

# STRATEGIC PLAN 2023-2026



**CHANGE  
STARTS  
WITH  
SPORT**

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# PRESIDENT'S WELCOME

**SINCE ITS FORMATION IN DUSSELDORF, GERMANY, IN 1989, THE IPC'S ACTIVITIES HAVE RIGHTLY FOCUSED ON DEVELOPING AND STRENGTHENING MEMBER ORGANISATIONS AND MAXIMISING THE PARALYMPIC GAMES EXPERIENCE FOR ALL STAKEHOLDERS.**

With billions of TV viewers watching around the world, the Tokyo 2020 Paralympic Games and Beijing 2022 Paralympic Winter Games were a stunning showcase of just how far the Paralympic Movement has progressed in both areas.

The sport on display at both Games was simply outstanding. The performances of athletes and the competitive nature of each summer and winter sport exceptional, with multiple records obliterated.

Female participation reached a new high at both Games and, had it not been for the pandemic which prevented the participation of some countries, a record number of National Paralympic Committees (NPCs) would have taken part.

Tokyo 2020 saw a record 86 countries win medals, including five who claimed gold for the very first time. Six NPCs made their Paralympic debut.

Not only did Beijing 2022 witness the emergence of China as a Paralympic winter sport nation but it highlighted that the future of winter sports is extremely bright with so many youngsters reaching the podium.

Despite the challenging circumstances faced in delivering both Games editions, the experience for all attending stakeholders set a new benchmark for all future Paralympic Games hosts.

Due to the evolution of IPC members and the Paralympic Games, the Paralympic Movement has now reached a level of maturity whereby with its Strategic Plan 2023-2026 the IPC can expand its external focus from two strategically important goals to three.

While the IPC will continue to serve members and athletes to advance the Paralympic Movement and showcase athlete

excellence through the delivery of the Paralympic Games, it is vital that we begin to explore and demonstrate the societal benefit of Para sport.

Without doubt, the activities of our member organisations and the staging of the Paralympic Games have a monumental impact on society. Whether it be on the life of an athlete, a city's infrastructure, a country's legislation or the attitudes of people towards disability, to give just a few examples, the Paralympic Movement's activities are proof that Change Starts With Sport.

To accelerate the Paralympic Movement to the next level, it is essential that we are able to measure and showcase the impact our activities are having on making for a more inclusive society. By doing so, we can do more to leverage the IPC's influence in advancing disability inclusion and tap into resource streams that advance both the IPC and our members.



Responsible for delivering of these three strategic goals will be the IPC Management Team based at our headquarters in Bonn, Germany, who are the focus of this plan's fourth, more internal facing, strategic goal.

We want to build a professional organisation that rigorously pursues excellence in service to the Paralympic Movement. As the management team deliver this plan, they will continuously evaluate and improve what we do and how we do it.

Since having the honour of becoming the IPC President in 2017, I have been determined to change the culture of the IPC management team and make the organisation a membership-focussed, athlete centred organisation.

By engaging and listening to members and athletes throughout 2022, I believe we now have a Strategic Plan focussed around four strategic goals which can propel the Paralympic Movement forward over the next four years.

The four strategic goals, which each come with four objectives, will not only shape our thinking but our actions, and this will be reflected in our annual corporate plans which we will report back on to IPC members each year.

Thank you for contributing towards this plan and working with us on its delivery. By working together, I am confident that we really can make for an inclusive world through Para sport.

**Andrew Parsons**  
IPC President

# CHAIR OF THE IPC ATHLETES' COUNCIL WELCOME

**AS THE PROUD CHAIRPERSON OF THE IPC ATHLETES' COUNCIL, I AM DELIGHTED THAT THE IPC STRATEGIC PLAN 2023-2026 PLACES GREATER FOCUS ON THE NEEDS AND ASPIRATIONS OF THE ATHLETE COMMUNITY THAN EVER BEFORE.**

Over the years, athletes across world sport have fought for greater prominence and representation within sport governing bodies. I am pleased that during the last four-year strategic cycle, led by my predecessor Chelsey Gotell, good progress has been made within the IPC and Paralympic Movement to further the interests and voice of the athlete community.

Today, the IPC boasts the most athlete-centric Governing Board ever.

A record seven former athletes were elected by IPC members at the 2021 IPC General Assembly while the number of representatives from the IPC Athletes' Council who serve as Board members has increased from one to two as a result of progressive changes to the IPC's governance structures.

This means that nine of the IPC's 14 Governing Board members are current or former athletes ensuring the views of athletes are very well represented at the highest level of decision-making within the IPC.

Responsible for delivering the IPC Strategic Plan is the IPC Management Team led by two-time Paralympian Mike Peters who is passionate about increasing the number of athletes within Team IPC.

By the end of 2022, in addition to the IPC Athletes' Council, 55 NPCs, 16 International Federations, five World Para Sports and four Regional Organisations

had athlete representatives, with many creating roles only in the last four years.

With these foundations, we have a good platform with which to build. With more emphasis than ever before on athlete well-being, dialogue, engagement, and performance, I am extremely confident at what can be achieved during the new four-year strategic cycle with regards to the interests of the athlete community.

**Jitske Visser**  
Chairperson, IPC Athletes' Council

“Nine of the IPC's 14 Governing Board members are current or former athletes.”



# THE IPC

**THE IPC IS THE GLOBAL GOVERNING BODY OF THE PARALYMPIC MOVEMENT. FOUNDED IN 1989, WE ARE AN INTERNATIONAL NON-PROFIT ORGANISATION BASED IN BONN, GERMANY.**

Our Vision is to make for an inclusive world through Para sport while our Mission is to lead the Paralympic Movement, oversee the delivery of the Paralympic Games and support members to enable Para athletes to achieve sporting excellence.

Working with our 200 plus member organisations, we use Para sport as a vehicle to advance the lives of the world's 1.2 billion persons with disabilities.

A strong belief that Change Starts With Sport motivates our international workforce to work as one team, aligned and focussed on fulfilling our Vision and Mission through delivery of the IPC Strategic Plan.

## IPC STRUCTURE

The IPC Governing Board, elected by the IPC membership every four years at the IPC General Assembly, has the full power and authority to manage the affairs of the IPC. The Board governs the IPC and sets the strategic direction. Twelve members, who have non-executive roles, are elected by members, most

recently in December 2021. The Board also features the Chairperson and Vice Chairperson of the IPC Athletes' Council.

The IPC Athletes' Council is a group of elected and co-opted athlete representatives who act as the voice of the Para athlete community to the IPC.

The IPC Management Team undertakes the IPC's day-to-day activities which aim to fulfil the organisation's strategic priorities. The CEO is the liaison between the governance and management responsibilities within the organisation.

## OUR MEMBERS

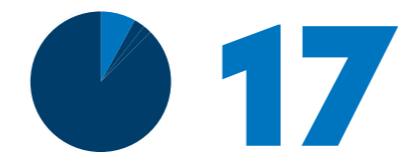
**THE IPC IS A MEMBERSHIP-BASED ORGANISATION.**

We are here to serve and support our members who are made up of National Paralympic Committees, International Federations, Regional Organisations and International Organisations of Sport for the Disabled.

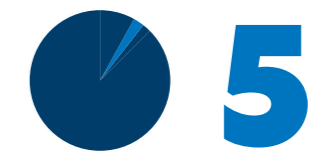
As of 1 January 2023, the IPC has 210 member organisations consisting of:



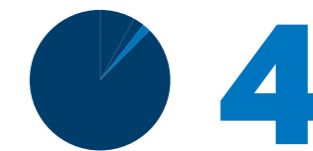
**National Paralympic Committees** who are the sole representative of the Paralympic Movement in their territory. They have the exclusive right to enter into the Paralympic Games.



**International Federations** who have a responsibility for governing sports on the Paralympic programme. There are 13 Olympic and Paralympic Federations, while there are four Paralympic specific sport federations.



**Regional Organisations** with a focus on regional Games, member support and regional co-operation.



**International Organisations of Sport for the Disabled (IOSD)** who concentrate more on the grassroots development of sports for particular impairments. In the cases of IBSA and IWAS they also act as the international federations for some sports on the Paralympic programme.



# EXECUTIVE SUMMARY

**FROM THE OUTSET, OUR DESIRE HAS BEEN TO CREATE A STRATEGY THAT IS RELEVANT, FIT-FOR-PURPOSE AND ALIGNED TO THE NEEDS OF OUR MEMBERS.**

Fundamental to the development of the IPC Strategic Plan 2023-2026 has been IPC members, athletes and key stakeholders who have all had the opportunity to share their views with us over a 10-month period.

Work on the IPC Strategic Plan 2023-2026 began in March 2022 when a survey was sent to the whole IPC membership. The objective was to gather input from our members on what they felt were the most important priority areas for the IPC to tackle over the next strategic period.

To dig deeper into the findings, 17 focus groups were held during May and June with NPCs, International Federations, Regional Organisations,

IOSDs, the IPC Athletes' Council, World Para Sports and key stakeholders.

In July 2022 a Governing Board workshop was held to brainstorm the strategic objectives against the below agreed principles:

- The strategic objectives must support the Vision and mission statements
- The strategic objectives should be fewer in number than before, not be duplicative and have clearer outcomes
- All strategic objectives must be within the control and capacity of the IPC to deliver

Finally, the draft Strategic Plan was presented to IPC members for ratification at the 2022 Membership Gathering in Berlin, Germany.

The IPC Strategic Plan 2023-2026 focuses on four strategic goals with each area being accompanied by a brief explanation.

Under each strategic goal is four objectives. Between now and 2026, the IPC Management Team will implement annual corporate plans which deliver against each of these objectives. Internally key result areas have been identified for each of the objectives as part of the ongoing IPC's Data to Insight project which monitors and evaluates all internal projects within the IPC.



**MARCH**

Member Survey

**MAY-JUNE**

17 Focus Groups with IPC Members

**JULY**

Governing Board workshop

**NOVEMBER**

Strategic Plan ratified by members

# VISION

To make for an inclusive world through Para sport

# MISSION

To lead the Paralympic Movement, oversee the delivery of the Paralympic Games and support members to enable Para athletes to achieve sporting excellence

## STRATEGIC GOAL

Serve our members and athletes to advance the Paralympic Movement

Showcase athlete excellence through the delivery of transformative Paralympic Games

Drive impact through Para sport

Continue to build a professional organisation that rigorously pursues excellence in service of the Paralympic Movement

## EXPLANATION

We engage with members to maximise what each brings to the Paralympic Movement

We deliver the Paralympic Games as the pinnacle global sporting event for Para athletes, showcasing the very best of Para sport and continuing the growth of the Paralympic Movement

Change Starts With Sport. We leverage Para sport to make for an inclusive world for persons with disabilities

We continuously evaluate and improve what we do and how we do it to support our delivery of the strategic plan and to be a world leading sports organisation

## OBJECTIVE

Collaborate with members in advancing their organisational strengths and capabilities in order to serve Para athletes

Provide optimal conditions for a diverse group of Paralympic athletes and members to achieve excellence

Explore and demonstrate the societal benefit of Para sport

Innovate systems, processes and capabilities to advance the IPC as a diverse and inclusive high-performance organisation

Optimise communications with members and athletes and facilitate co-operation opportunities between members

Increase global engagement and understanding of the Paralympic Games to maximise impact for members, athletes and the Paralympic Movement

Support members in their efforts as catalysts for social change for persons with disabilities

Maximise the opportunities of the new headquarters to advance organisational culture, member, athlete and stakeholder engagement, and community outreach

Engage with members and athletes to further the interests and voice of athlete community

Leverage the legacy impact of the Paralympic Games

Leverage the IPC's influence in advancing disability inclusion

Mobilise the IPC's volunteer network of expert individuals and organisations to enhance our ability to serve the Movement

Review and further develop the IPC Classification Code and work with members and other stakeholders to improve understanding of classification

Explore ways to develop the Paralympic Winter Games

Innovative financial resource streams to drive organisation and member advancement

Conclude and implement the outcome of the IPC Governance Review

## STRATEGIC GOAL 1:

**SERVE OUR MEMBERS AND ATHLETES TO ADVANCE THE PARALYMPIC MOVEMENT**



We engage with members to maximise what each brings to the Paralympic Movement

### Objectives

- Collaborate with members in advancing their organisational strengths and capabilities in order to serve Para athletes
- Optimise communications with members and athletes and facilitate co-operation opportunities between members
- Engage with members and athletes to further the interests and voice of the athlete community
- Review and further develop the IPC Classification Code and work with members and other stakeholders to improve understanding of classification

## STRATEGIC GOAL 2:

**SHOWCASE ATHLETE EXCELLENCE THROUGH THE DELIVERY OF TRANSFORMATIVE PARALYMPIC GAMES**



We deliver the Paralympic Games as the pinnacle global sporting event for Para athletes, showcasing the very best of Para sport and continuing the growth of the Paralympic Movement

### Objectives

- Provide optimal conditions for a diverse group of Paralympic athletes and members to achieve excellence
- Increase global engagement and understanding of the Paralympic Games to maximise impact for members, athletes and the Paralympic Movement
- Leverage the legacy impact of the Paralympic Games
- Explore ways to develop the Paralympic Winter Games

## STRATEGIC GOAL 3:

**DRIVE IMPACT THROUGH PARA SPORT**



Change Starts With Sport. We leverage Para sport to make for an inclusive world for persons with disabilities

### Objectives

- Explore and demonstrate the societal benefit of Para sport
- Support members in their efforts as catalysts for social change for persons with disabilities
- Leverage the IPC's influence in advancing disability inclusion
- Innovate financial resource streams to drive organisation and member advancement

## STRATEGIC GOAL 4:

**CONTINUE TO BUILD A PROFESSIONAL ORGANISATION THAT RIGOROUSLY PURSUES EXCELLENCE IN SERVICE OF THE PARALYMPIC MOVEMENT**



We continuously evaluate and improve what we do and how we do it to support our delivery of the strategic plan and to be a world-leading sports organisation

### Objectives

- Innovate systems, processes and capabilities to advance the IPC as a diverse and inclusive high-performance organisation
- Maximise the opportunities of the new headquarters to advance organisational culture, member, athlete and stakeholder engagement, and community outreach
- Mobilise the IPC's volunteer network of expert individuals and organisations to enhance our ability to serve the Movement
- Conclude and implement the outcomes of the IPC Governance Review



# THANK YOU TO OUR PARALYMPIC PARTNERS

## WORLDWIDE PARALYMPIC PARTNERS



## INSTITUTIONAL PARTNERS



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