



International
Paralympic
Committee

IPC Development Strategy

2013-2017

June 2013

International Paralympic Committee

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IPC Strategic Plan 2011-2014

The aim of the IPC Strategic Plan 2011-2014 is to define the direction and priorities for all initiatives to be led by the International Paralympic Committee. It has moreover proved to be a successful instrument when communicating with the stakeholders of the Paralympic Movement and existing and potential partner organisations.

The IPC Strategic Goal 2 “Athlete Development” states: *“The athletes are the essence of the Paralympic Movement. It is the goal to empower Para athletes at all levels to enjoy the opportunity to practice sports and to facilitate the development of competition pathways from grass roots through to the Paralympic Games. This requires the development of a well-functioning system of organisational structures, capable human resources and access to the necessary resources. In this system, the work and initiatives of International Federations, NPCs and Regions need to be synchronized to complement each other and to form a coherent plan.”*

IPC Development Strategy

To achieve the above mentioned Strategic Goal the IPC has developed the following Development Strategy for the period 2013-2017. This Strategy will lead not only the IPC activities in the area of development but also direct the activities of the Agitos Foundation as the main IPC’s development agency.

To establish/create a subsidiary agency, the Agitos Foundation that will undertake fundraising of a ‘philanthropic’ nature, that is donations; and be the mechanism to implement development projects for and on behalf of the IPC.

Agitos Development Strategy

(1) To seek philanthropic donations through the IPC networks and reputation to build a development fund that (2) all IPC members are able to access through a grant application programme. The Agitos Foundation will manage the grant process, but will be as well the independent agency or even specified partner to (3) do actual programme delivery. Any development project or programme supported or delivered by the Agitos Foundation will have to comply with the IPC Policy on Development.



Athlete Development

Strategic priorities and key activities

1. *Maintain a manageable evaluation and reporting mechanism of realistic needs to better assess the required support to NPCs, IFs, IOSDs and to Regional Organisations.*

Key activities

1. The IPC conducts an initial NPC Survey in 2013 to identify the governance, management and resources levels of the NPCs and produces an evaluation report that identifies the specific organisational development needs of the NPCs.
2. The IPC collects all IFs and IOSDs sports development strategic and activity plans for the period 2013-2017 to better understand key support needs, foster exchange and identify opportunities for coordination of activities and programmes.
3. The Agitos Foundation develops and implements monitoring and evaluation systems for the IPC and AGITOS Foundation development programmes (e.g. Sport Technical Courses, Athlete Pathway Programmes, NPC/IF Support Grant Programme)

2. *Develop strategies to maintain the effective and efficient promotion of sports activities for Para athletes from grassroots to elite level focussing on those countries and organisations most in need.*

Key activities

1. The IPC to support NPCs' building relationship with their respective Sports Ministries and NOCs. The aim is that by the end of 2015 at least 25 NPCs have significantly improved their relationship within their country.
2. The Agitos Foundation facilitates the establishment of collaboration links between NPCs in priority regions with NGOs working in the field of sports for persons with impairment or working on areas related to the UN Convention on the Rights of Persons with Disabilities. The aim is that by the end of 2015 at least 25 NPCs have significantly improved their relationship within their country.
3. The Agitos Foundation develops and facilitates the implementation of an NPC mentoring programme that creates a network of NPC development partnerships in sub regions. The aim is that in least 4 additional sub regions a successful programme is in place by the end of 2015.



4. The Agitos Foundation continues the support of the UNOSDP Youth Leadership Camps and participation opportunities for young leaders within NPCs to increase the NPCs' knowledge of sport and development. The aim is that by the end of 2015 IPC participates in four camps per year.

3. Reinforce minimum eligibility, organisational standards and common services to be provided through all IPC members and work with relevant members to reach compliance and commonly acknowledged service levels.

Key activities

1. The IPC produces an IPC Membership Compliance report and implements a compliance plan to reach 70% membership compliance with the IPC Handbook by 2017.
2. The IPC supports the development and adoption by all IPC members of a minimum set of organisational governance and management standards (i.e. Constitution, Strategic Plan, Operational Plan, budgeting process, administration policies).

4. Develop and organise learning and training opportunities for NPC and IF staff and volunteers in the areas of governance, management, leadership and sport promotion including coaching, classification, medical and science. Use the IPC Academy and the expertise from education leaders while consulting with the Regional Organisations in facilitating the initiatives.

Key activities

1. The Agitos Foundation launches the NPC Support Grant Programme by mid-2013.
2. The Agitos Foundation develops and implements the NPC Organisational Capacity Programme with fifteen (15) individuals from all regions trained as NPC development educators by mid-2014.
3. The Agitos Foundation facilitates that the IFs of prioritised sports organise sport specific technical courses for coaches, national officials and national classifiers in two of the prioritised regions.
4. The IPC implements the WoMentoring programme in collaboration with the Agitos Foundation and the IPC Academy by early 2014.
5. The IPC conducts an evaluation of the Regional Organisations (ROs) organisational capabilities and develops a specific support plan to enhance their role as a regional development partner.



6. The IPC develops a framework outlining the scope and goals of Paralympic Education (holistic approach including education of school children and youth as well as IPC Academy activities) by end 2014.
7. The IPC audits and reviews existing IPC educational resources and materials produced by NPCs and other external bodies worldwide by end 2014.
8. The IPC develops and disseminates selected high quality and consistent learning resources and support materials, capturing and exploiting the impact of the 2012 Paralympic Games. Resources to be based on common pedagogical principles (e.g. Paralympic School Day, curriculum for physical education for persons with a disability at school,...)
9. The IPC develops a coherent IPC Education Programme for young athletes in the form of a comprehensive, aligned and sustainable curriculum concept for the worldwide Paralympic youth. The first modules of the programme (Values & Attitudes, Paralympic History, Health & Well Being, Sport and Media) will be available for a programme during the Youth Parapan Games in Buenos Aires in October 2013.

5. *Support member organisations by providing them with tools, systems and contents they can re-apply in their context.*

Key activities

1. The Agitos Foundation reviews in collaboration with the IPC Academy the Paralympic Administration Manual by mid-2014.
2. The Agitos Foundation creates and makes available to the IPC membership a directory of NPC/IF best practices and appropriate content.
3. The IPC continues to support the development of membership websites and facilitates the integration of individualised data controlled by the IPC.

6. *Support and ensure that all International Federations have solid structures and technical competencies in order to ensure the credibility and consistent quality standards for their sports. This must be based on comprehensive athlete classification systems.*

Key Activities

1. The Agitos Foundation launches the IF Support Grant Programme by mid-2013.
2. The IPC conducts an initial IF Survey in the first quarter of 2014 that identifies the existing pathways for coaches, classifiers and technical officials from the national to the international level.



3. The IPC supports the IFs in the development and implementation of new media strategies and activities with the provision of a network of student writers.
4. The IPC funds three International Classifications Research and Development Centres until 2015.
5. The Agitos Foundation supports the development and production of “low cost” sports and mobility equipment.
6. The IPC organises the 2015 and 2017 Vista Conferences.

7. *Promote the organisation of local, regional and international sporting competitions working with the appropriate IFs, NPCs, IOSDs and Regional Organisations also contributing to sufficient classification opportunities for athletes.*

Key Activities

1. The Agitos Foundation launches the NPC Support Grant Programme by mid-2013 where the organisation of local, regional and international competitions is an eligible project.
2. The Agitos Foundation supports the organisation of competitions in the prioritised sub regions linked to NPC Organisational Capacity Programme or Youth Development Programme.

8. *Develop athlete pathway programmes starting from the grassroots to the elite level boosting athlete participation and career development. Work with the IPC members to develop athlete support and information resources e.g. athlete leadership training and post-career assistance.*

Key Activities

1. The IPC implements the Athlete Leadership Summits programme in collaboration with the Agitos Foundation, the IPC Academy and the respective Regional Organisations by mid- 2014.
2. The Agitos Foundation, in cooperation with the IPC Athletes Council, develops an athlete’s mentoring programme by mid-2014.
3. The Agitos Foundation supports the implementation of a pilot athlete pathway programme in four NPCs in the lead up to Rio 2016.
4. The IPC creates and makes available an information resources tool for athletes.



5. The IPC, in collaboration with its partners, further develops the Athletes Career Programme, to include the creation of internships and job opportunities for active and retired athletes.

9. *Ensure that sports are practiced in a manner that protects the health of the athletes and that respects fair play and ethics including compliance with the World-Anti-Doping Code and the IPC Classification Code.*

Key Activities

1. The Agitos Foundation develops and implements, in collaboration with the appropriate member, the IPC Youth Education Programme across all youth programmes and activities.
2. The IPC, in collaboration with WADA and the respective event owner, continues to implement Anti-Doping Awareness and Education Programmes at all Paralympic Games and mayor competitions.
3. The IPC, in collaboration with the Agitos Foundation, produces resources that promote the Paralympic values and the concepts of fair play, equality and diversity. The concept of “Proud Paralympian - Paralympian as a role model and a catalyst for change” will be further developed and disseminated during major Para Sport events.
4. The IPC continues to conduct and disseminate the results of the Athletes Injury Survey and conducts a further survey during the Sochi 2014 Paralympic Winter Games.

The above nine strategic priorities are essential pieces to comprehensively and sustainably develop athletes. As athletes are the essence of the Paralympic Movement and the development of athletes is a manifold goal that covers a great variety of working areas the above significantly contributes to the development of the Paralympic Movement. Athlete development is the development of the Paralympic Movement from its centre and consequently has impacts on the other five IPC Strategic Goals.

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