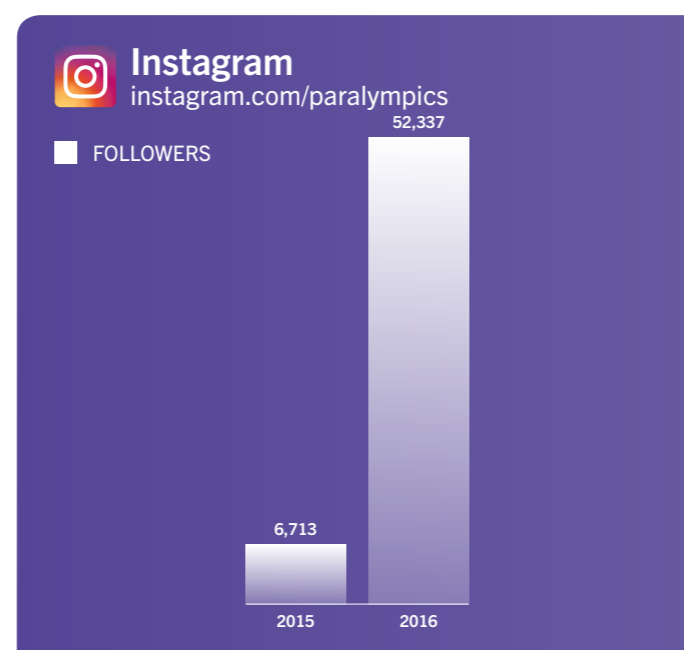
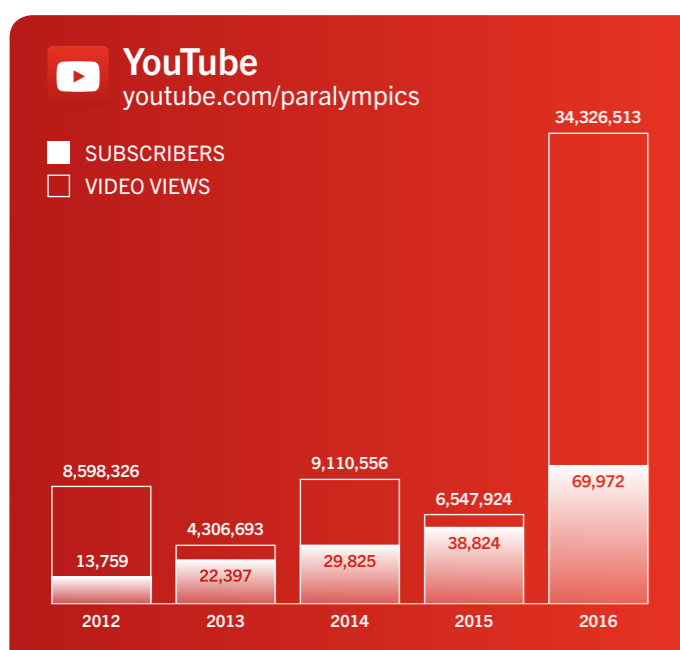
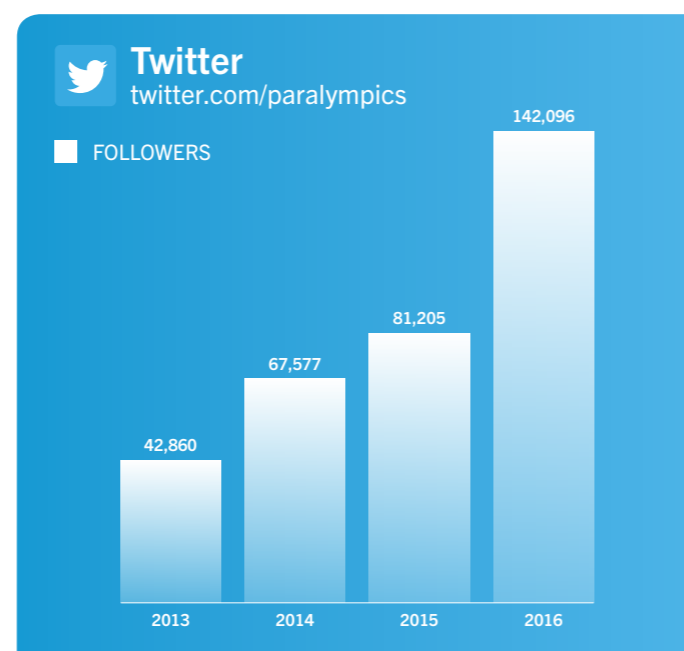
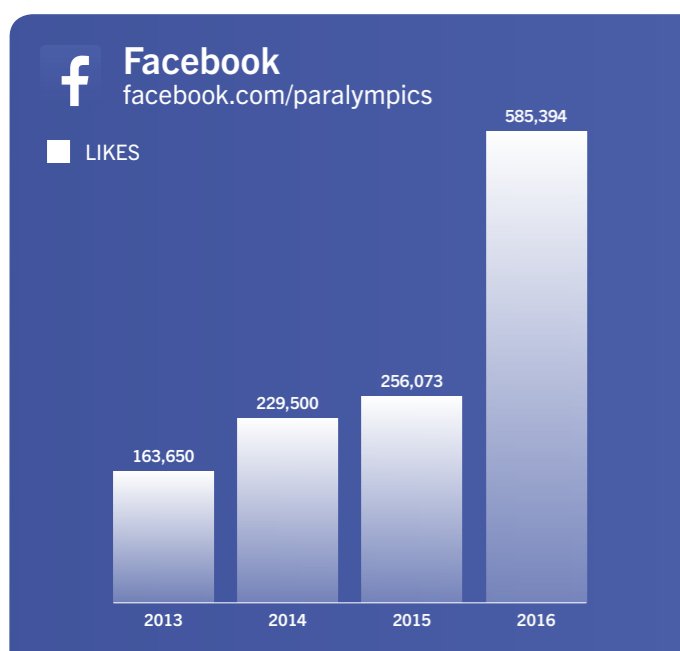
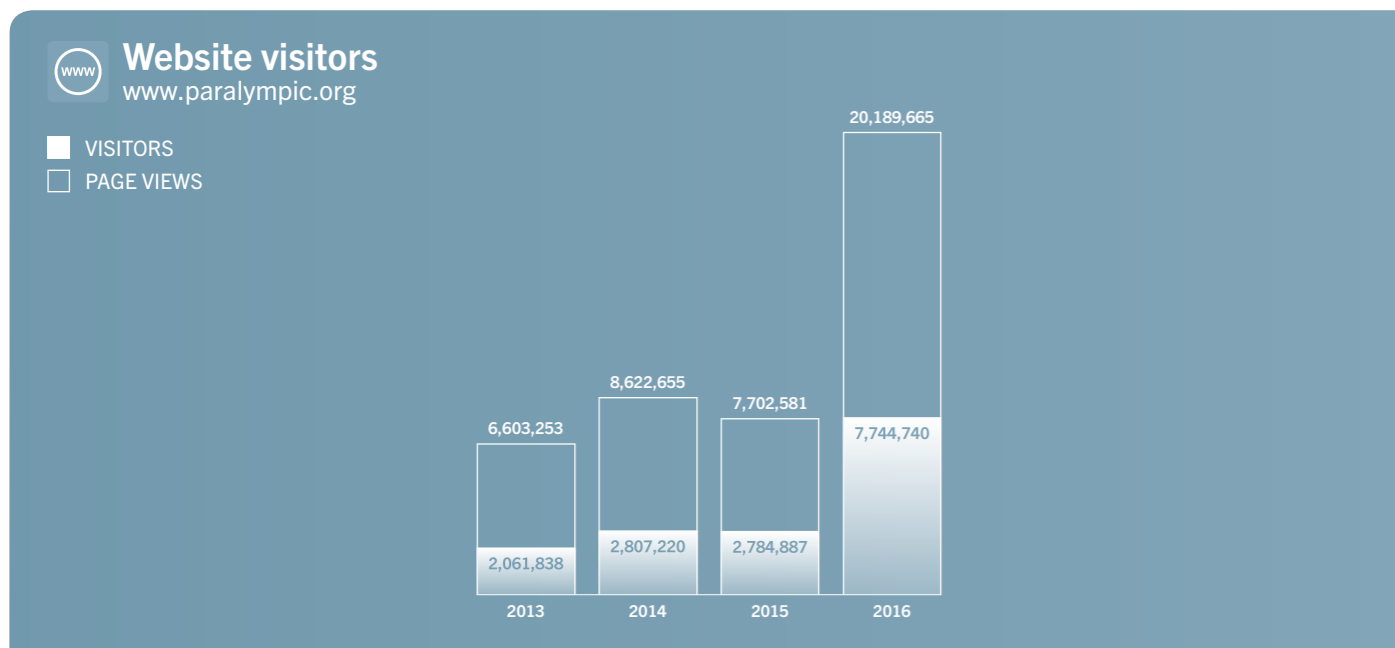
Four of the 10 sports experienced notable changes as a result of the rebrand.

Ice sledge hockey was renamed as Para ice hockey following requests from the sport's community and due to the fact that "sledge" has different meanings across various languages.

In order to avoid any confusion with Parachuting, shooting is now known as shooting Para sport, whilst wheelchair dance sport became Para dance sport in line with the IPC's aspiration to further grow participation in the sport beyond wheelchair users. With the new name it is hoped that new categories for stand-up dancers wearing prostheses can be included.

The sports of biathlon and cross-country skiing were brought together under World Para Nordic Skiing.





Digital activities

Helped by a hugely successful Rio 2016 Paralympic Games, the IPC's 51 digital media channels reached 1.6 billion people during 2016, an increase of 295 per cent on 2015 when 405 million people were reached.

The IPC website Paralympic.org attracted 7,744,740 visitors, nearly three times as many visitors as 2015, and twice as many as 2012, the last summer Paralympic year.

Across all social media channels, the IPC more than doubled its audience, increasing from 1,119,071 followers to 2,355,295 during the year, and posted in multiple languages. To help support this growth new IPC social media accounts were established on microblogging platform Snapchat and Weibo, the Chinese social media network. Instagram accounts were launched for each of the 10 World Para Sports.

Highlights during 2016 included:

- Increasing the number of Facebook likes across the IPC's 17 accounts from 358,203 in 2015 to 861,798, a growth of 141 per cent
- A growth of 112 per cent in the number of Twitter followers across the IPC's 15 accounts, from 110,692 in 2015 to 234,791 at the end of 2016
- Google+ followers increasing from 537,810 in 2015 to 619,156 in 2016, a growth of 15 per cent
- The total number of Instagram followers across all accounts grew from 6,713 in 2015 to 82,265 in 2016, a rise of 1,125 per cent.

During the year, the IPC rebranded its main social media channels to @Paralympics in order to make it easier for users to find the channels. The social media channels of the 10 IPC Sports were rebranded with the World Para Sport prefix.

Ones to Watch athletes

In January to mark the start of Paralympic year, the IPC launched its Ones to Watch athletes for Rio 2016. Working in partnership with IFs, a number of athletes were selected for each of the 22 Paralympic summer sports. The athletes were likely medal contenders for the Games who had strong personalities and stories to appeal to the media.

Ahead of Rio 2016, the Ones to Watch athletes formed the focal point of all PR, editorial and social media plans produced by the IPC for each of the 22 sports. Working with the NPCs responsible for each of the athletes, the IPC ensured they were active on social media and benefited from verified accounts.

The profiles of the Ones to Watch athletes were included on the IPC website and broadcasters and media were directed to these pages ahead of the Games in order for them to learn more about the likely star athletes.

Sport support

Comprehensive PR and social media plans were developed and implemented for the 10 World Para Sports, leading to record results.

For the fourth successive year, PR and social media support was also provided to the non-IPC sports. Year-long editorial plans were created for each IF with the aim of raising the profile of major sport events and Ones to Watch athletes.

The editorial plans for each of the 18 non-IPC sports were implemented by the IPC's network of volunteer writers, with each IF benefiting from the support of at least one writer.



Top 50 Moments

To close out a memorable 2016, the IPC published its annual Top 50 Moments of the year, which was compiled following nominations from the IPC membership.

Launched on 12 November, a different moment was revealed each day counting down to the unveiling of the top moment on 31 December. To read the full Top 50 Moments of 2016, please turn to page 92.





US campaign

As part of the IPC's ambitions to raise the profile of the Paralympic Movement in the US, a media day featuring a number of US athletes was organised. Working in partnership with US Paralympics, interviews were organised with wheelchair racer Tatyana McFadden, swimmer Jessica Long and sprinter Richard Browne with a range of media. Coverage was achieved across a range of titles and networks including the CBS Network, SI Now, the Payers' Tribune, Women's Health, People.com, Bustle, Teen Vogue and FoxSports.com.

A blog highlighting the Paralympic Games' track record for driving social inclusion was promoted by the United Nations and the World Bank.

In March, an IPC delegation, led by its President, spent one week in the US visiting Los Angeles, Washington DC, and New York City. During the USOC Media Summit in Los Angeles, Sir Philip Craven participated in a press conference that was attended by over 300 media, to highlight NBC's historic commitment to live coverage of the Paralympic Games in the US.

Whilst in the US capital, BP hosted a roundtable discussion attended by a number of US disability rights groups and advocates, including Judith Heumann, the US Government's Special Advisor for International Disability Rights.

Finally, in New York, Sir Philip met with UN Secretary General Ban Ki-moon and UNICEF Executive Director Anthony Lake.

Awards

In December, the IPC's media and communications department was recognised with two awards – in-house team of the year and PR professional of the year – at the 10th European Excellence Awards PR in Berlin, Germany.

More than 1,400 entries were received for the awards which celebrated the best in European PR and communications during 2016. The IPC's team of 10, which is supported by a network of volunteers, took the European in-house team accolade from a shortlist which included Deutsche Telekom, Schrodgers, World Economic Forum and SAB Miller.

Craig Spence, the IPC's Director of Media and Communications picked up the European PR professional of the year.



Build sustainable funding



Strategic priorities

- Grow income through targeted, long-term global alliances and maximise revenue by smarter pricing of the IPC's assets, based on better valuations of the Paralympic brand in different markets
- Maximise commercial opportunities from the sales of broadcasting rights and achieve cost coverage of broadcasting production as part of a long-term financial sustainability strategy
- Ensure greater value across the IPC's activities by fostering value for money awareness, controlling expenditure and optimising operational costs.

IPC budget

During the 2016 financial year, the IPC generated total revenue of EUR 19,977,822 and incurred a total expenditure of EUR 19,963,590. The allocation to free and earmarked reserves amounts to EUR 3,150,000, and the end result came in at EUR 14,232 which brings the IPC's retained earnings to EUR 417,442.

The important drivers of these results were related to increases of sponsorship revenues, Paralympic Games marketing and broadcasting fees, and the IPC's foreign currencies management supported by the favourable evolution of the foreign exchange rate of US Dollar against the Euro.

IPC revenue

The IPC's total revenue in the year of the Rio 2016 Paralympic Games was EUR 19,977,822, almost double the EUR 10,294,024 that was generated in 2012 following the last summer Paralympic Games.

Compared to 2015, the IPC revenue grew by 26.9 per cent in 2016.

Paralympic Games marketing and broadcasting fees grew by 32.6 per cent and accounted for EUR 5,117,287, 25.6 per cent of the IPC's total revenue in 2016. Sponsorship and fundraising efforts also grew by 66.6 per cent during the year to EUR 4,179,510, equivalent to 20.9 per cent of the IPC's overall revenue.

Specific activities related to the Paralympic Games generated revenues of EUR 4,127,712. As a result of Rio 2016 there were less competitions organised by World Para Sports.

Consequently World Para Sports revenue more than halved from EUR 5,010,292 in 2015 to EUR 2,469,817 in 2016.

The remainder of the income came from membership fees, special project fees and other sources.

The German Federal Ministry of the Interior provided funding of EUR 86,252 for three projects during 2016 and the Federal Foreign Office funded a World Para Athletics training project with EUR 15,919.

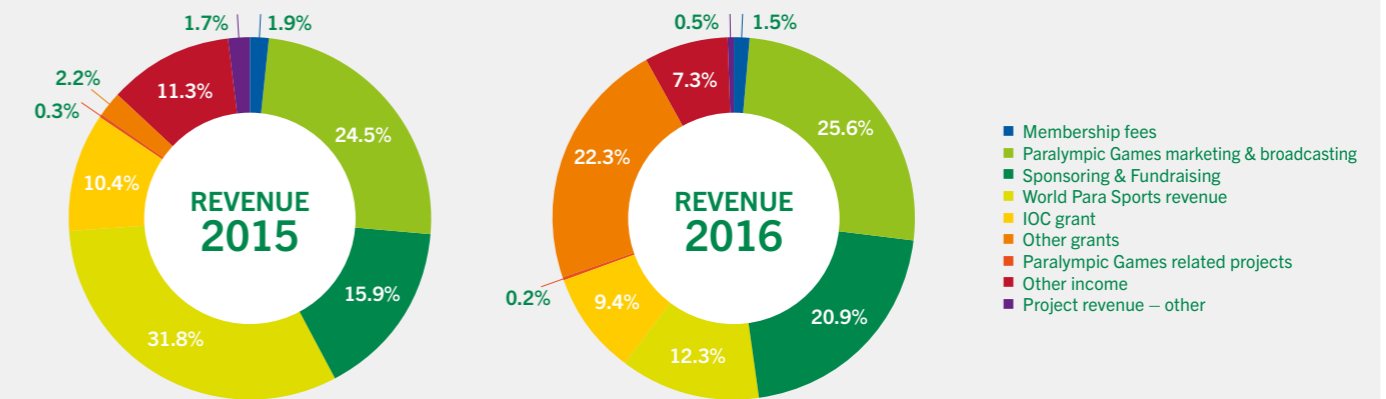
IPC expenditure

The IPC's expenditure increased to EUR 19,963,590 during the year, an increase of 27.1 per cent on 2015.

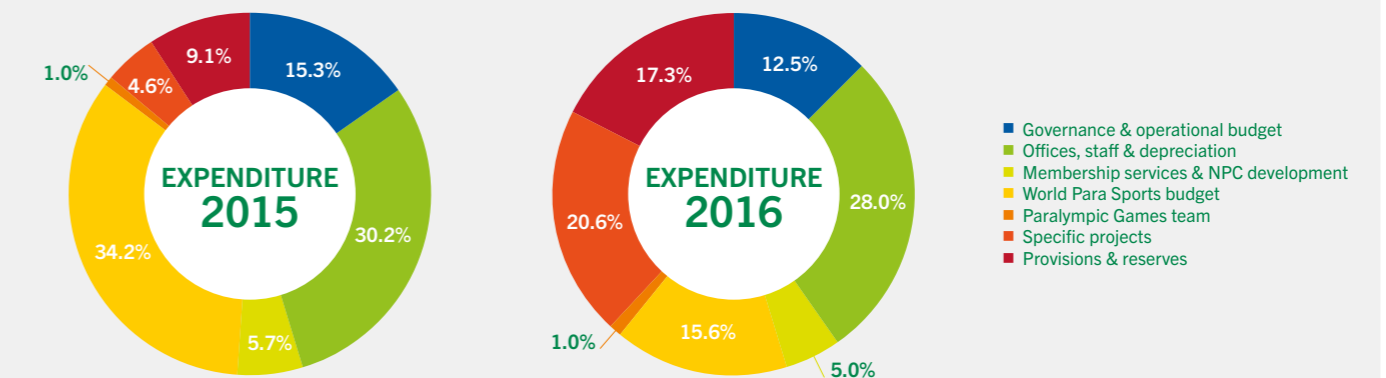
The IPC's major expenditure was related to special projects including a EUR 8,750,000 grant to the Agitos Foundation and EUR 3,715,266 that was invested on the IPC's activities related to the successful staging of the Rio 2016 Paralympic Games. This expenditure covered things such as the provision of the Paralympic Results and Information Service and extra staffing costs.

The IPC also allocated EUR 2,055,000 to unrestricted reserves and EUR 1,095,000 to earmarked reserves. This represented an increase of 337.5 per cent on 2015.

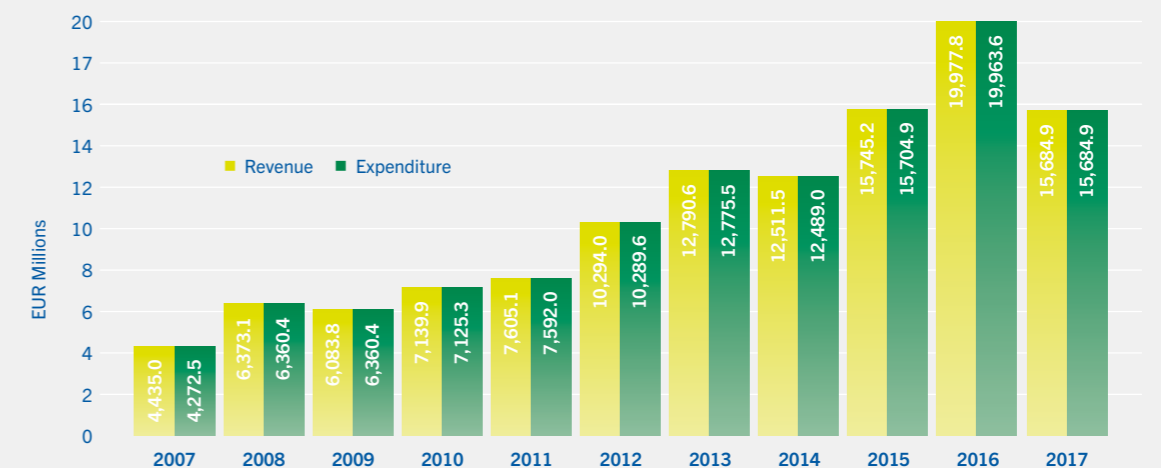
IPC revenue



IPC expenditure



The evolution of the IPC's budget



Statement of Financial Condition (as of 31 December 2016)

ASSETS	2015	2016
Fixed Assets	499,544	383,268
Current Assets	1,650,975	955,197
Cash and Bank Balances	3,477,755	7,071,871
Prepaid Expenses	457,604	1,031,633
TOTAL ASSETS	6,085,879	9,441,969

EQUITY AND LIABILITIES	2015	2016
Equity	1,703,210	4,854,444
Provisions ¹⁾	2,357,317	2,570,808
Liabilities ²⁾	1,296,497	1,071,677
Deferred Income	728,855	945,040
TOTAL EQUITY AND LIABILITIES	6,085,879	9,441,969

1) Including provisions for IPC Sports

2) In 2015, the liabilities include a loan of EUR 125,000 from the International Olympic Committee (IOC) which was amortised in 2016

Statement of Income (as of 31 December 2016)

REVENUE	2015	2016
Membership Fees	300,310	299,650
World Para Sports Revenue ¹⁾	5,010,292	2,460,817
Marketing & Broadcasting/Sponsoring/Fundraising ²⁾	6,366,600	9,296,797
Grants	1,675,240	1,927,380
Broadcasting Projects	1,240,363	473,913
Other	533,464	975,998
Specific Project Funding ³⁾	618,972	4,543,267
TOTAL REVENUE	15,745,240	19,977,822

EXPENSES	2015	2016
Executive Office	567,242	588,219
Paralympic Games	152,076	200,332
Administration ⁴⁾	4,747,818	5,602,378
Sports Budget ⁵⁾	5,366,739	3,121,607
Sport and IFs Relations	41,899	68,608
Medical and Scientific	391,970	641,537
Media and Communication	387,611	446,089
Marketing and Commercial	184,568	245,130
Broadcasting Projects	827,377	488,790
Membership Services and NPC Development	889,485	1,006,094
Specific Project Expenditure	726,437	4,102,805
Allocation to reserve funds/provisions (net)	701,674	302,002
Allocation to unrestricted reserve	220,000	2,055,000
Allocation to earmarked reserves	500,000	1,095,000
TOTAL EXPENSES	15,704,897	19,963,590
RESULT	40,343	14,232

1) Entry fees from World Para Sports competitions, Athletes' Licence fees, Competition Approval fees, other Sports related fees (related expenses see 5)

2) Marketing & Broadcasting fees from Organising Committees, Sponsoring and Fundraising Revenue

3) Project related resources incl. IPC Academy activities, VISTA Conference 2015 and General Assembly 2015, and, for 2016, the Rio Paralympic Games activities. Related expenses to be found under "Specific Project Expenditure"

4) Administration, general operations and corporate services, salaries for IPC Headquarters staff, and depreciation of assets and software

5) Grants to IF Sports, Grants to Organisers of World Para Sports competitions, Management costs of World Para Sports and provisions for World Para Sports from World Para Sports revenue.

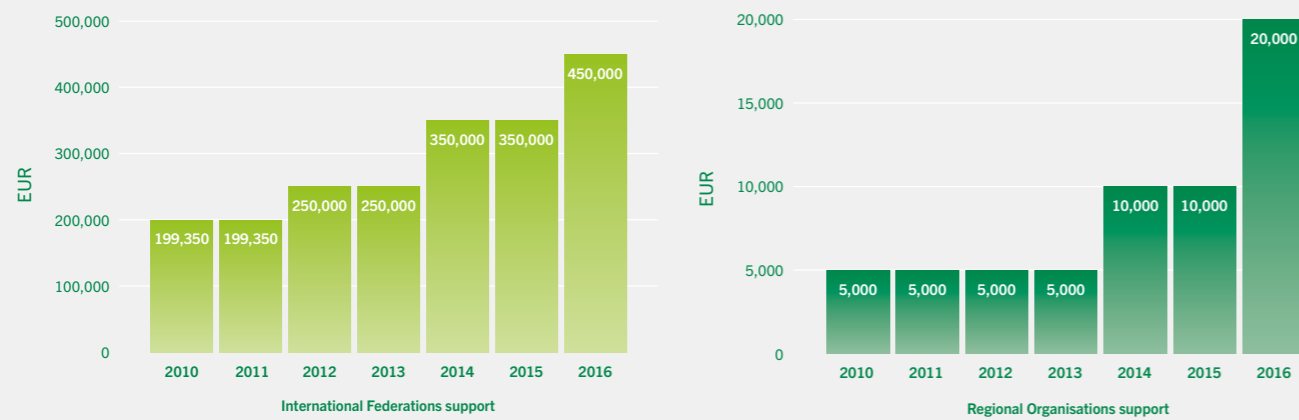


Shape organisational capability

Strategic priorities

- Establish an IPC staff community where there is respect for diversity, high professional expectations and all staff members have opportunities to engage in the pursuit of excellence
- Strengthen the capability and capacity of the organisation to excel as the spearhead of the Paralympic Movement and align with leading operating practices
- Provide guidance and support to the World Para Sports in order for them to achieve further growth and attain long-term sustainability
- Encourage best practices within the Paralympic Movement and use knowledge sharing and professional education to strengthen member organisations capabilities.

Growth in the IPC financial support to International Federations and Regional Organisations



Membership

By the end of 2016 the IPC had 202 members.

Following the termination of the suspended National Paralympic Committee (NPC) Peru at the 2015 IPC General Assembly, the IPC granted provisional membership to a new organisation – Asociacion Nacional Paralimpica del Peru in February. The provisional membership will be ratified at the 2017 General Assembly.

To better meet the growing needs of IPC members, a new IPC Membership Engagement Department was created in February. The team aims to collect and provide relevant, timely data both for and from internal and external parties, and serve as a centralised and responsive contact point for the organisation.

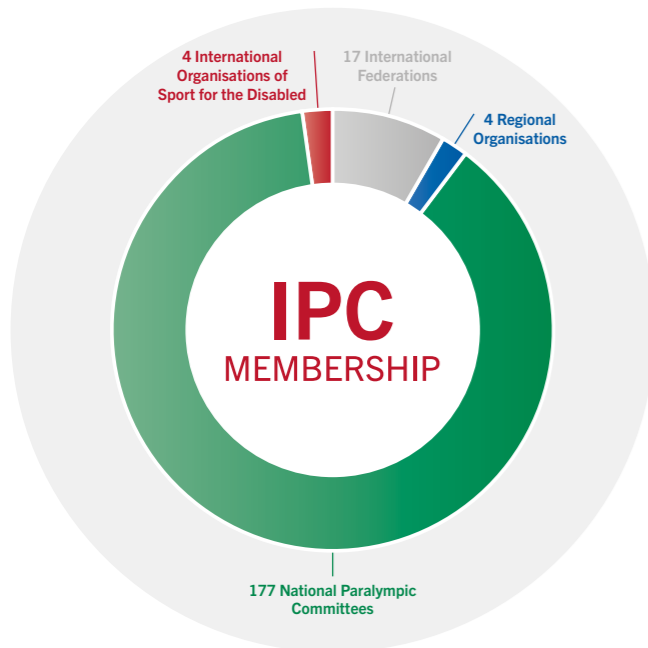
Following the Rio 2016 Paralympics, a debrief was held in Bonn for NPCs to provide their feedback on the Games. Twenty-four participants from 17 NPCs took part.

International Federations (IFs) and Regional Organisations benefited from more financial support than ever before in 2016. In total EUR 450,000 was distributed to IFs, EUR 100,000 more than 2015. EUR 20,000 was provided to each Regional Organisation, double what was transferred the previous year.

Two NPCs – Mauritania and Russia – finished the year suspended, while the NPCs of Comoros, Costa Rica, India, Niger and Timor Leste had their suspensions lifted.

NPC Mauritania was suspended due to inactivity. NPC Russia was suspended on 7 August due to its inability to fulfil its IPC membership responsibilities and obligations, particularly the obligation to comply with and abide to the IPC Anti-Doping Code and World Anti-Doping Code (to which it is also a signatory). (For further details, please see page 37).

Breakdown of the IPC membership at the end of 2016



IPC Management team

The IPC's workforce in Bonn, Germany, grew from 81 to 89 members of full and part-time staff in 2016.

This is made up of 63 people in core IPC departments, 19 in World Para Sports and seven in the Agitos Foundation.

Of the 89 staff members, there are 40 men and 49 women. Eight women and 16 men hold senior staff positions while six employees have a known impairment.

Ahead of the Games, a number of staff members took part in media training sessions, and Japanese cultural training was also provided to those members of staff who work closely with the Tokyo 2020 Organising Committee and Toyota.

Inclusion

As part of the advancement of the IPC's Inclusion Strategy, Stephen Frost, the former London 2012 Head of Inclusion & Diversity, held a workshop with members of the IPC's senior staff, introducing the concepts of bias and implicit association, diversity and inclusion.

The goal of the sessions was to provide senior staff with current research findings on organisational inclusion, as well as to provide a place to collectively explore personally-held beliefs (both conscious and unconscious), that often can serve to promote or inhibit inclusion in the workplace. By incorporating a 'train-the-trainer' approach to delivery, it is intended that each IPC employee will be empowered to promote inclusive practices in their area of work.

As part of the IPC's Inclusion Strategy, the IPC Academy Inclusion Summit was held on 15-16 September in Rio de Janeiro to coincide with the Paralympic Games. (For further details, please see page 58).

Summer Sports 2017-2020 Strategic Plan

During the year work began on the new Summer Sports Strategic Plan 2017-2020 for the four summer World Para Sports of athletics, powerlifting, shooting and swimming. Set to be published in mid-2017, the Plan aims to build on the achievements of the current IPC Sports Strategic Plan which was published in 2013 and runs until 2016.

As part of the process of developing the new plan a consultation exercise to source the views of various stakeholders from inside and outside the Paralympic Movement took place. Internally interviews were conducted with the relevant Sport Technical Committees (STC) and members of the IPC management team. Externally the media and sponsors were consulted to share their views on the future of all four sports. In particular representatives of some non-IPC sport organisations were asked to give their perspectives on how the four sports could become more self-sustainable in the future.

Governing Board

The IPC Governing Board met twice during the year and applied some principles of good governance. This includes members having to declare any potential conflicts of interest with the agenda items ahead of each meeting.

April's meeting in Bonn saw the approval of the Tokyo 2020 powerlifting and track cycling venues. Amendments to the IPC Handbook relating to the IPC Award Selection Policy, Intellectual Property Bylaws, Rio 2016 Paralympic Games Qualification Guide, and Code of Conduct for Candidates to Election, which is part of the IPC Code of Ethics, were also approved.

New rules to clamp down on the practice of boosting in Paralympic sport were given the go ahead and enforced immediately. (For further details, see page 35).

Paul Bird and Jagdish Maharaj, the respective President and Treasurer of the Oceania Paralympic Committee, provided an insight into the uniqueness of the Oceania region, covering various current projects and activities. The board noted a number of recommendations for future consideration by the IPC Development Committee and the Agitos Foundation.

The European Paralympic Committee President, John Petersson presented a report on the development milestones and a wide range of programmes and activities in Europe.

In June it was announced that Abu Dhabi will stage the 18th IPC General Assembly from 7-8 September 2017.

At September's meeting in Rio the Board approved the Beijing 2022 Paralympic Winter Games sport programme. The existing six winter sports – alpine skiing, biathlon, cross-country skiing, Para ice hockey, snowboard and wheelchair curling – were all included. A seventh sport, bobsleigh, was provisionally approved and must now meet a number of minimum requirements in both the 2016/17 and 2017/18 seasons for full inclusion.

An application for skeleton to be included in the Games was not successful due to the sport not fulfilling a number of the criteria needed.

In the same meeting the Board provisionally approved the Aomi venue for Tokyo 2020 football 5-a-side competition following the results of feasibility studies by the Organising Committee and the International Blind Sports Federation (IBSA).



IPC Academy Campus 2016

For the third Games in a row, the IPC Academy organised its biggest IPC Academy Campus during Rio 2016 Paralympic Games.

This multi-faceted event involved the delivery of three different programmes; the IPC Observers' Programme, the IPC Games Experience Programme and the IPC Inclusion Summit. Using the valuable experiences gained from the previous programmes at London 2012 and Sochi 2014, the Campus was designed to ensure that diverse individual needs were met and that the benefits of participation were maximised.

IPC Observers' Programme

The 12-day long programme involved more than 300 delegates who took part in over 70 different activities including site visits, presentations and unique networking opportunities. Participants included future Paralympic Games hosts, as well as potential hosts from prospective bid cities and event organisers.

IPC Games Experience Programme

The three-day long IPC Games Experience Programme targeted those involved in the Paralympic Games' supply chain.

It aimed to provide an understanding of the complex delivery of a large scale event, in particular the key cost and resource drivers of staging a Games. Themes such as safety and security, infrastructure, technology, human resources and legacy were all covered. It was attended by executives of future host organising committees, bid cities' delegates, industry leaders and government representatives.

Keynote speakers included the IPC President, Yiannis Exarchos, CEO of OBS and Matt Smith, Executive Director of the Fédération Internationale des Sociétés d'Aviron (FISA).

IPC Inclusion Summit

The IPC Inclusion Summit was a unique platform for learning and discussion at the policy level. It brought together business leaders, governments and the Paralympic Movement to discuss inclusion and accessibility, how these impact on society, and what the Paralympic Games represent as a catalyst for societal change.

Over two days, there were 131 representatives from over 75 organisations.

After an inspiring opening video message from United Nations (UN) Secretary General Ban Ki-moon, delegates heard from internationally renowned speakers, including Charlotte McClain-Nhlapo, the Global Disability Advisor of World Bank Group; Judith Heumann, the Special Advisor for International Disability Rights to the US Department of State; Carla Qualtrough, Canadian Minister of Sport and Persons with Disabilities; Eduardo Paes, the Mayor of Rio de Janeiro; and Shanthy Flynn, Chief HR Officer of Adecco. The event was hosted by Paralympians Lord Chris Holmes MBE, Helen Raynsford and Katrina Webb.



Rio 2016 Excellence Programme

After a series of 13 educational workshops delivered from 2012-2015, Rio 2016 completed its Paralympic Excellence Programme in May when it hosted the Paralympic Games Operational Simulation. The highly engaging exercise involving multiple functional areas offered a unique opportunity to enhance the awareness and readiness of staff in preparation for delivering the Paralympic Games.

PyeongChang 2018 Excellence Programme

Four workshops were delivered across the year and provided the PyeongChang 2018 Organising Committee with information on topics such as marketing opportunities, influencing and training the media, developing a Paralympic communications plan, attracting and exciting spectators, and planning for transition and Games-time operations.

Tokyo 2020 Excellence Programme

Excellence workshops on themes such as accessibility, sustainable legacy from Paralympic Games and understanding the IPC requirements and Paralympic stakeholders' needs were held.

IPC Debriefing of the Rio 2016 Paralympic Games

November's debrief was held in Tokyo and allowed insights and knowledge from the Rio 2016 Paralympic Games to be shared with future OCOGs, primarily Tokyo 2020, and the 2024 candidate cities.

Online Programmes

In 2016 more than 300 people registered for IPC Academy online programmes which aim to increase access to education for the IPC membership.

The Introduction to Para Sport programme was translated and made available in Mandarin. Due to its success more courses are expected to be translated into other languages.

Following the Rio 2016 Paralympic Games, several courses started to be updated and are expected to be completed throughout 2017.

Train the Trainer

Train the Trainer continued to be successfully implemented with the aim of developing a global workforce.

World Academy of Sport trainers were deployed to give educators the remit and responsibility to assist sports, regions and NPCs to run programmes locally and certify individuals at various levels in their technical area.

Educator training was undertaken in Grosseto, Italy, in April 2016 for World Para Athletics. Qualified educators have since been able to run programmes in their respective regions in order to develop many more classifiers, technical officials and athletics coaches.

In November, educator training for World Para Swimming took place in Singapore. A Master Trainer led a team of five highly-motivated coaches to the rank of IPC Academy Educator.

Organisational Capacity Programme

Thanks to resources made available through the Agitos Foundation, the Organisational Capacity Programme (OCP) aims to create educational opportunities with NPCs in the areas of governance, management, leadership and sport promotion.

The programme comprises several components to create a learning management pathway for the IPC and its NPCs. Programme Leads were first trained and assessed in their ability to undertake a needs analysis of their NPC, how to design 'needs drive' sessions and how to facilitate practical, non-lecture style sessions.

The OCP Level 1 course run in Tokyo in October was very successful. Following the programme, World Academy of Sport Trainers provided individuals and the Agitos Foundation with feedback, so that support granted to Programme Leads of OCP Level 1 workshops on return to their respective NPCs could be prioritised and activated.



Foster key strategic partnerships

Strategic priorities

- Harness the full potential and collaborative opportunities of the IPC's partnership with the IOC and the Olympic Movement, building on mature relationships and existing experience
- Further strengthen the IPC's capacity to reach its strategic goals through corporate alliances, building on synergies and common vision
- Foster a sense of community with the Paralympic Movement based on the same shared strategic intent and direction
- Engage with other partner organisations, including the United Nations, Non-Governmental Organisations (NGOs), governments, universities and research institutes to extend the Paralympic Movement's values beyond sporting horizons.



International Olympic Committee (IOC)

In June, the IOC and IPC signed a Memorandum of Understanding outlining the principles for a new long-term agreement between the organisations. Under this new agreement, the IOC and IPC will co-operate with the aim of:

- Increasing the visibility of the Paralympic Games and enhancing the Paralympic brand
- Deepening existing co-operation, specifically on the implementation of Olympic Agenda 2020, the strategic roadmap of the future for the Olympic Movement
- Ensuring the financial stability and long-term viability of the IPC, the Paralympic Games and the Paralympic Movement.

Once signed, the new agreement will run through to 2032 and build on the current partnership and co-operation agreements that were signed prior to the London 2012 Olympic and Paralympic Games.

As part of closer co-operation between the two organisations, the IOC and IPC held a joint project review with Tokyo 2020 in January.

Throughout the year a number of representatives from the Paralympic Movement formed part of various IOC Commissions.

United Nations (UN)

On 11 March, the IPC President met UN Secretary General Ban Ki-moon at the UN's headquarters in New York. The two discussed the IPC's work and the role of the Agitos Foundation in complimenting many of the strategic initiatives of the UN Office on Sport for Development and Peace.

Later in the year, the UN Secretary General provided a video message for attendees of September's IPC Inclusion Summit in Rio.

In early December, executives from the UN Volunteers Programme met with the IPC to discuss ways that the UN Volunteers Programme might best attract and retain persons with an impairment for their coveted two-year international assignments. Ways in which the Bonn-based UN office and the IPC might partner to maximise awareness-raising opportunities that would highlight the capacity of persons with an impairment were also discussed.

UNICEF

Prior to meeting Ban Ki-moon, Sir Philip Craven met Anthony Lake, Executive Director of UNICEF, to discuss how the two organisations could work together.

This resulted in the IPC and UNICEF producing a video ahead of Rio 2016 which featured members of NPC Spain's football 5-a-side team taking part in a penalty shoot-out against FC Barcelona players, including Lionel Messi.

The video was distributed to the world's media and viewed by millions of people, helping to promote the work of the IPC, Agitos Foundation and UNICEF.

The UN Refugee Agency (UNHCR)

The IPC worked closely with the UNHCR on both the organisation and promotion of the Independent Paralympic Athletes (IPA) Team in the build up to and during Rio 2016.

The UNHCR helped to identify potential athletes who could join the team and despite none of the candidates eventually being eligible, their advice and guidance were invaluable.

The organisation supported the IPC's promotional efforts, in line with its own aims to draw attention to the needs and stories of refugees with impairments. The UNHCR published an announcement welcoming the addition of the team, publicly supporting the IPC.

Photographs, videos and stories about the IPA Team were then shared on UNHCR's digital platforms and with their media networks before and during September's Games.

A meeting was set up in the Athletes' Village between the IPA Team and the UNHCR's Representative in Brazil, Isabel Marquez.

Since Rio 2016, the UNHCR has supported the IPC's continued promotional efforts for the IPA Team on its digital platforms. On a local level, the UNHCR in Greece is helping the National Paralympic Committee (NPC) in a project designed to give refugees with impairments access to sport.

United Nations Educational, Scientific and Cultural Organisation (UNESCO)

The IPC was invited to participate in preparations for the Sixth International Conference of Ministers and Senior Officials Responsible for Physical Education and Sport (MINEPS VI). Organised by UNESCO, the event will take place in Kazan, Russia, in July 2017.

UNESCO has identified three thematic areas for the conference, which include developing a comprehensive vision of inclusive access for all; maximising the contribution of sport to sustainable development and peace; and protecting the integrity of sport. The IPC agreed to participate in a working group addressing the first theme.

European Union (EU)

In late April, the IPC's President and CEO held a number of meetings with EU officials in Brussels, including the President of the European Parliament, Martin Schulz. Intensive consultations were held with various Members of Parliament responsible for Sport as well as with the EU Commissioner for Sport, Tibor Navracsics. An evening reception, jointly organised with Channel 4, supported the IPC's efforts to further raise awareness of its work amongst Parliamentarians and EU officials.



German and local government

As part of the celebrations to mark 20 years of Bonn as a UN City, the IPC had an exhibition stand showcasing its work on the grounds of Villa Hammerschmidt, the historical residence of the German President.

Throughout the year, the IPC was invited to present at several important events related to Para sport – the annual reception of the Federal Government Commissioner for Matters relating to Disabled Persons hosted by Paralympian Verena Bentele in Berlin; the opening of a new exhibition "Paralympics – Sport without Limit featuring Kids all inclusive" in Cologne; and the bi-annual meeting of the advisory council "International Bonn".

Various meetings with regional and national politicians also took place as the IPC strengthened its relationships with politicians and staffers from different ministries, among them the Federal Foreign Office which supported the work of the IPC with various grants to sports projects. The Federal Ministry of the Interior continued its support in funding various projects and provided an increased institutional grant for the IPC Headquarters.

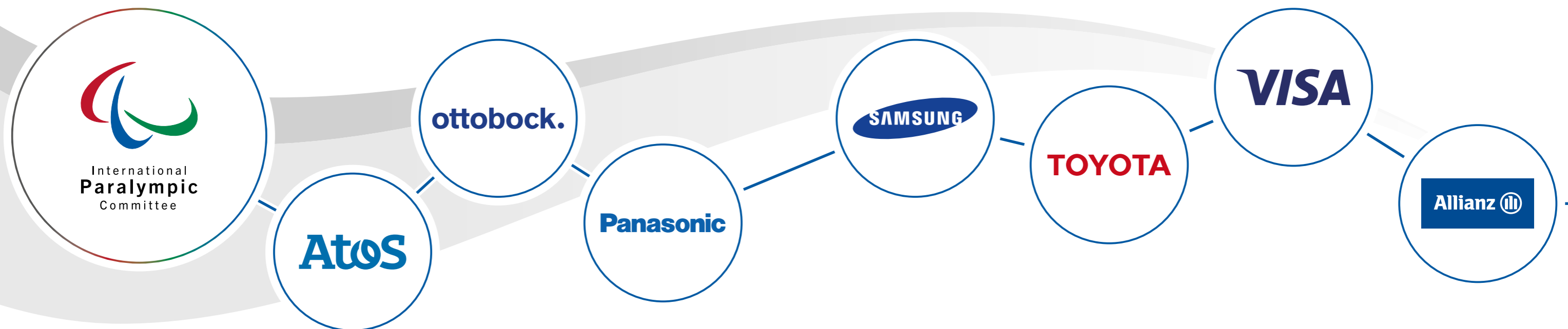
The Rio 2016 Paralympic Games attracted a number of German politicians, many of whom held meetings with IPC officials, including a delegation of the German Parliament. Among the guests was also Ashok Sridharan, the Lord Mayor of Bonn, who attended the final weekend of the Games.

The IPC signed a four-year co-operation agreement with the Public Transport Authority of the City of Bonn (SWB) to brand a subway train with an exclusive IPC design. The train will travel between Bonn and Cologne and the goal of the partnership is to increase local awareness of the IPC and Paralympic Movement.

IPC Honorary Board

HRH Princess Margriet of the Netherlands attended the Rio 2016 Paralympic Games witnessing the Opening Ceremony and the first few days of competition where she took part in a number of medal ceremonies.

The next IPC Honorary Board meeting is scheduled for late 2017.



Atos

Atos have been an IPC Worldwide partner since 2006 and provided in-venue results solutions to the Paralympic Games and other events. During the Rio 2016 Paralympic Games, Atos played a role in the IPC Inclusion Summit, specifically offering information about digital inclusion. As the provider of the IPC website, Atos helped the IPC digital media presence reach record numbers during September's Games.

Ottobock

During the Rio 2016 Paralympic Games, the IPC and Ottobock extended their Worldwide Paralympic Partnership until the end of 2020. A worldwide partner since 2005, Ottobock are the longest serving partner to the Paralympic Games and have provided technical services for equipment used by Paralympians since the Seoul 1988 Paralympic Games.

At Rio 2016, Ottobock's repair and service technicians provided comprehensive equipment repair services. As the official prosthetic, orthotic and wheelchair technical service provider, Ottobock operated their technical service repair centre in the Paralympic Village carrying out repairs to 2,745 wheelchairs, 438 prosthetics and 178 orthotics for 1,162 athletes.

Away from the Paralympic Games, Ottobock and IPC are working closely to identify opportunities and new areas of collaboration.

ottobock.

Panasonic

Panasonic

For the first time, Panasonic brought their Kid Witness News (KWN) Global Award Ceremony to the Rio 2016 Paralympic Games.

KWN is a global video education programme supported by Panasonic. It aims to boost creativity and communication skills whilst fostering teamwork through video production by children at the elementary and secondary school levels. Around 5,000 children from 553 schools in 19 countries participate in the programme each year. The 2016 KWN contest incorporated a new sport theme and invited the top six finalists to attend a five-day trip to the Rio 2016 Paralympic Games for the Global Award Ceremony.

Samsung

The IPC and Samsung rolled out the third edition of the Samsung Bloggers project for the Rio 2016 Paralympic Games. First launched at London 2012 and then repeated for Sochi 2014, Samsung Bloggers involved Paralympians recording behind the scenes video blogs during the Games, giving viewers a unique insight into a Paralympic.

More than 150 videos were created generating nearly 830,000 views on social media. Within the Olympic Park, Samsung hosted a large showcase of products, including a virtual reality experience of sport. Samsung also contributed financially to the IPC "Fill the Seats" initiative for Rio 2016, helping to bring local school children to the Games.

Furthermore, Samsung launched a campaign, School of Rio, in partnership with NPC Great Britain.

SAMSUNG

TOYOTA

Toyota

Following November 2015's official announcement of the Worldwide Paralympic Partnership with the Toyota Motor Corporation (TMC) and their subsequent support of each NPC from 2017 onwards, the IPC marketing and client services teams spent 2016 working with all stakeholders involved in the partnership.

The client services team worked with TMC to help them plan the partnership and its various components.

Close co-ordination between the Agitos Foundation and IPC membership team led to the development of a strategy that will bring meaningful support to the Paralympic Movement and its members. From 2017 onwards the Agitos Foundation will provide education and training programmes that will enhance each NPC's capacity to develop both Para athletes and Para sport.

The client services team also developed the legal framework and facilitated financial agreements for each NPC partnership with Toyota.

Visa

Since 2006, Visa have sponsored the Paralympic Hall of Fame which recognises retired athletes and coaches who have a track record of excellent athletic performance, history of fair play and participation in community activities. The Rio 2016 edition of the Paralympic Hall of Fame saw the induction of Japanese swimmer Junichi Kawai and late New Zealand archer Neroli Susan Fairhall. Wheelchair racers Chantal Petitclerc of Canada and Franz Nietlispach of Switzerland were also inducted alongside US coach Martin Morse.

Visa also contributed financially to the IPC "Fill the Seats" initiative for Rio 2016.

VISA

Allianz

Allianz

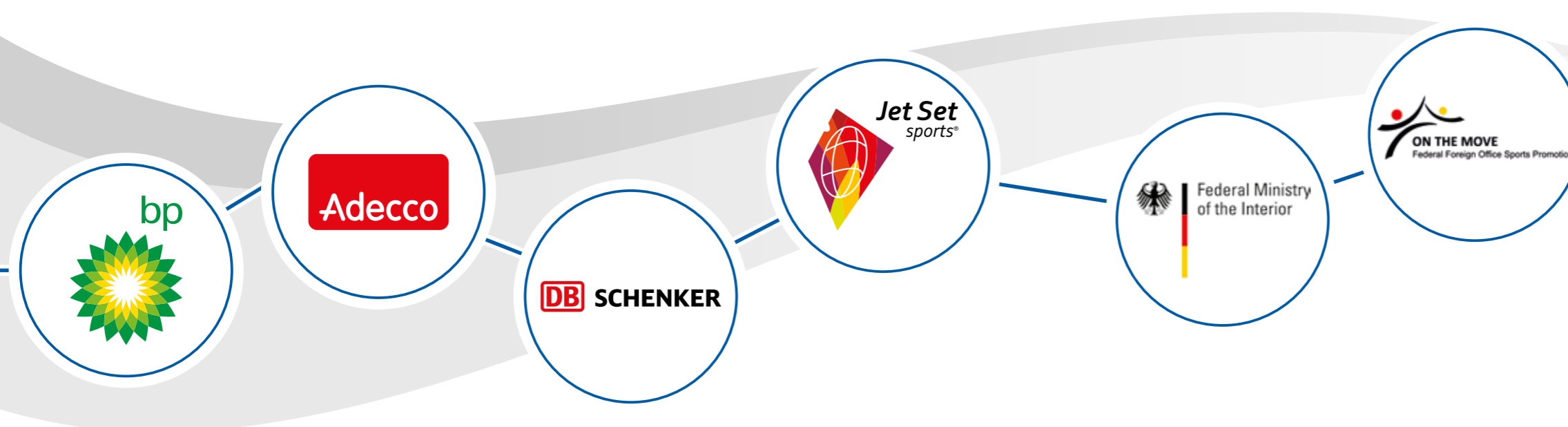
In the lead up to Rio 2016, Allianz launched a new global campaign featuring four athletes from countries where the company had a partnership with the NPC. In the "Dare To Believe" campaign, Germany's Markus Rehm, Switzerland's Manuela Schaer, Ireland's Ellen Keane and Argentina's Silvio Velo were all featured.

On a local level, Allianz UK, the British Paralympic Association and Channel 4 partnered to create a short series of films that featured British Paralympians Ali Jawad, Hannah Cockroft, Natasha Baker, Jack Rutter, Georgie Hermitage, Jordanne Whiley and Lauren Steadman. Each shared their personal story about how they had become a world class athlete.

Allianz also financially supported the IPC "Fill the Seats" initiative for Rio 2016.

During Rio 2016, the IPC and Allianz extended their international partnership until 2020. At the same time, Allianz committed to continue supporting a number of NPCs and expressed a desire to extend their partnership with World Para Athletics through to 2018.

Allianz also committed to use their institutional partnership with the Laureus Sport for Good Foundation to support Agitos Foundation projects. Laureus and the Agitos Foundation have aligned on project requirements and guidelines, and agreed that a portion of the Allianz funds to Laureus will be used to fund qualifying Grant Support Programme projects.



BP

After the launch of the global “The Energy Within” campaign in September 2015 featuring Dutch sprinter Marlou van Rhijn, the campaign continued in the lead up to Rio 2016.

Athletes from countries where BP have local partnerships featured in the digital campaign. Germany’s David Behre, Trinidad & Tobago’s Shantol Ince, Great Britain’s Richard Whitehead and Azerbaijan’s Ilham Zakiyev all starred in the videos reaching millions of people around the world.

During Rio 2016, BP offered extensive hospitality for their sponsored athletes and the IPC family. This included Athlete Village tours for athletes’ families and the Helios Lounge, which was open to all athletes, family, friends and the IPC family.

A signing ceremony during the Paralympics saw the IPC and BP extend their international partnership until 2020. BP also committed to support NPCs as well as sponsor projects through the Agitos Foundation.

Adecco

Since 2007, the Adecco Group have partnered with IPC to build and grow the IPC Athlete Career Programme. The programme supports Paralympians and Para athletes around the globe to develop dual career strategies that balance sport and employment as well as to transition from full time sport to a career with a focus on inclusion in the workplace.

To further enhance the reach of the IPC Athlete Career Programme, the initiative recently teamed up with Proud Paralympian and designed three education courses personalised for athletes in the Paralympic family ranging from young athletes to those retiring from sport.

During the Rio 2016 Paralympic Games, Adecco offered significant support to the Proud Paralympian, a programme designed to help athletes reach their best both on and off the field of play by offering advice, guidance and materials on a host of subjects including careers, anti-doping, engaging with the media and fans, and the history and values of the Paralympic Movement.

DB Schenker

Since 2010 DB Schenker have provided the IPC and its sports with logistics, freight forwarding and customs clearance services based on a value in kind model. For Rio 2016, DB Schenker transported five tonnes of IPC equipment and goods to and from the Brazilian city.

Jet Set Sports

As part of their partnership with the IPC through to Tokyo 2020, Jet Set Sports as the IPC’s Global Authorised Ticket Reseller and Official Hospitality Provider offered services to 168 NPCs in the lead-up to Rio 2016.



IPC Worldwide Paralympic Partners

PARTNER	PARTNER SINCE	CONTRACTED UNTIL
ATOS	2006	2016
OTTOBOCK	2005	2020
PANASONIC	2014	2020
SAMSUNG	2006	2020
TOYOTA	2016	2024
VISA	2003	2016

IPC International Partners

PARTNER	PARTNER SINCE	CONTRACTED UNTIL
ALLIANZ	2006	2020
BP	2013	2020

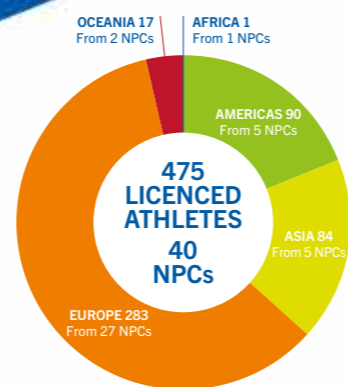
IPC Suppliers

PARTNER	PARTNER SINCE	CONTRACTED UNTIL
ADECCO	2007	2020
DB SCHENKER	2010	2016
JET SET SPORTS	2015	2020

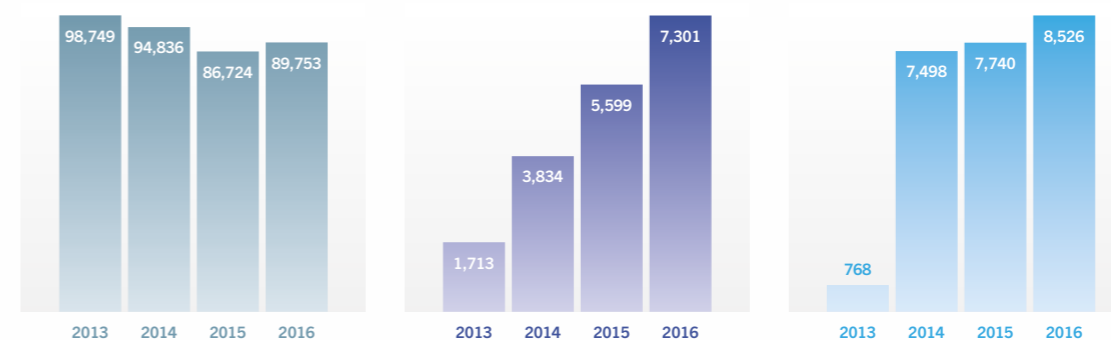




World Para Sports



Digital media appeal



www WEBSITE VISITORS

worldparaalpineskiing.org

f FACEBOOK LIKES

@ParaAlpine

tw TWITTER FOLLOWERS

@ParaAlpine



World Para Alpine Skiing

The 2015/2016 season featured a record 50 sanctioned competitions which were delivered against a backdrop of a warm European winter which saw countries have limited or no snowfall.

Despite this all six World Cup events went ahead, as did four out of five Europa Cups. Two of the four scheduled youth competitions in Europe also took place.

With PyeongChang 2018 on the horizon, 240 National Technical Officials (NTOs) in South Korea were trained in conjunction with the PyeongChang 2018 Organising Committee (POCOG) and the Korean Adaptive Sports Association (KASA). The training took place ahead of an Asian Cup meeting which acted as a PyeongChang Pre-Test Event. Four site visits took place during the year.

More than 20 alpine skiers, their coaches and guides, from seven countries participated in the first PyeongChang 2018 Actualising the Dream education and training workshops in Stara Planina, Serbia. Each day athletes – experienced and new to the sports – were trained by experts.

The session was the first of five taking place in partnership with POCOG and the Agitos Foundation.

In an effort to increase snow sport participation rates in China ahead of the 2022 Paralympic Winter Games, 72 youngsters from eight Chinese provinces took part in a development camp in March delivered by Play and Train. The participants, who all had visual or physical impairments, were introduced to the sports, classification and the Paralympic Movement.

The first site visit of the Beijing 2022 venues took place in October.

Ahead of the 2017 World Para Alpine Skiing Championships in Tarvisio, the season's World Cup meeting acted as a Test Event. The competition was broadcast live on Italian TV channel Rai, as well as on the internet.

The first phase of the bidding process for the 2019 and 2021 World Championships attracted five applications. A final decision on the 2019 host venue will be announced in early 2017 after evaluation of the bids by the Sport Technical Committee (STC).

In July an agreement with the Federation Internationale des Patrouilles de Ski (FIPS) was announced in an effort to standardise mountain rescues for Para athletes in competitions.

As there is currently no worldwide standard procedure, the aim of the long-term partnership with FIPS is to train ski patrols in each country and region, which will also benefit amateur skiers who may fall during recreational skiing.

Late April's STC meeting included a review of the 2015-2016 season, along with addressing rule changes and plans required for the upcoming 2016-2017 season. Soon after, representatives from 26 nations attended a meeting in Bonn to discuss the future of the sport. In addition to presentations from the organising committees of upcoming World Championships, attendees discussed the sport rules and regulations,

competition calendar, development, and put forward more than 30 recommendations for the sport to the STC.

Thirteen trainee classifiers from 12 countries took part in a workshop in the Netherlands in June, learning and being tested in all aspects of classification. Eleven participants passed the first stage and the second stage will be delivered during international classification for the 2016/2017 competition season.

Sixty skiers from 20 nations who competed in various World Cups during the season took part in the first phase of a research project that aims to improve the classification system for physically impaired skiers. The purpose of the research is to collect data that shows the functional capabilities and impairments of athletes currently competing at the highest level of alpine skiing, and to investigate the relationship between impairment profiles and athletic performance.

A similar research project to move visually impaired classification from one of medical diagnosis to one that is based on the effect of impairment on sport function was also staged at a number of World Cups. Twenty-nine athletes from 10 countries took part in the research which is supported by the Agitos Foundation and the School of Optometry & Vision Science, University of Waterloo, Canada.

Seven experienced coaches from around the world were named and confirmed by the STC to a new Coaches Advisory Group for alpine skiing and snowboard. The aim of the group is to answer questions and queries on

topics such as equipment, sport rules and the field of play from the wider coaching community.

The members are Kevin Jardine (USA) who will act as Chairperson, Jean-Sebastien Labrie (Canada), Alexander Nazarov (Russia), Christian Femy (France), Falco Teitsma (Netherlands), Kazuhiko Ban (South Korea) and Ben Adams (New Zealand).

In November, World Para Alpine Skiing and the International Ski Federation (FIS) announced that young Para alpine skiers will race at six FIS able-bodied youth competitions for the first time in 2017.

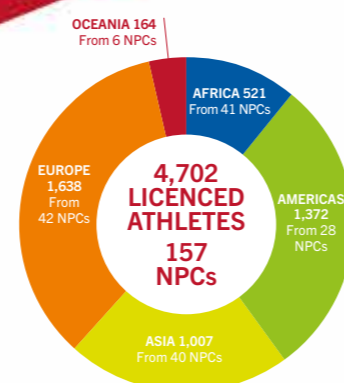
Towards the end of the year the sport rebranded from IPC Alpine Skiing to World Para Alpine Skiing.

World Para Alpine Skiing entered the fourth year of its partnership with equipment manufacturer LISKI. Under the agreement, LISKI provides some free equipment and competitive prices to organisers of World and regional Cups and Championships as well as featuring Para athletes in their catalogues. They also help to promote the brands of each sport on their website.

Finally, the 2016/2017 season was confirmed and published as were details of the 2017/2018 season.

OFFICIAL PARTNERS





World Para Athletics

The year was arguably the busiest ever for the sport with nine Grand Prix events, two regional Championships and the first World Marathon Majors all taking place or getting underway prior to September's Paralympic Games.

Rio 2016's Para athletics competition attracted 1,144 athletes from 147 National Paralympic Committees (NPCs), spanning all five continents. Female participation compared to London 2012 was up by 20 per cent to 447 athletes and there was also a 23 per cent increase in the number of high support need athletes taking part.

During 11 days of competition, athletes broke 69 world records and China, with 32 golds, won the most medals.

The sport benefited from 357 hours of TV airtime according to post-Games figures from Nielsen reaching a cumulative audience of 673 million people. A further 23.4 million people were reached by the sport's social media channels. Overall the Games led to more than 3,300 pieces of media coverage for the sport.

The season kicked off in February with the start of the fourth Grand Prix season. Canberra, Australia, hosted the first event before meetings took place in UAE, Tunisia, China, Brazil, USA, Switzerland and Germany. The Grand Prix final took place in July in London, Great Britain, alongside the IAAF Diamond League event in the Olympic Park.

Overall 1,964 athletes from 108 countries took part in the 2016 Grand Prix season, a 60 per cent increase on athlete participation from 2015.

Dubai's Club for the Disabled in the UAE staged the first Asia-Oceania Championships in early March. More than 230 athletes from 24 countries took part in the event and Iran topped the medals table claiming 23 golds.

April's Boston marathon in the USA marked the start of the inaugural Abbott World Marathon Major series for elite wheelchair racers. Run over a two-year period, the series will include races in Berlin, Chicago, London, New York, Tokyo, the Rio 2016 Paralympics and Boston once again in 2017. By the end of the year, Switzerland's Marcel Hug and the USA's Tatyana McFadden had built up unassailable leads ahead of the final race of the series and therefore will claim USD 50,000 each as the male and female series winners.

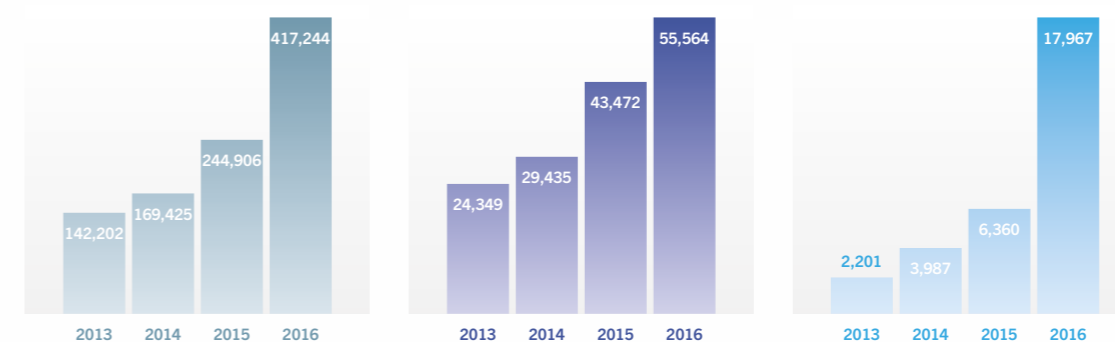
In mid-June, the Carlo Zecchini Olympic Stadium in Grosseto, Italy, staged the biggest European Championships to date. More than 600 athletes from 35 countries took part and all 32 hours of action from the event were livestreamed and made available to broadcasters.

Looking further ahead, bidding for the 2019 World Championships was opened in January and in July Berlin, Germany, was announced as the host city of the 2018 European Championships.

Planning and preparations for the London 2017 World Championships continued apace with the launch of ticket sales and the start of recruitment for 15,000 volunteers.

The STC met in July in Berlin. A number of topics were discussed focusing primarily on classification,

Digital media appeal



WWW WEBSITE VISITORS

worldparaathletics.org

F FACEBOOK LIKES

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competition development and structure, education pathways, technology in sport, anti-doping and major championships development.

During Rio 2016, Asics was announced as the second official partner of the sport providing official uniforms for the next four years and supporting specific events. Allianz also expressed a desire to extend its current partnership.

In November the sport rebranded to World Para Athletics and by 31 December a record 417,244 visitors had logged onto the sport's website. This is an increase of 71 per cent on 2015, and a growth of 130 per cent on 2012, the last Paralympic year. The sport's social media following grew by 50 per cent during the year.

As part of the sport's ongoing education initiatives courses in 2016 included:

- **Brazil:** 160 Brazilian NTOs were certified in different official courses run by World Para Athletics / IPC Academy ahead of Rio 2016
- **Italy:** Three experienced officials from Canada, Brazil and Japan took part in educator training on how to pass on their knowledge to the next generation of Technical Officials. Run by the IPC Academy, a NTO course for 17 participants and an International Classification Course involving three people also took place
- **Japan:** 20 Japanese NTOs were certified in a course in April run by World Para Athletics / IPC Academy in preparation for Tokyo 2020

- **Mexico:** With funding from the German Foreign Office, a Technical Officials course was held in December in Mexico City. Nine participants took part in the course that was conducted in Spanish

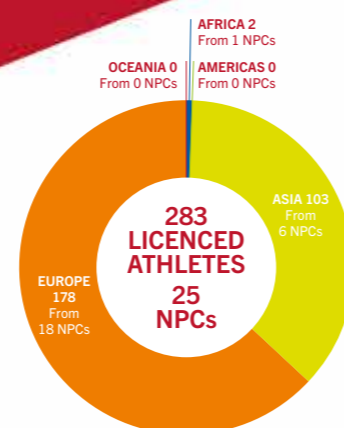
- **Panama:** The NPC received funding via the Agitos Foundation Grant Support Programme to host NTO training for 20 participants in December

- **Philippines:** Manila hosted a National Classifier Course in June attracting nine participants. Supported by the Agitos Foundation and UK Sport it was the first time the south-east Asian country had held such an event.

Rio 2016 marked the end of the latest Paralympic cycle. Between 2013 and 2016, the sport saw a 29 per cent increase in the number of athletes licenced, including a 34 per cent growth in licenced female athletes. During the same four-year cycle there was also a 53 per cent increase in the number of licenced female athletes with high support needs and a 42 per cent rise in the number of male athletes with high support needs.

OFFICIAL PARTNERS





World Para Dance Sport

During 2016 there were seven sanctioned competitions including European and Asian Championships.

In April, the first competition of the year took place in Asia. The Kazakhstan Open in Astana attracted more than 40 athletes. This was followed less than three weeks later by the Suomi Open in Lohja, Finland, a competition that was recognised by the sport for the first time. Nearly 50 athletes from 12 nations took part in six medal events.

Another new competition, the Mainhattan Cup, was held in Frankfurt, Germany, in late May. An impressive 89 athletes from 14 countries, including several world and European medallist couples and individual dancers, competed. Ukrainian dancers topped the medals table claiming seven golds, two silvers and one bronze.

In September, the World Cup in St. Petersburg, Russia, took place and soon after 50 dancers from 11 countries competed in the Belgium Open in Hasselt. South Korean dancers excelled winning 13 medals.

At the end of October, the European Championships took place in Kosice, Slovakia, attracting more than 100 athletes from 14 nations. The competition was livestreamed by the sport's website and the 13 medal events resulted in some outstanding competition.

Ukraine collected 10 medals, including seven golds, to top the medals table. Poland finished second in the standings with eight medals, two being gold. Host nation

Slovakia and Belarus captured six medals apiece, three being gold for Slovakia and one gold for Belarus.

The first Asian Championships in the sport's history were held in November in New Taipei City, Chinese Taipei. Fifty dancers from five countries graced the dancefloor at the competition which was held at the Sanchong District Complex Gymnasium where the New Taipei City Open Cup was held in 2015. South Korean dancers won six gold medals to finish top of the standings.

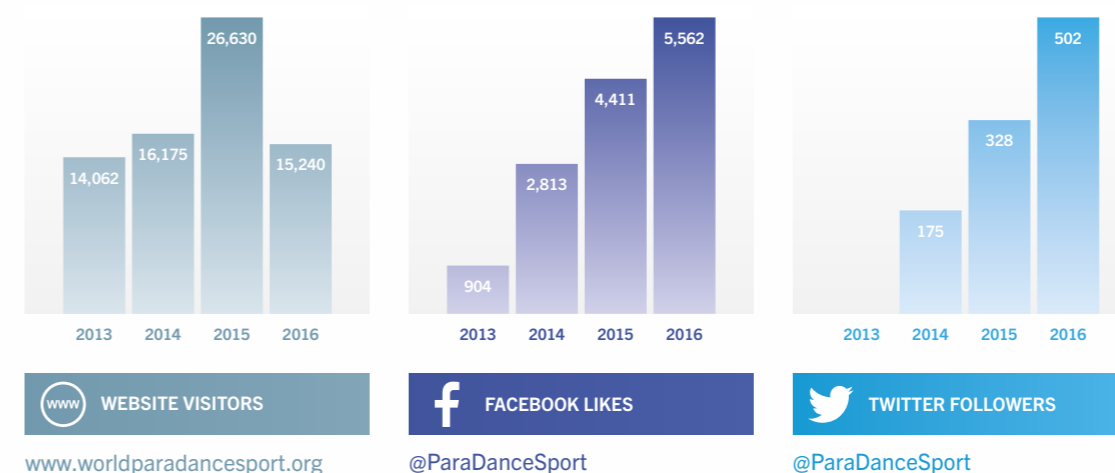
The bid process to host the 2017 World Championships was launched in February and in December it was announced the competition will be staged in Malle, Belgium. Around 150 of the world's best dancers, representing 25 countries, are expected for the competition which will take place at the town's Provincial Education Centre.

The bid process for the 2018 European and Asian Championships was launched before the end of the year.

In November, as part of an overall rebrand of IPC sports, Wheelchair Dance Sport adopted a new name and identity. The new name, Para Dance Sport, aims to clearly depict the sport as well further grow participation in the sport beyond wheelchair users. With the new name it is hoped that new categories for stand-up dancers wearing prosthesis or visually impaired dancers can be included.

As part of the sport's development, 22 aspiring coaches gathered in Ankara, Turkey, in mid-January for a training

Digital media appeal



www WEBSITE VISITORS

www.worldparadancesport.org

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camp in which classes were given in basic movements in Latin, standard and freestyle. The sport is a new branch of the Turkish Sports Federation for the Physically Disabled and, to support their efforts, World Para Dance Sport sent international judge Michael Webel and the coach of German European champion Erik Machens.

The STC met in Bonn in late April and Slovakia's Helena Kasicka was appointed the sport's athlete liaison.

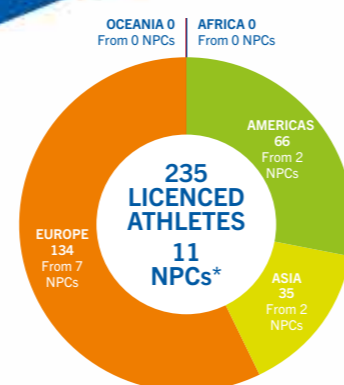
In June, the sport put forward new classification rules and changes to the classification system and asked for feedback from the sport's community, before final implementation in early 2017. The new classification rules include the adoption of the IPC Classification Model Rules. These are designed to ensure the sport is compliant with the 2015 IPC Athlete Classification Code, which must be done by 1 January 2018.

The sport's social media following grew by 28 per cent during 2016 as a result of regular updates and action photography from events.

Finally, a new partnership to be announced in 2017 with costume maker DSI London was agreed. Athletes will be the first to benefit with a 10 per cent discount on men's and women's wear, shoes, fabrics, crystals and accessories from their online shop.

OFFICIAL PARTNERS





*Plus Women's European Team



World Para Ice Hockey

Five major Para ice hockey competitions were staged during 2016, with three taking place for the first time, as the sport aimed to increase the number of high performance competition opportunities for athletes and teams.

The first World Championships C-Pool were held in Novi Sad, Serbia, from 21-26 February as part of the "Actualising the Dream" project – a development partnership between the POCOG and the Agitos Foundation.

Twenty-seven athletes from three teams – Austria, Finland and a joint Belgium and Netherlands side – took part. Champions Austria secured promotion to the 2016 World Championships B-Pool although they opted not to participate.

As part of the event a training camp and several workshops were organised for the three teams together with the European women's team.

The 2016 Pan Pacific Championships took place for the first time in Buffalo, USA, between 29 March and 6 April and featured 57 athletes. The teams involved were Canada, South Korea and the USA. A fourth side, named Pan Pacific, featured players from Canada, Japan and the USA. Paralympic champions the USA took gold ahead of Canada in silver. PyeongChang 2018 hosts South Korea claimed bronze.

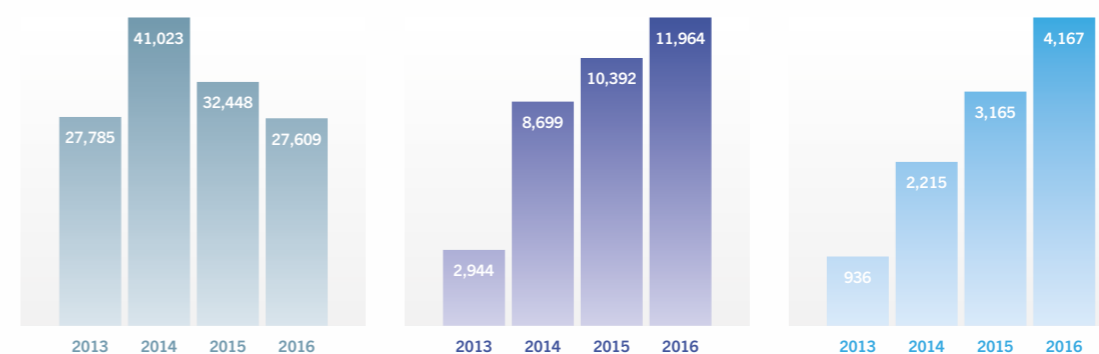
Between 5 and 10 April, the European Championships took place in Östersund, Sweden, attracting 87 athletes from six teams: Czech Republic, Germany, Italy, Norway, Russia and Sweden. Russia won gold, Italy the silver and Norway took home bronze.

To further develop the women's game, a World Festival featuring Canada, USA and Team Europe took place in Skien, Norway, from 20-22 October. The Festival included matches, training sessions and meetings about the future development of the sport.

Four countries participated in the World Championships B-Pool in Tomakomai, Japan, from 28 November and 3 December. The Czech Republic won gold, Japan silver and Slovakia bronze and all three qualified for the Paralympic Winter Games Qualification Tournament scheduled for late 2017. Great Britain missed out on the podium in the competition which featured 52 players.

The sport's first Development Outreach Programme, held as part of the Agitos Foundation Grant Support Programme, took place in mid-January in Dolmy Kubin, Slovakia. Targeting teams in the A and B Pool, the Programme aimed to support nations in their strategic and development efforts to increase participation and performance levels with the objective of striking a greater competitive balance between teams.

Digital media appeal



www WEBSITE VISITORS

worldparaicehockey.org

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@ParalceHockey

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In preparation for the PyeongChang 2018 Paralympic Winter Games, a NTO workshop was held in South Korea in mid-February in co-operation with the Korean Ice Hockey Association for the Disabled.

Mid-May's STC and Sport Forum meeting was held in the Russian capital of Moscow. Nine nations currently practicing the sport, plus Kazakhstan as an observer, attended to discuss the latest developments and future planning of the sport.

A site visit of the Gangneung hockey centre in South Korea took place in mid-November. The venue will stage competition during PyeongChang 2018 and it was agreed that the 2017 World Championships A-Pool would take place there, doubling up as a Test Event.

To try and develop the sport ahead of the next Paralympic Winter Games, a Para ice hockey workshop was held in South Korea in late November as part of the Road to PyeongChang 2018 – Agitos Foundation Sessions. The initiative, which is part of the "Actualising the Dream" project, featured 12 Asian nations.

Applications to the Equipment Grant Programme, another element of the "Actualising the Dream" project, resulted in seven NPC's applying for funding to purchase equipment to help them grow the sport in their respective countries. Four NPC's – Armenia, Australia,

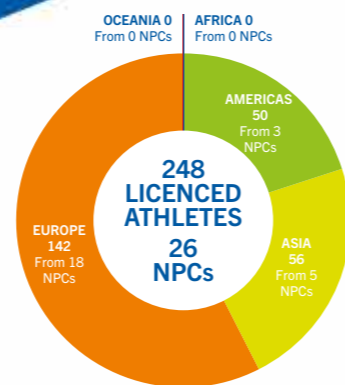
Kazakhstan and Netherlands – were successful with their applications.

Looking beyond PyeongChang 2018, in early December an introductory meeting took place in Beijing with the Organising Committee of the 2022 Olympic and Paralympic Winter Games.

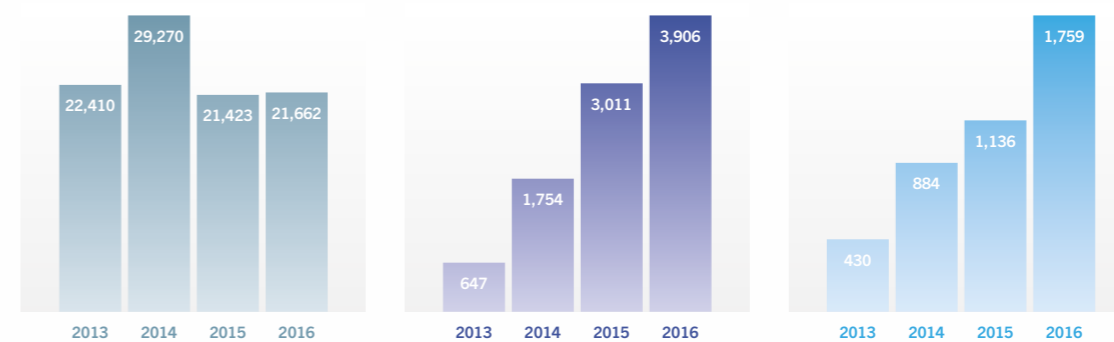
During the year Thomas Koester took over the role of STC Head of Competition following the resignation of Dave Newson. Koester was previously the STC Head of Development, a role that he was replaced in by George Kingston.

The IPC's Dr. Peter van de Vliet finished the year serving as STC Head of Classification after Johan Balder stepped down from the position.

Finally, as the year came to a close, the sport rebranded from IPC Ice Sledge Hockey to World Para Ice Hockey as a result of requests made by the sporting community to remove the word "sledge" due to it having an alternative meaning in different languages.



Digital media appeal



worldparanordicskiing.org



@ParaNordic



@ParaNordic



World Para Nordic Skiing

Starting and finishing in Russia, the 2015/2016 season between December and April featured 13 sanctioned competitions, including three biathlon and three cross-country World Cups.

The biathlon and cross-country skiing World Cup Finals were held in Vuokatti, Finland, and featured a 30km marathon race for the first time since 2012.

As preparations for the PyeongChang 2018 Paralympic Winter Games stepped up a gear, an Asian Cup in biathlon and cross-country skiing was held in late February and March as a Pre-Test Event for 2017. Four site visits of the Alpensia Biathlon Centre took place during the year.

To try and develop the sport ahead of the next Paralympic Winter Games, a workshop was held in South Korea in late November as part of the Road to PyeongChang 2018 – Agitos Foundation Sessions. The initiative, which is part of the “Actualising the Dream” project, featured 12 Asian and South American nations.

The sport also secured EUR 15,000 of funding from the German government to provide Nordic skiing equipment to athletes in Armenia, Lebanon and Iran.

The first site visit ahead of the Beijing 2022 Paralympic Winter Games took place in December and frequent communication with NPC China was established. Planning and preparations began for a national

classification course to be held in China in 2017.

In June, the 2016/2017 competition calendar was announced and the highlight was the news that Finsterau, Germany, would stage the 2017 Biathlon and Cross-Country Skiing World Championships.

Technical delegates from the sport also visited Sapporo, Japan, the venue for the 2017 World Cup Finals.

Looking further ahead, during the year bids were received for the 2019, 2021 and 2023 World Championships. All bids were evaluated by the STC and in December the hosts of the 2019 edition was confirmed as Prince George, British Columbia, a venue that staged the 2015 Canada Winter Games.

At the World Cup Finals in Vuokatti data collection for the reassessment of the current classification system and sport classes for sit skiers was undertaken. Results were presented to the STC and senior classifier group. The final phase of research, which will also cover new technologies, will be collected during the 2017 World Championships.

The first two stages of a research project to move visually impaired classification from one of medical diagnosis to one that is based on the effect of impairment on sport function took place in Landgraaf, the Netherlands, and Finsterau. Supported by the Agitos Foundation and the School of Optometry & Vision

Science, University of Waterloo, Canada, 52 athletes from 15 countries were involved.

A classification seminar in the Netherlands was held in June. It resulted in seven of the nine participants progressing to the second stage of training which will be delivered during international classification at some point in the 2016/2017 season.

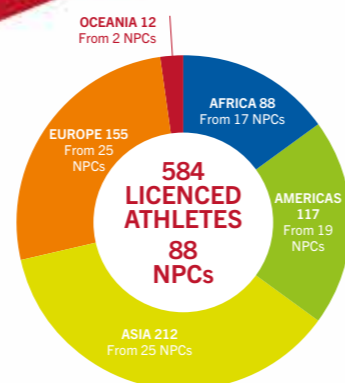
In late November, as part of an overall rebrand of IPC sports, IPC Biathlon and IPC Cross-Country Skiing changed their name and look to World Para Biathlon and World Para Cross-Country Skiing respectively. The full rebranding exercise is expected to take 12 months.

World Para Biathlon and World Para Cross-Country Skiing entered the fourth year of their partnerships with equipment manufacturer LISKI. As part of the agreements, LISKI provides some free equipment and competitive prices of World and regional Cups and Championships, as well as featuring Para athletes in their catalogues. They also help promote the brands of each sport on their website.

Finally, the rules and regulations for the sport, together with the classifications rules and equipment rules were also updated ahead of the 2016/2017 season. The appeal procedure and process was updated and integrated into the Para Nordic skiing rules and regulations book.

OFFICIAL PARTNERS





World Para Powerlifting

Powerlifting was global news in September when Iranian powerlifter Siamand Rahman became the first athlete in history to lift over 300kg. Competing at the Rio 2016 Paralympics, he eventually lifted 310kg to secure gold in the men's over 107kg class.

His performance was one of many that lit up a hugely successful powerlifting competition at Rio 2016 that involved 180 athletes (102 males and 78 female) from 60 NPC's.

After 20 medal events spanning seven days, Nigeria topped the medals table picking up six golds, two silvers and one bronze medal. In front of vocal crowds, 13 world records were broken.

Thirty hours of the sport were televised globally attracting a cumulative audience of 94.5 million. A further 14.6 million people were reached via the sport's social media channels.

Thanks to a partnership with equipment charity Kit us Out, 16 athletes received lifting suits to compete in at Rio 2016. The suits were provided to Cuba, El Salvador, Ghana, Indonesia, Ivory Coast, Kenya, Laos, Liberia, Mongolia, Namibia, Nicaragua, the Philippines and Togo, as part of a strategy to assist developing countries in the sport.

More than 5,000 people visited the sport's spectator experience area at the Riocentro common domain, courtesy of World Para Powerlifting official partner Eleiko.

Designed with numerous stations to take spectators on a journey through the sport, it educated them about the rules and regulations of the sport. It gave them

an opportunity to leave a message for the world's strongest Paralympians on a custom sign wall, weigh in to select their bodyweight category then attempt a lift on an official Rio 2016 Paralympic powerlifting Eleiko competition bench.

Prior to Rio 2016, three World Cups were held in quick succession.

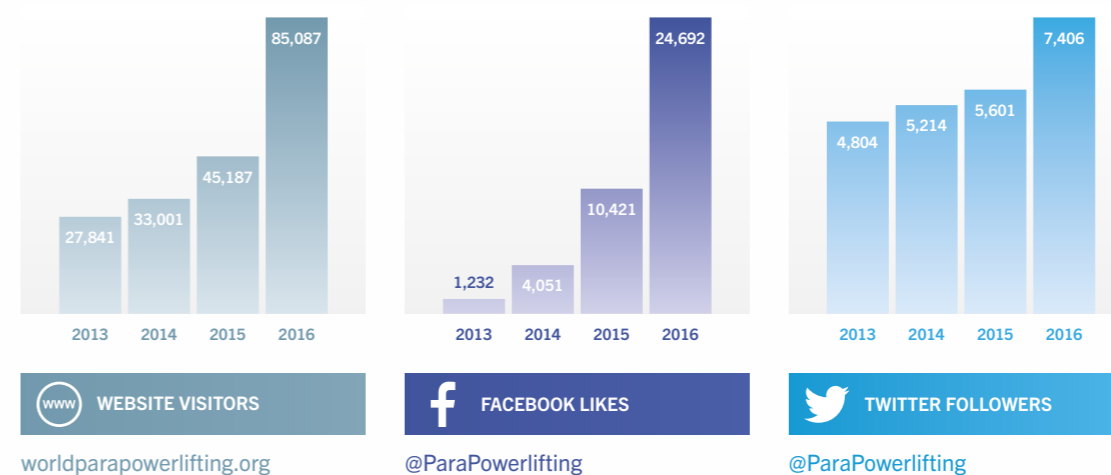
From 21-23 January, 60 athletes from 21 NPC's participated in the Rio de Janeiro World Cup which acted as a Paralympic Test Event. Organised in partnership with the NPC Brazil, the event saw four Americas records set. Ahead of the event, 30 athletes and coaches from 12 NPC's took part in the Athlete and Coaching Training Camp Road to Rio 2016 together with the support of the Agitos Foundation and the NPC Brazil.

Mid-February's World Cup in Dubai, UAE, attracted more than 200 lifters from 42 NPC's. The standard of competition was extremely high with six world, two junior world, 11 regional and two junior regional records broken.

Five days later, more than 200 athletes from 41 NPC's competed in Kuala Lumpur, Malaysia, the season's third and final World Cup event. Three world and six regional records were set as powerlifters grasped their final chance to improve their position in the qualification rankings ahead of Rio 2016.

Classification opportunities were available at all three World Cups as were educational materials regarding

Digital media appeal



"Raise the Bar – Say No! to Doping", the sport's anti-doping programme.

STC meetings were held in Kuala Lumpur in March and in October in Bonn, Germany. A range of topics were discussed, including 2017-2020 technical rules and regulations; competition calendar 2017-2020; future sports development: International Technical Official (ITO)/Classifier appointments and technical classifier and coach education.

During the course of the year it was announced the 2017 World Para Powerlifting Championships will be held in Mexico City, at the same time as the Para Swimming equivalent. The Mexican capital will also stage the first ever Junior World Para Powerlifting Championships in 2017.

It was confirmed the 2018 World Para Powerlifting Asian Open Championships will be held in Kitakyushu, the first major event in the sport to be staged in Japan. Berck sur Mer, France, will host the 2018 European Championships.

Contract negotiations for the 2019 Junior and Senior World Para Powerlifting Championships were finalised with the host city set to be announced in early 2017.

The sport now has all major Championships in place through to Tokyo 2020. As a result, for the first time, the sport published the 2017-2020 World Para Powerlifting competition calendar listing all major competitions prior to the next Paralympics, as well as the World Para Powerlifting Qualification Pathway 2017-2020. In another first for the sport, both the competition calendar

and pathway were published in six languages: Arabic, English, French, Japanese, Russian and Spanish.

A number of education programmes on classification, refereeing and coaching were organised during the year.

Between January and March, with the support of the Agitos Foundation and the Foundation for Global Sports Development, four coaching courses were organised in Brazil, Japan, Malaysia and UAE. Forty-nine coaches from 23 countries were trained.

Training courses for NTOs and ITOs were also held in Chile, France Panama and the USA.

A classification education course took place in UAE leading to five new national classifiers.

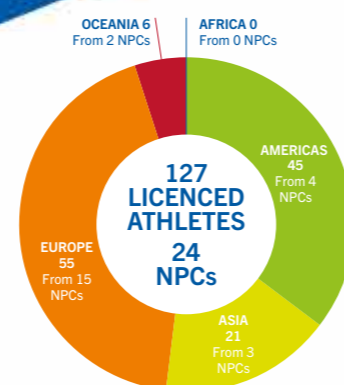
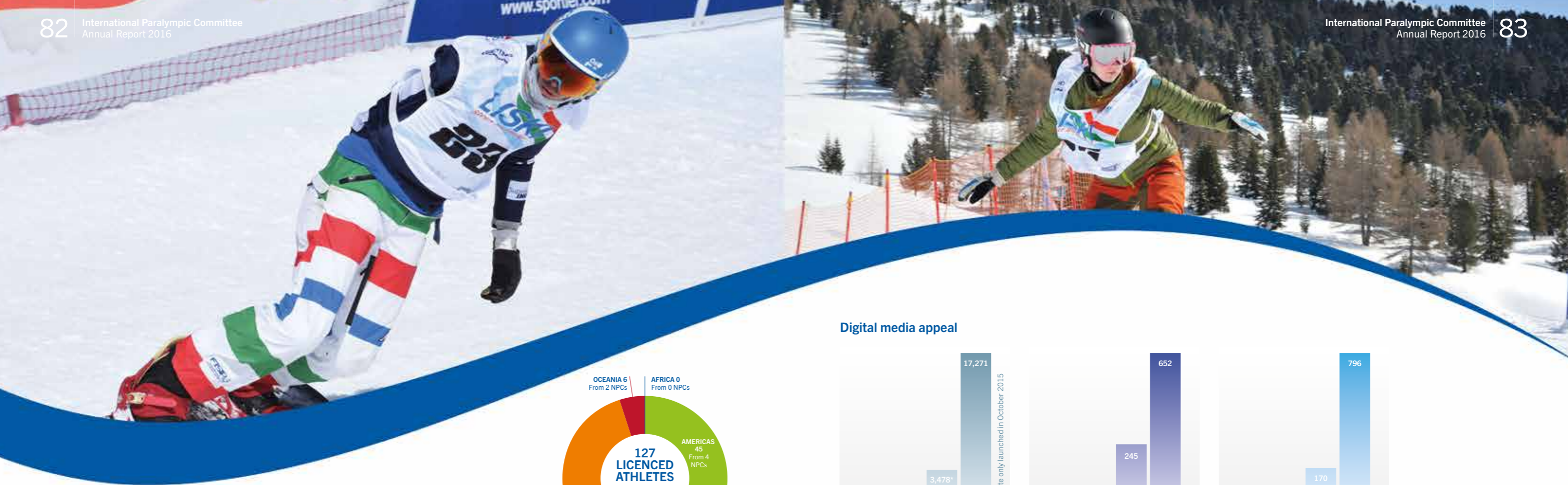
When Azerbaijan's Maharram Aliyev tested positive for two substances at February's World Cup in Dubai it brought to an end the sport's record run of seven major competitions without an anti-doping violation which stretched back to before the Incheon 2014 Asian Para Games.

At the Rio 2016 Paralympics, Saudi Arabia's Mashal Alkhazai was suspended for eight years for a second anti-doping violation committed during an out-of-competition test.

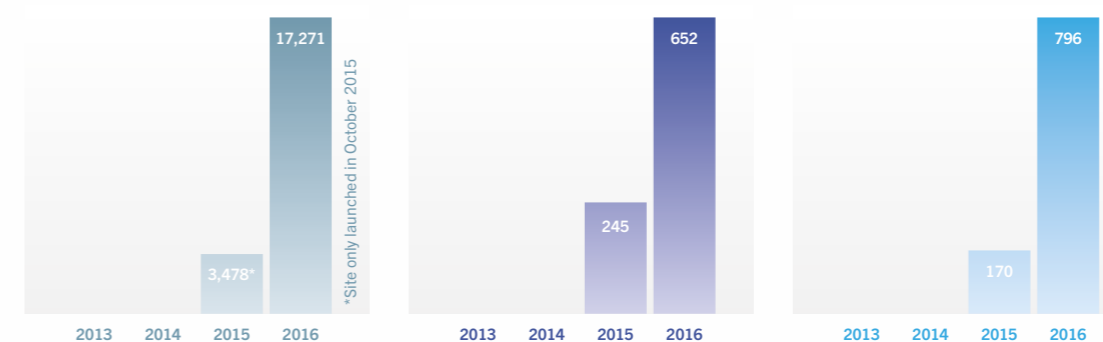
In November, the sport rebranded from IPC Powerlifting to World Para Powerlifting and by the end of the year the sport's website had experienced an 88 per cent increase in visitor numbers compared to 2015. World Para Powerlifting's social media following also doubled during the year.

OFFICIAL PARTNERS

ELEIKO



Digital media appeal



www WEBSITE VISITORS

WorldParaSnowboard.org

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@ParaSnowboard

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World Para Snowboard

During the 2015/2016 season, the sport sanctioned a record 16 competitions which were scheduled between mid-November and the end of March. Sadly due to poor snow conditions, three events were cancelled including a World Cup in La Molina, Spain, and the Pre-Paralympic Test Event in PyeongChang, South Korea.

Seven World Cups did go ahead as planned, five of which were held in Europe and two in North America. February's meeting in Big White, Canada, served as a Test Event for the 2017 World Para Snowboard Championships which were announced in August. At three World Cup meetings, research was undertaken to determine how an athlete's impairment impacts on their ability to start a race.

The 2016/2017 competition calendar was confirmed and published, whilst a draft for the 2017/2018 season was also published.

After the bid application process for the 2019 and 2021 World Para Snowboard Championships was opened, three bids were received. By the end of the year a host for the 2019 edition had been chosen and will be announced in 2017 once contracts are finalised.

Two site visits were conducted with the POCOG and, as preparations for the Games continued apace, 240 South Korean NTOs were trained in conjunction with

POCOG and the Korean Adaptive Sports Association (KASA). In December the IPC, World Para Alpine Skiing and World Para Snowboard approved POCOG's proposal to consolidate all alpine skiing and snowboard events in to one single venue at the Jeongseon Alpine Centre.

The first meeting and site visit with the Beijing 2022 Paralympic Winter Games Organising Committee took place in October, and a national classification course was held with NPC China in Fuhsun, China, with 25 participants.

In an effort to develop athlete numbers, 72 youngsters from eight provinces in China took part in a alpine skiing and snowboard development camp in Harbin, in March. The participants, who all had visual or physical impairments, were introduced to the sports, classification and the Paralympic Movement. The course was delivered by Play and Train.

The STC met in Bonn, Germany, in late April and was followed in early May by a nations meeting.

Seven experienced coaches from around the world were named and confirmed by the STC to a new Coaches Advisory Group for snowboard in July. The aim of the group is to answer questions and queries on topics such as equipment, sport rules and the field of play from the wider coaching community.

An alpine skiing and snowboard classification seminar took place in Papendal, the Netherlands, in June. Eleven

of the 13 participants passed the first stage. The trainees came from Argentina, Australia, Austria, Belgium, China, France, Germany, Great Britain, Italy, Japan, the Netherlands and Spain. The second stage of the course will be delivered during international classification for the 2016/2017 competition season.

In the off season, the World Para Snowboard Classification Rule Book, Equipment Rule Book and Rules and Regulations were updated and published on the sport's website.

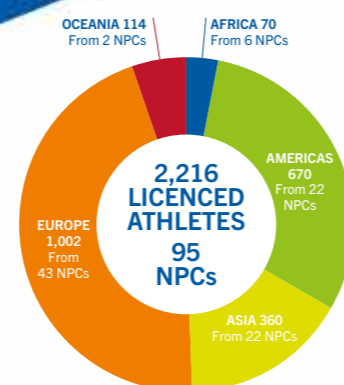
The sport entered the fourth year of its partnership with equipment manufacturer LISKI. Under the agreement, LISKI provides some free equipment and competitive prices to organisers of World and regional Cups and Championships as well as featuring Para athletes in their catalogues. They also help to promote the brands of each sport on their website.

Finally, IPC Snowboard was rebranded World Para Snowboard at the end of November. The year was also the first full year that the sport had benefited from a dedicated PR and communications plan. This included the first publication of a media guide for the sport.

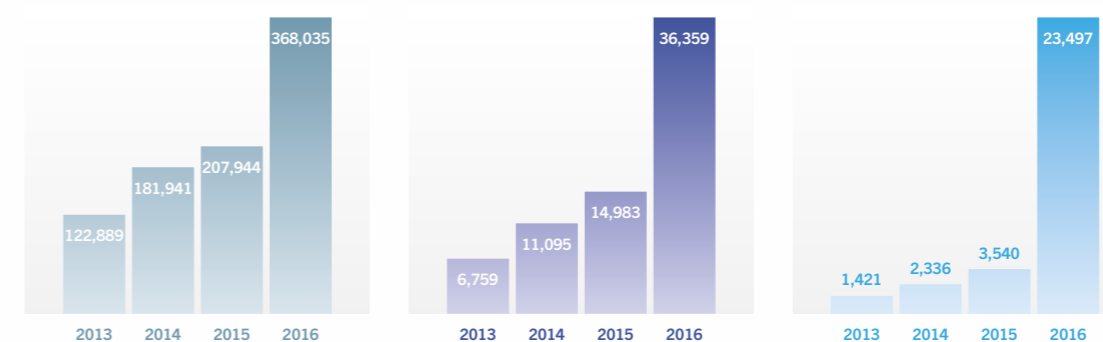
OFFICIAL PARTNERS

LISKI
SPORT EQUIPMENT

TECHNOALPIN
snow experts



Digital media appeal



www WEBSITE VISITORS

worldparaswimming.org

f FACEBOOK LIKES

@ParaSwimming

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World Para Swimming

The Rio 2016 Paralympic Games were the highlight of the year. A total of 597 athletes from 79 countries competed in 152 medal events. Compared to London 2012, there was a two per cent increase in the number of female athletes and a 25 per cent growth in the number of high support need athletes taking part.

Ten NPC's took part in Paralympic swimming competition for the first time and in front of hugely vocal and supportive capacity crowds each day, swimmers broke 116 world and 172 Paralympic records.

According to Nielsen research, the sport benefited from nearly 305 hours of TV airtime during the Games and was watched by a cumulative global audience of 520 million people. A further 17.6 million people were reached via the sport's social media channels. More than 1,000 pieces of media coverage was secured during the Games and more than 845,000 videos of the sport viewed online.

Other major events during the year included April's Rio 2016 Test Event and May's European Open Championships staged in Funchal, Portugal. Funchal 2017 attracted 453 athletes from 51 countries and during seven days of competition 28 world and 66 regional records were broken. Visitor numbers to the

event's website were up 25 per cent on the 2014 edition, and the social media reach of the event was 3.6 million.

In total 179 approved and two sanctioned competitions (European Open Championships and Rio 2016 Paralympic Games) took place during the year and classification was offered at 13 of them.

In July it was announced that the 2017 World Championships will be held in Mexico City and staged simultaneously in the same city as the World Para Powerlifting Championships. Two site visits were conducted during the year and the event website launched.

Two bids were received for hosting the 2019 World Championships, whilst contract negotiations for the 2018 European Open Championships in Dublin were finalised with the host city set to be announced in early 2017.

In December it was announced that a new World Series, bringing together some of the world's biggest and best competitions, will be introduced in 2017 offering swimmers the chance to compete in a dedicated circuit for the first time.

Taking place between March and July, the World Series will feature events in Copenhagen, Denmark;

Sao Paulo, Brazil; Sheffield, Great Britain; Indianapolis, USA, and Berlin, Germany.

It will act as a stepping stone for the World and regional Championships.

A productive STC meeting was held in Arnhem, Netherlands, where a range of topics were discussed. These included competition calendar, development sports and international technical official/classifier appointments, education and development. The sport specific strategic plan 2017-2020 was also on the agenda and updates were provided from classification meetings which were held earlier in the year.

In February, the sport's classification research steering group met with the recently-appointed researchers to launch an in-depth review of the classification system for swimmers with a physical impairment. The group included athletes, coaches, classifiers, swimming experts and a representative of UK Sport who is co-financing the research project. Detailed discussions were held on the planned course of action and parameters for the research. An action plan and timelines were agreed upon.

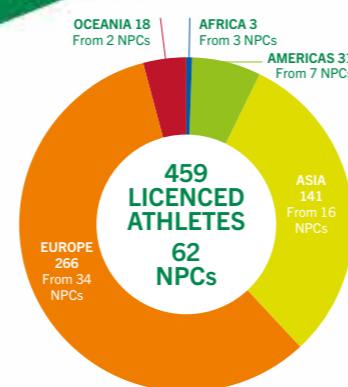
Research into how visual impairments impact swimming performance took place at the European Open Championships. The aim of the research, led by

the IPC Medical Committee, was to give insight into how the different aspects of vision impairment, such as contrast sensitivity or motion perception, affect performance in the sport.

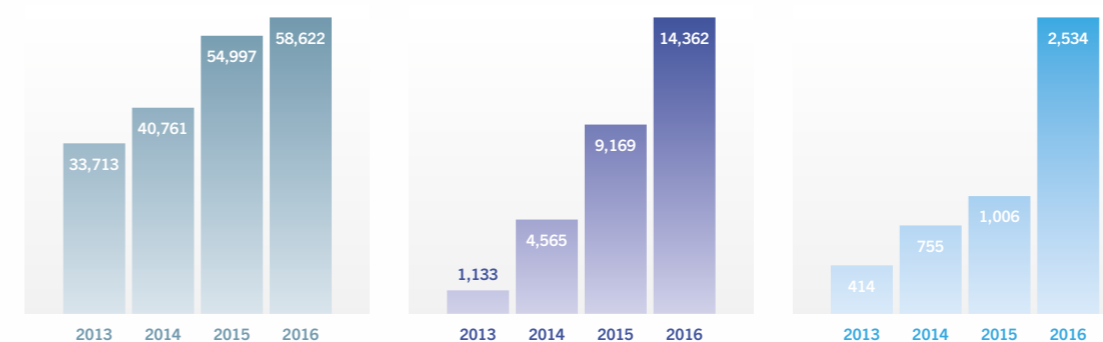
During the year, two ITO courses took place in Eger, Hungary, and Gatineau, Canada. This helped grow the number of ITOs by 15 per cent during the year.

The sport also received EUR 20,000 through the Agitos Foundation's Grant Support Programme for the delivery in 2017 of educator workshops to increase the number of certified Classifier and Technical Officials Educators.

By the time the year came to a close, the sport had rebranded from IPC Swimming to World Para Swimming and a record 368,036 visitors had logged onto the World Para Swimming website. This represents a 76 per cent growth on 2015, and was twice as many as 2012, the last Paralympic year. The sport's social media following grew by 223 per cent during the year.



Digital media appeal



www WEBSITE VISITORS

worldshootingparasport.org

f FACEBOOK LIKES

@ShootingParaSport

Twitter TWITTER FOLLOWERS

@ShootingPara



World Shooting Para Sport

The Shooting Para Sport competition at the Rio 2016 Paralympic Games attracted 147 athletes from 42 NPC's, spanning all five continents.

This included 50 female athletes, a 25 per cent increase in the number who competed at London 2012. There was also a 25 per cent increase in the number of high support need athletes compared to four years ago.

The medals table was dominated by China, whilst seven out of the 12 Paralympic titles in Rio were claimed by female athletes. This included Sareh Javanmardidodmani who made history by becoming Iran's first ever female gold medallist in the sport. She eventually won two titles.

Paralympic records were set by South Korea's Jin Ho Park in the men's R1 (10m air rifle standing SH1) and China's Cuiping Zhnag in the women's R2 (10m air rifle standing SH1).

More than 2.3 million people were reached by the sport's social media channels during the Games.

In the first five months of 2016, three World Cup events were held.

The first took place in late January in Al Ain, the first competition of its kind to be held in UAE. One hundred athletes from 27 NPC's took part and the Local Organising Committee showed a great desire for the event. Great Britain rounded off the event by setting a new team world record in the R5 (mixed 10m air rifle prone SH2).

In mid-March, more than 100 athletes representing 30 NPC's took part in a World Cup in Bangkok, Thailand. Slovakia's Veronika Vadovicova smashed the R3 (mixed 10m air rifle prone SH1) world record at the event.

The season's final World Cup was held in Szczecin, Poland, and involved nearly 140 athletes from 36 NPC's.

To coincide with the World Cup in Thailand, a judge and classifier training course resulted in 14 new judges and seven new classifiers. In October a further seven classifiers completed a classifier training course in Taiwan.

Following several years of research and development, visually impaired shooting and Para trap shooting (formerly known as Para clay target shooting) made significant strides in 2016.

World Shooting Para Sport was successful in securing an Agitos Foundation support grant to conduct a second phase of visually impaired shooting classification research. The research project will run from October 2016 until September 2017.

The classification research project for Para trap shooting concluded and the sport proposed the development of a provisional classification system featuring three sport classes. The system will be in place for a period of two years before a review.

Following this progress, the project moved under the official auspices of World Shooting Para Sport, and a Para Trap Shooting Development Group was established as a sub-group of the World Shooting Para Sport STC. The aim is for the group to build on the work

of the Italian Shooting Federation (FITAV) who led the early stages of the project.

To support the discipline's development, it was announced that a Para trap World Cup event will be held in September 2017 in Lonato, Italy. The event will kick-off a two year testing period of the rules and sport specific classification system for athletes with a physical impairment. Experts from various fields of the sport and classification will work to take the project through its final stages (defining sport-technical detail, identifying athlete assessment details based on the proposed three-class structure, drafting rules and regulations).

In October it was announced that SIUS, the world's leading producer of electronic scoring systems, had extended its official partnership with the sport. SIUS, who originally became a partner in 2013, will act as the official results and target systems provider for all World Shooting Para Sport regional and world Championships, as well as World Cups through until 2024.

The partnership means that live results will be available for all competitions, providing fans, the media and teams with real-time scoring.

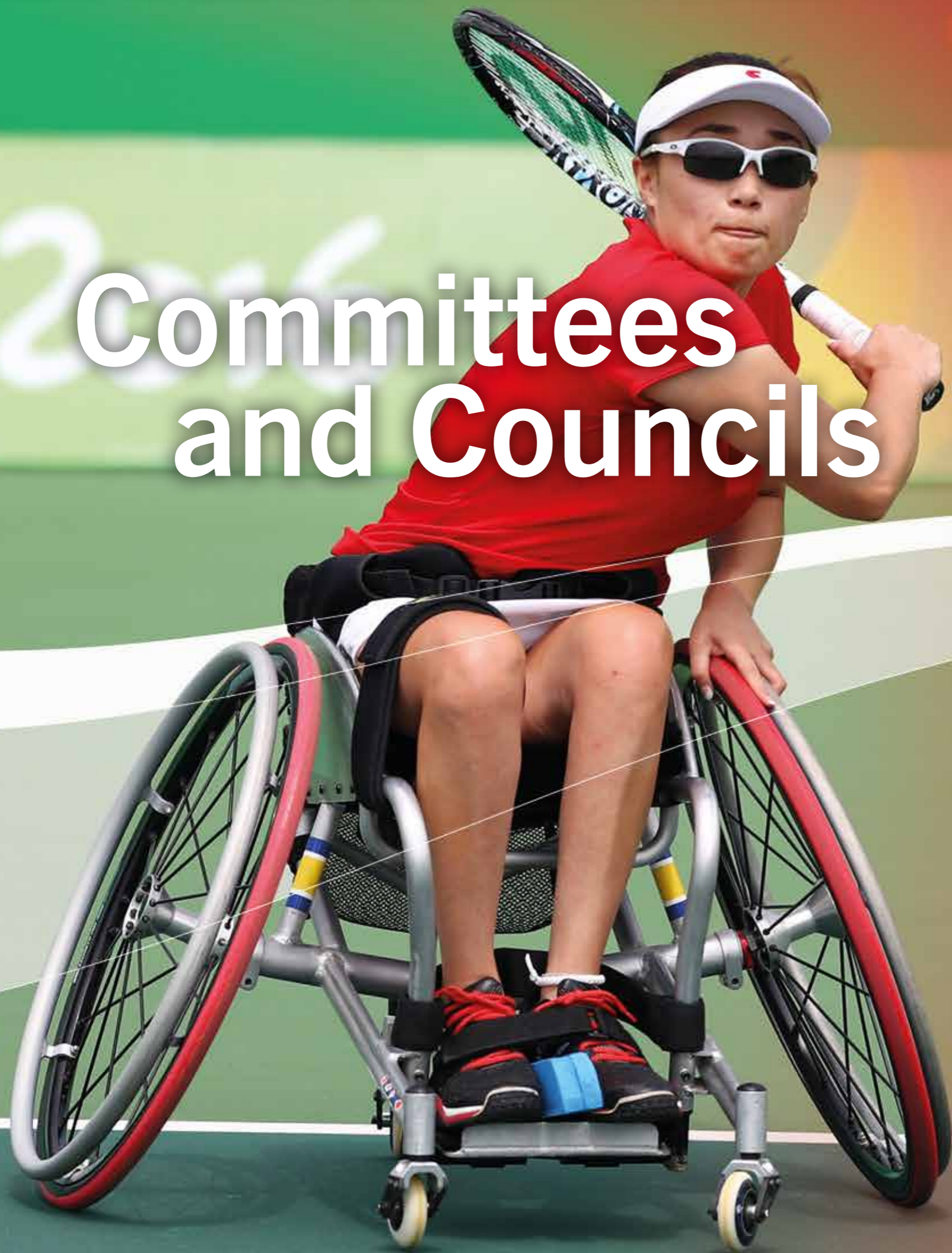
In November, as part of a rebranding of all IPC sports, IPC Shooting became World Shooting Para Sport.

Overall the sport's website enjoyed a 6.6 per cent growth in visitor numbers in 2016 compared to 2015. This also marks a 59 per cent growth on 2012, the last Paralympic year. The sport's social media following across Facebook and Twitter grew by 66 per cent during the year.

OFFICIAL PARTNERS

SIUS

Committees and Councils



Sport Technical Committees

World Para Alpine Skiing and World Para Snowboard

Chairperson	Markus Walser (CAN)
Vice Chairperson	Erik Petersen (USA)
Head of Technical Control and Officiating	Ozzie Sawicki (CAN)
Head of Snowboard	Davide Cerato (ITA)
Head of Competition (Asia and Oceania)	Jane Stevens (NZL) <small>Co-opted Member, non-voting rights</small>
Head of Classification	Sandra Titulaer (NED)
Athlete Representative (Alpine skiing)	Mitchell Gourley (AUS)
Athlete Representative (Snowboard)	Bibian Mentel-Spee (NED)

World Para Athletics

Chairperson	Ed Warner OBE (GBR)
Vice Chairperson	Troy Engle (USA)
Head of Competition	Roger Getzmann (SUI)
Head of Officiating	Tarek Souei (UAE)
Head of Technical Control	Yukio Seki (JPN)
Head of Classification	Hilary Beeton (RSA)

World Para Dance Sport

Chairperson	Grethe Anderson (NOR)
Vice Chairperson	Nobuko Yotsumoto (JPN)
Head of Technical Control	Konstantin Vasilyev (RUS)
Head of Competition	Dr. Yun-An Tsai (TPE)
Head of Competition and Officiating	Maria del Carmen Legaspi Torres (MEX)

World Para Ice Hockey

Chairperson	Keith Blase (USA)
Vice Chairperson	Kent Nyholt (NOR)
Head of Technical Control and Officiating	Scott MacDonald (CAN)
Head of Competition	Thomas Koester (USA)
Head of Development	George Kingston (CAN)
Acting Head of Classification	Peter Van de Vliet (per IPC International Standard for Classifier Personnel art. 2.7)
Regional Liaison Officer Europe	Sergey Samoylov (RUS)
Regional Liaison Officer Asia	Vacant
Athlete Liaison	Gregory Leperdi (ITA)

World Para Powerlifting

Chairperson	Jon Amos (GBR)
Head of Development (Vice Chair)	Lt. Cdr. Kamaruzaman Kadir (MAS)
Head of Competition	TBC
Head of Classification	Dr. Bassam Qasrawi (KUW)
Athlete Liaison Officer	Roy Guerin (IRL)

World Para Nordic Skiing

Chairperson	Rob Walsh (USA)
Vice Chairperson	John Farra (USA)
Head of Technical Control and Officiating	Len Apedaile (CAN)
Head of Competition (Biathlon)	Aleksey Kobelev (RUS)
Head of Competition (Cross-Country Skiing)	Tor Undheim (NOR)
Head of Classification	Dia Pernot (NED)
Athlete Representative	Akzhana Abdikarimova (RUS)

World Para Swimming

Chairperson	Jane D. Blaine (CAN)
Vice Chairperson	Per Rune Eknes (NOR)
Head of Technical Control and Officiating	Susan Prasad (GBR)
Head of Competition	Andre Cats (NED)
Head of Classification	Peter Van de Vliet <small>(Classification Rulebook 1.3.2.4)</small>

World Shooting Para Sport

Chairperson	Ghislaine Briez (FRA)
Vice Chairperson	Wanda Jewell (USA)
Head of Competition and Officiating	Ferrol Van Hoeven (NED)
Head of Classification	A/Prof Jagdish Maharaj (AUS)
Athlete Liaison Officer	Michael Johnson (NZL)
Coach Liaison Officer	Miro Sipek (AUS)

Committees

Anti-doping

Established to consult and advise the IPC on issues related to the fight against doping throughout the Paralympic Movement.

Chairperson	Dr Jose A. Pascual (ESP)
Member	Joseph de Pencier (CAN)
Member	Nicki Vance (AUS)
Member	Katarzyna Rogowicz (POL)
Member	Dr. Chin Sim Teoh (SIN)
Member	Kyu-Hwan Lee (KOR)
Member	Dr. Matthew Fedoruk (USA)

Audit and Finance

Established to provide expert advice and consultation to the IPC on finance-related matters.

Chairperson	Miguel Sagarra (ESP)
Member	Gadiel Blusztajn (ISR)
Member	Hilda Gibson (GBR/WA)
Member	Christo Kok (NED/ITF)
Member	Mohan Menon (SIN)
Member	Michael Rosenbaum (GER)

Classification

Established to provide advice and consultation on issues related to the classification of athletes in the Paralympic Movement.

Chairperson	Dr. Anne Hart (USA)
Member	Dr. Jürgen Schwittai (GER/IFDS)
Member	Scott Field (RSA)
Member	Dr. Sean Tweedy (AUS)
Member	Graham Arthur (GBR)
Athlete Representative	Erin Popovich (USA)

Athletes with High Support Needs

At their meeting in June 2014 the IPC Governing Board considered that a greater emphasis was needed on the work of the Athletes with High Support Needs Committee through the creation of a Working Group. The Working Group will explore the possibilities for developing a revised function and creating the best structure for a committee that can drive all aspects forward to better represent athletes with high support needs within the IPC governance structure.

Development

Established to provide advice and consultation to the IPC on issues related to development.

Chairperson	Rita van Driel (NED)
Member	Bjorn Omar Evju (NOR)
Member	Dominique Bizimana (RWA)
Member	Juan Pablo Salazar (COL)
Member	Kristina Molloy (CAN)
Member	Martin Lam (HKG)

Education

Established to provide advice and consultation to the IPC on matters relating to Paralympic education.

Chairperson	Nick Fuller (GBR)
Member	Steven Ungerleider (USA)
Member	Tim Prendergast (NZL)
Member	Luciana Scheid (BRA)
Member	Georges Seriki (BEN)
Member	May Kim (KOR)

Legal and Ethics

The members are a panel of experts whom the Chairperson can call upon to provide advice and consultation to the IPC on legal and ethics matters depending on the issues arising.

Chairperson	Linda Mastandrea (USA)
Member	Winnet Kanyerere (ZIM)
Member	Mark Copeland (NZL)
Member	Sora Noh (KOR)
Member	Ian Warner (GBR)

Medical

Established to provide expert advice on issues related to athletes in extraordinary circumstances who must take certain drugs for therapeutic use.

Chairperson	Dr. Cheri Blauwet
Member	Dr. Jaap Stomphorst (NED)
Member	Dr. Wayne Derman (RSA)
Member	Dr. Nick Webborn (GBR)
Member	Dr. James Kissick (CAN)
Member	Dr. Jan Lexell (SWE)
Member	Dr. Yetsa Tuakli-Wosornu (GHA)
Member	Dr. Guzel Idrisova (RUS)
Member	Dr. Katharine Grimm (RSA)

Sports Science

Established to provide expert advice to the IPC on issues related to sport science.

Chairperson	Dr. Yves Vanlandewijck (BEL)
Member	Dr. Walter Thompson (USA/INAS)
Member	Dr. Osnat Fliess-Douer (ISR)
Member	Dr. David Legg (CAN)
Member	Dr. Raymond So (HKG)
Athlete Representative	Daniela Luchina (ARG)

IPC Athletes' Council

Acts as the collective voice of athletes within the IPC and greater Paralympic Movement.

Chairperson	Todd Nicholson (CAN)	Para ice hockey
Vice Chairperson	Elvira Stinissen (NED)	Sitting volleyball
Member at Large	Monica Bascio (USA)	Cycling
Member at Large	Kurt Fearnley (AUS)	Athletics
Member at Large	Gizem Girismen (TUR)	Archery
Member at Large	Chelsey Gotell (CAN)	Swimming
Member at Large	Eskil Hagen (NOR)	Para ice hockey

Paralympic Games

Established to provide strategic advice and recommendations to the Governing Board of the IPC on policy matters and specific issues related to the Paralympic Games including the Paralympic Games sport programme.

Chairperson	Matt Smith (SUI/USA)
Member	Masoud Ashrafi (IRI)
Member	Evgeny Bukharov (RUS)
Member	Mark Bullock (GBR)
Member	Dena Coward (CAN)
Member	Tim Hollingsworth (GBR)
Member	Terje Jentoft Roel (NOR)
Member	Lambis Konstantinidis (GRE)
Member	Cyril More (FRA)
Member	Julie O'Neill (USA)

Women in Sport

Established to provide advice and consultation to the IPC on issues of gender equity in Paralympic Sport.

Chairperson	Tine Rindum Teilmann (DEN)
Member	Muffy Davis (USA)
Member	Pena Drusilla Kandji (NAM)
Member	Dr. Shauna Taylor (CAN)
Member	Limor Goldberg (ISR)
Athlete Representative	Katja Saarinen (FIN)

Member at Large	Katja Saarinen (FIN)	Alpine Skiing
Member at Large	Dame Sarah Storey (GBR)	Cycling
Member at Large	Mikhail Terentiev (RUS)	Cross-country skiing
Member at Large	Nurulasyiqah Mohammad Taha (SGP)	Boccia
Member at Large	Hong Suk-man (KOR)	Athletics
IOC Athletes' Commission Representative	Hayley Wickenheiser (CAN)	Ice hockey

Top 50 Moments of 2016



Rio 2016 was the “People’s Games” and the best ever in terms of athletic performance. More than 2.15 million tickets were sold whilst a cumulative TV audience of 4.1 billion people watched in 154 countries.



A record 83 countries reached the Rio 2016 podium. Kazakhstan, Georgia, Malaysia, Uzbekistan and Vietnam topped the podium for the first time, while Cape Verde, Mozambique, Qatar and Uganda won their first medals.



The IPC suspended NPC Russia due to its inability to fulfil its IPC membership responsibilities and obligations, in particular its obligation to comply with the IPC Anti-Doping Code and the World Anti-Doping Code (to which it is also a signatory).



The Rio 2016 Opening Ceremony was filled with creativity, innovation and unexpected turns. The highlight was the lighting of the cauldron by Brazilian swimming legend Clodoaldo Silva.



Channel 4's "We're The Superhumans" commercial showcased the extraordinary talents of Para athletes and many ordinary people with an impairment.



The spectacular sport at the Rio 2016 Paralympic Games led to a number of videos and images going viral and reaching millions of people.



Iranian powerlifter Siamand Rahman became the first athlete to break the 300kg mark, eventually lifting 310kg.



Having made his Paralympic debut at Athens 2004, Marcel Hug finally won Paralympic gold, topping the podium in the 800m T54 and the marathon.



A remarkable season for Italian wheelchair fencer Beatrice Vio saw the teenager cap a winning streak of 11 consecutive titles with women's foil category B gold at Rio 2016.



Ibrahim Al-Hussein and Shahrad Nasajpour formed the first Independent Paralympic Athletes' Team. They represented the millions of people displaced by conflict and persecution.



Belarusian swimmer Ihar Boki was Rio 2016's biggest gold medal winner. The 22-year-old won six golds and set a number of world records.



Cuba's Omara Durand set two world and one Paralympic record on her way to triple gold in the women's 100m, 200m and 400m T12 events.



France's multi-world and Paralympic champion Marie Bochet surpassed 50 Para alpine skiing World Cup career victories in 2015-16 and went the entire season unbeaten.



The men's 1,500m T13 final saw the top four athletes all finish the race faster than the Olympic champion a few weeks before.



With huge home support, swimmer Daniel Dias won more medals than any other athlete at Rio 2016. He won four gold, three silver and two bronze medals.



The USA's Bradley Snyder and Ukraine's Anna Stetsenko smashed decades-old swimming world records at Rio 2016. Snyder broke the 30-year-old mark in the men's 100m freestyle S11 and Stetsenko surpassed the 20-year-old mark in the women's 50m freestyle S13.



The US women's sitting volleyball team overcame rivals China to win Paralympic gold; the Iranian men dethroned Bosnia and Herzegovina for gold and Rwanda became the first Sub-Sahara women's team to compete at a Paralympics.



The IPC's digital activities at Rio 2016 engaged more than 1.3 billion people through a mixture of engaging and interactive content.



Archer Zahra Nemati was Iran's flagbearer at the Rio 2016 Olympic Games Opening Ceremony. Weeks later she retained her Paralympic title.



The Agitos Foundation partnered with Rio 2016 and NPC Brazil to improve coaching and Para sport standards as part of the legacy of Latin America's first Paralympics.



Triathlon and canoe made successful Paralympic debuts at Rio 2016.



Brazil won a fourth consecutive Paralympic gold in football 5-a-side to maintain a 100 per cent record at the Paralympics.



With 12 medals, including eight golds, Nigeria was Africa's most successful nation at the Rio 2016 Paralympics.



Belgium's Laurens Davos grabbed the headlines in table tennis as the sport's youngest male champion. Poland's Natalia Partyka won her fourth consecutive singles gold.



In emotional scenes, Brazilian boccia brothers Antonio and Fernando Leme embraced each other after beating the top ranked South Korea pair to win gold.



Girl power! Sareh Javanmardidodmani was the first Iranian woman to win a Paralympic shooting title and McKenna Dahl became the USA's first female medalist in the sport. Female shooters claimed more than half of the 12 golds on offer.



Australia's Dylan Alcott dominated the wheelchair tennis quad's category. He lost one singles match all year and won singles and doubles Paralympic gold.



Magical Rio 2016 archery moments included a British podium sweep and the Czech Republic's David Drahoninsky proposing to his girlfriend after winning silver.



Great Britain topped the Rio 2016 equestrian medals table despite the Dutch team challenging their dominance at the 2015 Europeans.



The Lithuanian men's and Turkish women's goalball teams won their first Paralympic titles in the sport.



The US men's and women's wheelchair basketball teams captured Paralympic gold for the first time in 28 years. With silver, the Spanish men's team won their first Paralympic medal in the sport.



Great Britain's Pamela Relph made history by becoming the first rower to win two Paralympic gold medals.



Ukraine claimed their third Paralympic title to become football 7-a-side's most decorated team ever with three golds and two silvers.



In Para ice hockey the USA were the first Pan Pacific champions, Austria was promoted to the B-Pool and Czech Republic, Japan and Slovakia progressed to the PyeongChang 2018 Qualification Tournament.



The Australian wheelchair rugby team defeated the USA in a thrilling double-overtime final to retain their Paralympic title.



With 21 podium spots, New Zealand finished a highest ever 13th in the medals table. The country retained its No. 1 position for medals per capita.



China's Yuan Yanping captured her third successive Paralympic gold medal in the women's over 70kg at Rio 2016 despite the threat of Belarus' world No.1 Arina Kachan.



Australia's Carol Cooke completed a clean sweep of the road cycling titles, while Sarah Storey won her 14th Paralympic gold to become Great Britain's most decorated female Paralympian.



Ban Ki-moon, Pope Francis, Prince Harry and Coldplay were amongst the high profile figures that publicly supported the Paralympic Movement in 2016.



Para taekwondo showed continued growth ahead of its debut at Tokyo 2020. In 2016, five Continental Championships were held.



Allianz and BP – both IPC International Partners – published video campaigns featuring top Para athletes and further demonstrated their support for the Paralympic Movement.



Australia topped the sailing medals table at Rio 2016 and France's Damien Seguin took his second Paralympic gold after 12 years.



The 2015-16 Para snowboard World Cup season saw Dutch teenager Chris Vos burst onto the international stage, while the USA's Mike Minor impressed in his maiden season.



The IPC's athlete education programme Proud Paralympian was relaunched and a record number of candidates ran for IPC Athletes' Council.



Germany's Martin Fleig and Vivian Hosch both impressed on the IPC Nordic Skiing World Cup circuit in 2015-16 ahead of a home World Championships in 2017.



Slovakia's Helena Kasicka and Peter Vidasic won all their Para dance events at the European Championships before announcing their retirement.



At the World Wheelchair Curling Championship B Pool 2016, Norway and South Korea proved they should not be underestimated after clinching silver and bronze respectively.



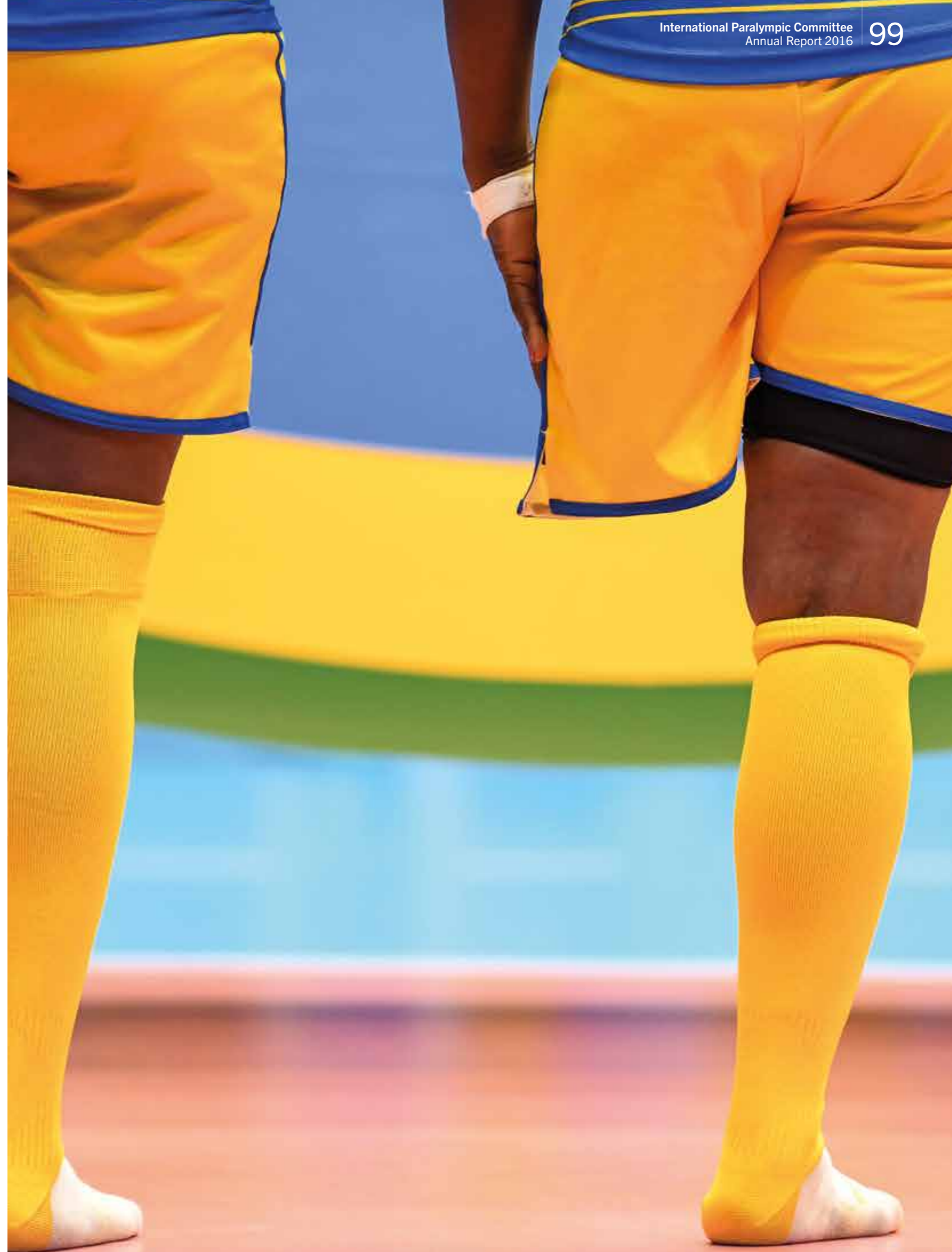
Australian wheelchair racer Kurt Fearnley and US swimmers Elizabeth Marks and Brad Snyder delivered memorable heart-felt speeches and interviews during Rio 2016.



'Actualising the Dream' was launched by PyeongChang 2018 in partnership with the Agitos Foundation, marking the first legacy activities for increasing participation in winter Para sports.



Bobsleigh was provisionally approved for the Beijing 2022 Paralympic Winter Games programme.





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