IPC

PARALYMPIC GAMES

Technical Manual on

Paralympic Games

International Paralympic Committee

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I. Global Reference Data

Name **Technical Manual on Paralympic Games**

Date/Version May 2004

Note Please note that this document is an extension of the previously existing IPC Guidelines and IOC-IPC Agreement, which are incorporated into this document. This manual will often reference other IOC and IPC documents and manuals in an effort to synthesize information under specific functional areas. As it is referenced in the IOC Host City Contract, this manual should be considered part of said Contract.

This version of the manual highlights mainly Summer Games information and examples. Winter Games-specific data will be included in subsequent versions.

II. Related Documents

List

Here is a list of all documents this Technical Manual refers to:

- Olympic Charter
- Olympic Games Study Commission Report
- Joint Marketing Programme Agreement
- IPC-IOC Agreements
- IPC Handbook
- IPC Accreditation Guide
- Technical Manual on Accommodation
- Technical Manual on Media
- Technical Manual on Ticket
- Technical Manual on Venues - Design Standards for Competition Venues
- Technical Manual on Workforce

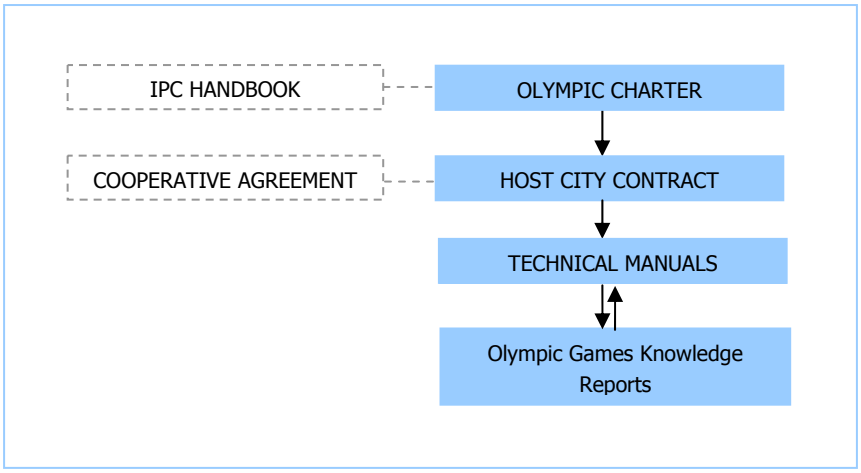
III. Information Roadmap

Introduction

The aim of this chapter is to explain how the Technical Manuals fit into the general context of the various IOC guidelines and supporting documents. The Technical Manuals are part of an information chain which needs to be clearly understood by the Organising Committees (OCOGs) in order to get the complete picture of the obligations incumbent upon them and distinguish them from the recommendations and advice provided through the Olympic Games Knowledge Programme.

Presentation

The graph below illustrates the "information roadmap" and the position of the Technical Manuals within the context of other related documents. Each of the documents is also described in more detail on the following pages.



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III. Information Roadmap, Continued

Olympic Charter (OC)

The Olympic Charter is the codification of the

- Fundamental Principles
- Rules and
- Bye-laws

adopted by the IOC. It governs the organisation and operation of the Olympic Movement and stipulates the conditions for the celebration of the Olympic Games. Thus, the Olympic Charter represents the permanent fundamental reference document for all parties of the Olympic Movement. It can only be modified with the approval of the IOC Session.

IPC Handbook

The IPC Handbook is the equivalent document for the IPC as the Olympic Charter is for the IOC. It contains the

- Constitution and bylaws
- Guiding Principles and
- Rules and Regulations

adopted by the IPC. Sections of the IPC Handbook are currently being revised as of November 2003 due to structural changes within the organisation. The revision completion date is scheduled for November 2005

Host City Contract (HCC)

The Host City Contract represents the written agreement entered into between, on the one hand, the IOC and, on the other hand, the host city and the NOC of the host country. The Host City Contract sets out the legal, commercial and financial

- Rights and
- Obligations

of the IOC, the host city and the NOC of the host country in relation to the Olympic Games. In case of any conflict between the provisions of the Host City Contract and the Olympic Charter, the provision of the Host City Contract shall take precedence.

The Host City Contract is signed by the IOC, the host city and the NOC of the host country immediately following the announcement by the IOC of the host city elected to host the Olympic Games. As such, the Host City Contract is specific to each edition of the Olympic Games.

Continued on next page

III. Information Roadmap, Continued

IPC/OCOG Cooperative Agreement

The OCOG and the IPC will enter into a cooperative agreement as an appendix to the Host City Contracts setting out the legal, commercial and financial rights and obligations of the IPC and the OCOG in relation to the Paralympic Games. In case of any conflict between the provisions of the IPC/OCOG Co-operative Agreement and the IPC Handbook, the provision of the IPC/OCOG Co-operative Agreement shall take precedence. The IPC/OCOG Co-operative Agreement is signed by the IPC and the OCOG no later than four years priors to the Paralympic Games.

Technical Manuals

The Technical Manuals annexed to the Host City Contract form an integral part thereof. They contain the

- Detailed technical obligations
- Planning information
- Procedures and processes and
- Proven practices

regarding a given function of the Olympic Games organisation. Thus, they provide the technical requirements and information for the implementation of the key functional areas to the OCOGs. The IOC may amend the Technical Manuals and update them when necessary to include to most recent and relevant information for the OCOGs.

The Technical Manuals contain IPC specific information that is marked with an icon.

Continued on next page

III. Information Roadmap, Continued

Olympic Games Knowledge Reports (Formerly called "TOK Guides")

The Olympic Games Knowledge Reports* represent a description of practices and experiences from previous OCOGs, referring to a given local host city context and environment.

The reports contain:

- Technical organisational information from the OCOGs point of view referring to a given edition of the Olympic Games. This can include practice examples, scale and scope data as well as resource and planning information.

They do not contain:

- Legal obligations,
- IOC recommendations.

Once edited after each edition of the Olympic Games, the Olympic Games Knowledge Reports are no longer modified. For this reason, there is one version of reports which is specific to each edition of the Olympic Games.

Olympic Games Knowledge Reports contain IPC specific information where relevant.

** These reports are part of the Olympic Games Knowledge Programme put in place by the IOC in order to facilitate the transfer of Olympic Games Knowledge and assist in the exchange of information from one Olympic Games to the next. The programme comprises several components (written information, workshops etc.) and features the Olympic Games Knowledge Reports as one of its key elements which can also be found on the Olympic Games Knowledge Extranet.*

IV. IOC Olympic Games Study Commission Report

Introduction

This chapter provides an introduction to the work undertaken by the IOC under the Olympic Games Study Commission, which has got a direct impact on Games preparation and operations. Therefore, it is crucial for the reader of this manual to understand the general context and philosophy of the IOC, which will help adopt the mindset of cost consciousness introduced by the IOC. The detailed technical recommendations have been incorporated directly in the manual specific content.

Background of the Commission

The Olympic Games Study Commission was established by IOC President Jacques Rogge, when taking up the IOC presidency, to analyse the current scale and scope of the Olympic Games and the Olympic Winter Games. The Commission's mandate has been to propose solutions to manage the inherent size, complexity and cost of staging the Olympic Games in the future, and to assess how the Games can be made more streamlined and efficient.

The decision of the IOC recognised the desire to maintain the position of the Games as the most important sporting event in the world, while at the same time, balancing the need to keep the costs associated with the Games under reasonable control. In particular, the IOC addressed measures to ensure that Games Host Cities do not incur greater expenses than are necessary for the proper organisation of the Games.

The IOC was attentive that proposed measures should not undermine the universal appeal of the Games, nor compromise the conditions which allow athletes to achieve their best sporting performance and which allow the media to transmit the unique atmosphere and celebration of the Games to the world.

The Commission presented its complete report to the IOC Session in Prague in July 2003. At this meeting, the general principles and detailed recommendations were adopted as well as the calendar of dates for the implementation of these recommendations.

Subsequently, the Commission has been dissolved and the IOC Games Department manages the detailed implementation of all the recommendations. The objective is to integrate the recommendations and principles of the Olympic Games Study Commission report in the general IOC guidelines and the Games management processes, so that future Games organisers will automatically work from this basis. At the same time, it is key that the organisers understand and adopt the general philosophy of the Commission.

Continued on next page

IV. IOC Olympic Games Study Commission Report,
Continued

Key messages

- As a responsible organisation, the IOC wants to ensure that host cities and residents are left with the best possible legacy in terms of venues, infrastructure, environment, expertise and experience.
- Bigger does not necessarily mean better and higher expenditure does not necessarily guarantee the quality of the Games. The IOC made clear that excessive or unjustified costs and infrastructure can even be counterproductive.
- This project involves all Olympic stakeholders. It will require their commitment to the Commission's recommendations and it will ultimately be to their benefit as well. The notion of "teamwork" and striving for the same goal are key in this context.
- It has to be ensured that the underlying philosophy and conclusions with regards to the size and complexity the Olympic Games are widely spread, understood and properly assimilated within the Olympic Movement and beyond.
- No single recommendation proposed by the Commission will provide a solution, but the sum is reflective of an attitude and mindset that should be adopted by all parties of the Olympic Movement.
- Underpinning this approach, the IOC has strengthened its support and collaboration with the OCOGs through e.g. enhanced Games management processes and a strong transfer of knowledge programme to provide assistance and advice, as needed.

Continued on next page

IV. IOC Olympic Games Study Commission Report,
Continued

Main recommendations

The report of the Commission lists 117 detailed practical recommendations which have been structured according to five major themes: Games Format, Venues and Facilities, Games Management, Number of Accredited Persons and Service Levels. Please note that the detailed recommendations have been incorporated in relevant parts of the Technical Manuals. They can also be consulted in the complete report of the Olympic Games Study Commission.

1. Games Format

The IOC should re-affirm the following Olympic Charter principles:
- The Olympic Games are awarded to one Host City
- The duration of competitions shall not exceed sixteen days
- Only sports practised on snow and ice may be considered as winter sports

2. Venues and facilities

Minimise the costs and maximise the use of competition, non-competition and training venues and guarantee an efficient usage in terms of time, space and services, while taking into consideration the needs of the Olympic Family.

3. Games Management

Recognising the fact that the Games are evolving, the IOC should clearly define its role and responsibilities within the Olympic Movement vis-à-vis all involved parties with the objective of improving Games governance. The OCOG should adopt more effective business processes with the objective of creating a more efficient and coordinated Games management through work practices that maximise all resources.

4. Number of accredited people

The IOC should establish appropriate guidelines and find ways of containing (and ideally decreasing) the overall number of accredited persons on the occasion of the Games. The focus should be on groups that have experienced the most dramatic increases, those which have more flexible rules and those that do not have any maximum numbers.

5. Service levels

Stop the ever increasing "benchmark inflation" that arises from comparisons of services provided at past Games or other major events. Service levels should be of a reasonable standard and be adapted to each client groups' real needs. Acceptable risk levels must also be addressed with some key stakeholders.

V. Presentation

Context

The mission of the Technical Manual on Paralympic Games is to facilitate the OCOG's understanding of and planning for the Paralympic Games by identifying the scope, level of service, general principles and specialised adaptations required by each functional area in accordance with the IPC standards.

Target Audience

The target audience for the manual is:

- OCOG Senior Executives
- OCOG Functional Areas
- Other OCOG relevant workforce
- Candidate Cities

Integration of Olympic and Paralympic Information

As part of the closer IOC-IPC working relationship and the integrated organisational approach by the OCOGs, it was decided that this integrated approach should also be reflected in the Technical Manuals. Therefore, the general principle is to include Paralympic specific requirements directly in the function manuals, e.g. the Technical Manual on Accommodation provides a complete picture of both Olympic and Paralympic accommodation related information.

This Technical Manual on Paralympic Games provides an introduction and general overview on the Paralympics. It makes reference and provides links to the function specific manuals containing Paralympic information. Most of the function specific detail which exists in this document can be found in future versions of the relevant function Technical Manual.

VI. Executive Summary

Main Obligations

The main obligations of the OCOG are to organise the Paralympic Games as a smaller but unique and equally important event to that of the Olympic Games, whilst ensuring alignment with the IPC vision and mission and focusing on the following points:

- The elite athlete experience,
- The distinct educational/awareness opportunities and
- The maximisation of media attention and exposure.

Deliverables

The main deliverables required of the OCOG as they relate to the Paralympic Games include:

- Delivering of each sport competition on the Paralympic programme,
- Differentiating and capitalising on the distinctive communication and marketing values of the Paralympic Games,
- Maximizing the integration opportunities between the Olympic and Paralympic Games in all functional areas in order to create greater economies of scale / cost reduction,
- Identifying and addressing issues related to accessibility and disability awareness,
- Planning for minimized transitional activities between Olympic and Paralympic Games,
- Clarifying within the OCOG that the Paralympic functional area is a project management, quality assurance entity and that all functional areas play a role in the successful delivery of the Paralympic Games
- Providing the required scope and level of service of Games Services to all Paralympic Games constituent groups.

OCOG and IPC Cooperation

The fundamental element in ensuring optimal results with the organisation of the Paralympic Games is that the OCOG develops a cooperative relationship with the IPC taking into the consideration the following principles:

Continued on next page

VI. Executive Summary, Continued

OCOG and IPC Cooperation

- **Bilateral contact** - established between the OCOG and IPC to ensure an exchange of information, and a mutual understanding of each other's needs and requirements.

- **Flexibility** - due to the varying complexities and distinct nature of the Paralympic Games, there will always be a necessity to examine exceptional cases. The OCOG should be sensitive to the fact that the Paralympic Movement, and the underlying rules and regulations of the IPC and International Paralympic Sport Federations (IPSFs), are in a constant state of evolution and change, and that the IPC will apply, as per the IPC/OCOG Cooperative Agreement, the rules, regulations and change management processes as agreed too.

- **Issue Resolution** – should a disagreement emerge between the IPC and the OCOG concerning the Paralympic requirements, an effort should be made to resolve the issue at hand between the OCOG and IPC. The OCOG and IPC should refer to the IOC if the two parties cannot reach a final resolution on the matter.

VII. Technical Presentation

Introduction

The presentation chapter introduces the general structure of the document, and describes the limits of its content.

Structure

The information contained in the manual is structured into two chapters:

- Paralympic Movement – Overview of the history of the Paralympic Games, the structure and role of the IPC and the partnership between the IPC and IOC.
- General Requirements – Outline of the standards and obligations by OCOG functional area to be undertaken in hosting the Paralympic Games.

Summer Games Information

Even if most of the content of this manual covers the information which applies generally to both, Paralympic Games and Paralympic Winter Games, statistics and examples used in this version of the document mainly refer to the Summer Games. The corresponding Winter Games information will be added in the next stage.

VIII. Link to OCOG Phases

Reference For information describing the key dates and major OCOG events during the preparation phase of the Paralympic Games, please refer to Chapter 2.2 of this Manual.

IX. Master Schedule Reference

Reference
✕

For information regarding the Master Schedule for Paralympic Games, please refer to the Master Schedule document that can be provided separately by the IPC upon request.

X. Specific Glossary

Introduction

This section defines the different terms used throughout this guide.
Also refer to the Official Core Terminology on Olympic and Paralympic Games, which contains a specific section on Paralympic terms.

Term	Definition
Daily Wheelchair User	An individual that requires a wheelchair for daily mobility purposes.
ISOD	International Sports Organisation for the Disabled
International Paralympic Sport Federation (IPSF)	An independent sports federation recognised by the IPC as the sole world-wide representative of the specific sport for athletes with a disability and being granted the status of Paralympic Sport by the IPC.
National Paralympic Committee (NPC)	A national organisation recognised by the IPC as the sole representative of athletes with a disability in the country to the IPC, and recognised as such by the respective National Sports Council or similar highest sports authority within a nation.
Transition	The operational time period between the Olympic and Paralympic Games when the relevant OCOG functional areas, Games venues (competition/non-competition), common domains and municipalities are transformed in scope, scale, look and service level for the successful hosting of the Paralympic Games.

Icons

The following table provides definitions of the icons and colours used in this manual:

Type of Information	Icon and Colour
Obligation	△
Third party reference	⊏⊐
Cross-reference	✕

Disclaimer

Please note that these symbols as well as the grey background indicating OCOG obligations are used for illustration purposes to guide the reader through this manual, without however limiting the general validity and contractual character of this document.

1.0 → Paralympic Movement

Executive Summary

Introduction

Prior to undertaking the Paralympic Games project, an OCOG must have a general understanding of the Paralympic Movement in terms of history, context and structure. The information included in this chapter is intended to outline a brief history of the Paralympic Movement and Paralympic Games as well provide an overview of the IPC and its relationship with the IOC.

Executive Summary

The Paralympic Games have become one of the prime events on the international sports calendar representing the global pinnacle of sport for athletes with a disability. Through supervision by the IPC and the support of the IOC, an OCOG hosting the Paralympic Games has the unique opportunity to globally promote the values of the Paralympic Movement, with a vision of inspiration and empowerment.

Contents

This chapter contains the following topics:

Topic
1.1 History of the Paralympic Games
1.2 International Paralympic Committee
1.3 IPC – IOC Relationship

1.1 History of the Paralympic Games

Introduction

The history of the Paralympic Games, as outlined in this section, reflects the progressive journey of sport and recreation for people with a disability from its roots in rehabilitation medicine to its prominent position in the international sport industry.

History

The Beginning

Following World War II, traditional methods of rehabilitation were no longer responsive enough to the medical and psychological needs of large numbers of soldiers and civilians with a disability. At the request of the British government, Dr. Ludwig Guttmann, a newly emigrated German neurologist and neurosurgeon, set up a Spinal Cord Injuries Centre at Stoke Mandeville Hospital in Great Britain in 1944. At Stoke Mandeville, Guttmann introduced sport as a form of recreation and as an aid for remedial treatment and rehabilitation. His work led to the increased prominence of sport for individuals with spinal cord-related disabilities and the first International Stoke Mandeville Games in 1952. During this time, the International Stoke Mandeville Games Federation (ISMGF) was established (currently the International Stoke Mandeville Wheelchair Sports Federation/ISOD). As the Stoke Mandeville Games grew, other disability-specific sport initiatives began to be developed.

Etymology and Paralympic Movement

The word “Paralympic” derives from the Greek preposition “para” (“beside” or “alongside”) and the word “Olympics” (the Paralympics being the parallel Games to the Olympics). “Paralympics” has been the official term of the Games since 1988. The Paralympic Movement's growth is best exemplified through the phenomenal rise of the Paralympic Games. Approximately 4,000 athletes from 123 nations competed at the Sydney 2000 Paralympics.

Continued on next page

1.1 History of the Paralympic Games, Continued

History (continued)

Development of the Paralympic Games

In time, multi-disability competitions developed to become the Paralympic Games - the first being held in 1960 in Rome, Italy and the first Paralympic Winter Games in 1976. In 1982, the International Coordinating Committee of World Sports Organizations for the Disabled (ICC) was established to govern the Paralympic Games and to represent the participating organizations in dialogues with the International Olympic Committee (IOC) and other global organizations. Among these organisations was Cerebral Palsy International Sport and Recreation Association (CP-ISRA), the International Blind Sports Federation (IBSA), ISMGF and the International Sport Organisation for Disabled (ISOD) and the International Sports Federation for Persons with Intellectual Disability (INAS-FID).

International Paralympic Committee

On 22 September 1989, a new governing body—the International Paralympic Committee (IPC)—was established. The IPC officially replaced the ICC following the 1992 Paralympics in Barcelona.

Paralympic Games Overview

The table below lists all previous Paralympic Games:

Year	Location	Number of Nations	Number of Athletes
1952	Stoke Mandeville, Great Britain	2	130
1960*	Rome, Italy	23	400
1964*	Tokyo, Japan	22	390
1968	Tel Aviv, Israel	29	750

* Same host city as Olympic Games

Continued on next page

1.1 History of the Paralympic Games, Continued

Paralympic Games Overview (continued)

Year	Location	Number of Nations	Number of Athletes
1972	Heidelberg, Germany	44	1000
1976	Toronto, Canada	42	1600
1980	Arnhem, Netherlands	42	1973
1984	Stoke Mandeville, Great Britain & New York, USA	42	2900
1988*	Seoul, Korea	61	3053
1992*	Barcelona, Spain	82	3020
1996*	Atlanta, United States	103	3195
2000*	Sydney, Australia	123	3843
2004*	Athens, Greece	130 (TBD)	4000 (TBD)
2008*	Beijing, China	140 (TBD)	4000 (TBD)

* Same host city as Olympic Games

1.2 International Paralympic Committee

Introduction

This section provides an overview of the organisation of the International Paralympic Committee.

Presentation

The International Paralympic Committee (IPC), an international non-profit organization, is the international representative organization of sports for athletes with a disability. It supervises and co-ordinates the Paralympic Games and other multi-disability competitions such as World and Regional Championships as well as developing sporting opportunities around the world for athletes of all levels.

History

The IPC was founded on 22 September 1989 with the aim to create an international representative organization of elite sports for athletes with a disability. It was furnished with a democratic structure and with democratically elected representatives from these organizations. The Paralympic Winter Games in Lillehammer in 1994 were the first Paralympic Games under the governance of the IPC.

Organisation

The IPC comprises,
- approximately 160 National Paralympic Committees (NPCs) over five continents,
- four disability specific international sports federations and
- twenty-five sports.

Of the sports represented, twenty-three are on the Paralympic sports programme (19 summer and four winter).

Vision

The Vision of the IPC is “To Enable Paralympic Athletes to Achieve Sporting Excellence and Inspire and Excite the World”.

Continued on next page

1.2 International Paralympic Committee, Continued

Mission

The IPC's mission aims to:

- Guarantee and supervise the organization of successful Paralympic Games.
- Ensure the growth and strength of the Paralympic Movement through the development of National Paralympic Committees in all nations and the support to the activities of all IPC member organizations.
- Promote and contribute to the development of sport opportunities and competitions, from initiation to elite level, for Paralympic athletes as the foundation of elite Paralympic sport.
- Develop opportunities for women athletes and athletes with a severe disability in sport at all levels and in all structures.
- Support and encourage educational, cultural, research and scientific activities that contribute to the development and promotion of the Paralympic Movement.
- Seek the continuous global promotion and media coverage of the Paralympic Movement, its vision of inspiration and excitement through sport, its ideals and activities.
- Promote the self-governance of each Paralympic sport either as an integral part of the international sport movement for able-bodied athletes, or as an independent sport organization, whilst at all times safeguarding and preserving its own identity.
- Ensure that in sport practiced within the Paralympic Movement the spirit of fair play prevails, violence is banned, the health risk of the athletes is managed and fundamental ethical principles are upheld.
- Contribute to the creation of a drug-free sport environment for all Paralympic athletes in conjunction with the World Anti-Doping Agency (WADA).
- Promote Paralympic sports without discrimination for political, religious, economic, disability, gender or race reasons.
- Ensure the means necessary to support the future growth of the Paralympic Movement.

Continued on next page

1.2 International Paralympic Committee, Continued

Current structure

The IPC is currently composed of the:

- IPC General Assembly (its highest decision-making body),
- IPC Executive Committee,
- IPC Management Committee,
- IPC Headquarters and
- various Standing Committees, Ad Hoc and Commissions.

New structure

In November 2003, the IPC Executive Committee approved a new governance structure. In November 2004, an extraordinary IPC General Assembly will be held to approve the new Constitution.

In the new structure to be implemented in 2005, the IPC Executive and Management Committees will be replaced by the IPC Governing Board, which all members will be elected by the IPC General Assembly.

There will also be a core Management Team lead by the Chief Operating Officer, four Councils and Standing Committees and Commissions.

Continued on next page

1.2 International Paralympic Committee, Continued

IPC Headquarters

The IPC Headquarters is the official administrative and professional office of the IPC. The address and contact information for this as follows:

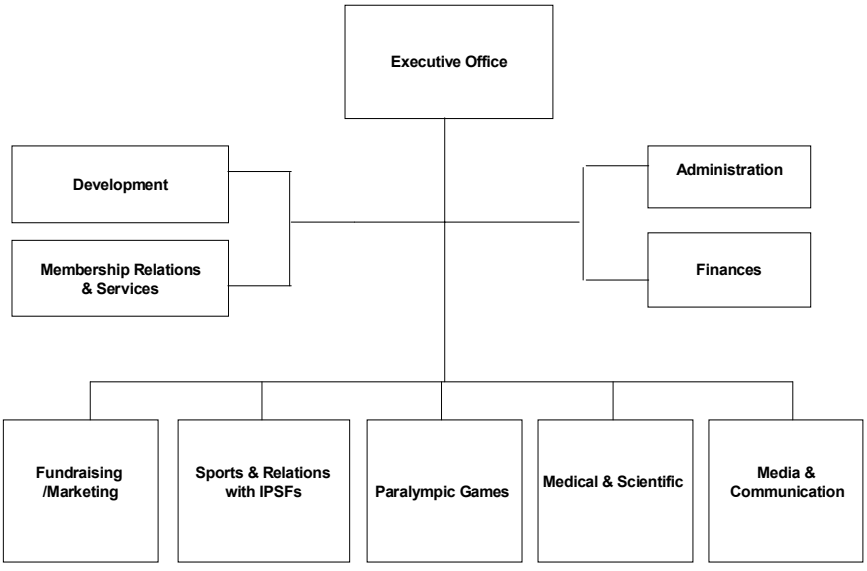
International Paralympic Committee (IPC)
Adenauerallee 212 – 214
53113 Bonn, Germany

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

E-mail: info@paralympic.org
Web: http://www.paralympic.org

IPC Headquarters Diagram

The diagram below displays the IPC Headquarters organizational structure by department is as follows:



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1.2 International Paralympic Committee, Continued

Reference	IPC Handbook Section 1 – IPC Constitution and Byelaws
✕	IPC Website – www.paralympic.org

1.3 IPC – IOC Relationship

Introduction

The IPC and the International Olympic Committee (IOC) have enjoyed many years of close co-operation. Since the Seoul 1988 Paralympic Games, the Paralympics have taken place in the same city and in many of the same venues and facilities as the Olympics. In 1993, following the Barcelona 1992 Paralympic Games, the IPC and IOC signed an agreement granting recognition and support to the IPC. In October 2000, on the occasion of the Sydney 2000 Paralympic Games, an Agreement of Co-operation was signed between the IPC and IOC, which outlined the principles of the relationship and laying the foundation for greater collaboration.

Recognition

The IPC and IOC share, a common belief in the right of all human beings to pursue their physical and intellectual development and have therefore agreed to cooperate in certain areas in support. The IOC recognizes the IPC as the international governing body for sport for athletes with a disability, with the exception of sport for the deaf and the Special Olympics.

Representation

The IPC is represented on several IOC Commissions and Committees and vice versa in order to facilitate the exchange of ideas, encourage development and ultimately give more prominence and sophistication to the Paralympic Movement. The IPC is represented on the following IOC commissions:

- Athletes'
- Coordination
- Culture and Olympic Education
- Evaluation
- Medical
- Press
- Radio and Television
- Sport for All
- Sport and Environment
- Sport and Law
- Women and Sport

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1.3 IPC – IOC Relationship, Continued

Cooperation Agreement between IOC and IPC	The first IPC – IOC agreement provides general recognition and formal clarification of the relationships between the two organizations, including shared values, IPC representation on IOC committees/commissions and financial support for IPC development initiatives.
IPC/IOC Agreement – Organisation of the Paralympic Games	The second IPC – IOC agreement provides guarantees, conditions and principles to sustain the Paralympic Games as an international multi-sport, multi-disability Games that are organized by OCOGs using the Olympic Games infrastructure and services.
Appendix to the IPC/IOC Agreement - Marketing	The third IPC – IOC agreement is an addendum to the second agreement and specifically relates to the marketing and broadcasting rights granted to OCOGs and the payment guarantees that are given to the IPC for those rights.
Reference ✕	The following documents can be found in the annexes to this Manual: IPC/IOC Agreement – Organisation of the Paralympic Games (2001) Appendix to the IPC/IOC Agreement – Marketing (2003)

2.0 → General Requirements

Executive Summary

Presentation

The information included in the General Requirements chapter is intended to outline the fundamental operational parameters, obligations and conditions necessary for planning the Paralympic Games.

Executive Summary

A critical success factor for any OCOG undertaking the hosting of the Paralympic Games is a clear understanding of the concepts, opportunities and requirements unique and similar to the Olympic Games. Wherever possible in planning the Paralympic Games, the OCOG should take the approach to minimise operational change and to maximise promotional distinctiveness.

Structure

The information contained in the chapter is structured into three areas:

- Concept and Opportunities – Philosophical overview of the Paralympic Games concept and the extrinsic opportunities afforded to the OCOG and the host city.
- Key Dates – Overview of the key Paralympic dates that the OCOG should be aware of when developing its planning and decision-making cycles and promotional activities.
- Requirements by Function – Outline modelled after the IOC's Master Schedule concept which covers the obligations, standards and considerations by functional area necessary for hosting a successful Paralympic Games

Related Documents

The following guides are complementary to the information provided in this section and should be reviewed accordingly:

IPC Handbook
IPC / IOC Agreement
Technical Manuals

Continued on next page

Executive Summary, Continued

Contents This chapter contains an overview of the following topics:

Topic
2.1 Concept and Opportunities
2.2 Key Dates
2.3 Core Requirements
2.4 Sport and Venues
2.5 Paralympic Village
2.6 City Operations
2.7 Media
2.8 Marketing
2.9 Image and Communication
2.10 Culture
2.11 Games Services
2.12 Technology
2.13 Finance and Legal

2.1 → Concept and Opportunities

Presentation

Introduction

This section provides an overview of the Paralympic Games concept and opportunities for OCOGs.

Concept

The Paralympic Games are an ever-growing, international, multidisability, multisport competition and looks to showcase the world's elite athletes with a disability. The International Olympic Committee (IOC) and the International Paralympic Committee (IPC) share a common belief in the right of all human beings to pursue their physical and intellectual development. To this end, the IOC has agreed to assist the IPC in securing and protecting the organization of the Paralympic Games, by ensuring the following:

- A full seven years for the preparation of the Paralympic Games;
- Full support of the host city and the OCOG for the organization of the Paralympic Games;
- A financial guarantee of viability for the Paralympic Games;
- Increased support for Paralympic athletes and team officials, through travel grants, the elimination of entry fees and free provision of accommodation and ground transport; and
- Support for the administration of the IPC.

Opportunities

There are approximately 500 million people with a disability around the world, roughly 10% of the world population. Many of these individuals practice sport on a recreational level. However, only very few make it to the pinnacle of Paralympic sport: the Paralympic Games. In relation to hosting the Paralympic Games, the OCOG is afforded distinct opportunities to impact the host nation and the greater global

Continued on next page

Presentation, Continued

Opportunities (continued)

community by capitalising on the legacy of the Games as dynamically represented legislatively, socially and in physical construction. Similar to the sustainable development considerations taken with regard to the environment in the Olympic Games context, the Paralympic Games affords the OCOG opportunities to showcase, contribute and impact

- the social and cultural,
- environmental and
- economical conditions as related to people with a disability.

Examples of such opportunities are listed in the table below:

Area	Opportunity
Society and Culture	• Act as a catalyst for instituting social change, acceptance and tolerance towards people of diverse ability and ethnicity through educational/awareness programs and practice as a socially responsible organization; • Build legacy programs that support people with a disability; and • Integrate and empower people with a disability into vocations and mainstream society through volunteer opportunities and large-scale recognition and promotion. • Establish communication forums, technology that provide people with a disability greater access to information.
Environment	• develop legacy solutions for accessible mass transportation systems develop legacy solutions for building accessibility (e.g. local businesses, competition venues) • develop legacy solutions for general community accessibility (e.g. side walks, signage)

Continued on next page

Presentation, Continued

Opportunities (continued)

Area	Opportunity
Economic	• Provide diverse solutions to marketing and communication issues • Obtain financial support from a wide range of government agencies • Provide high volume of ticket sales to local community • Provide unique fundraising and donor possibilities

2.2 → Key Dates

Presentation

Introduction

This section provides and overview of the key dates that the OCOG should be aware of when developing its Paralympic Games planning and decision-making cycles and promotional activities.

Major OCOG Events

This macro level timeline will provide each OCOG functional area with a reference point for establishing planning timelines related to the development, review and approval of Paralympic Games projects and for determining promotion, testing and observation opportunities. There are nine major OCOG event milestones categories associated with the Paralympic Games. They include:

Stage	Time
IPC/OCOG signing of Paralympic Games Cooperative Agreement	G-6
Paralympic Sport Program Established	G-4
OCOG Paralympic Games Countdown (four, three, two, one year countdown promotional activity)	G-1,2,3,4
OCOG Observations at Paralympic Games (Summer and Winter) and IPSF World Championships	G-1,2,3,4
OCOG Paralympic Test Events	G-1,2
Paralympic Torch Relay	G-6 days (minimum)
Paralympic Village Opening	G –1 week
Paralympic Games Opening Ceremony	Day 0
Paralympic Games Closing Ceremony	Day 11
Paralympic Village Closing	Day 13

Continued on next page

Presentation, Continued

Major OCOG Events Scheduling △

The OCOG shall determine its major event milestones timelines by category in consultation with, and in specific areas with the approval of, the IPC. Those major event milestones requiring IPC approval are listed below:

- Paralympic Torch Relay
- Paralympic Village Opening
- Paralympic Games Opening Ceremony
- Paralympic Games Closing Ceremony
- Paralympic Village Closing

The Paralympic Games must be staged in a dignified manner as an independent event and not in connection with nor at the same time as any other international or even national sports event for disabled people.

No other international event for athletes with a disability may be scheduled in or near the Paralympic City within three months prior to or following the Paralympic Games.

Coordination Commission / Working Group Meetings

In accordance with IOC policy and as agreed with the IPC, an IPC representative is appointed to the IOC Coordination Commission to monitor OCOG activities as related to the Paralympic Games and to work with the IPC Executive Committee and Paralympic Games working group members to facilitate the following:

- The review, examination and approval of all major Paralympic portfolios, and
- Provision of expert assistance and knowledge transfer to the OCOG.

Prior to each Coordination Commission meeting, the IPC will work with the OCOG and the IOC Games Department to assist the OCOG in developing the report relative to the progress of the Paralympic Games.

Continued on next page

Presentation, Continued

Coordination Commission Reporting
△

The OCOG shall coordinate its reporting timelines for the Paralympic Games in line with those of the IOC Coordination Commission.

IPC/IPSF Meetings

A number of IPC and IPSF meetings have a profound affect on the OCOG requirements and approval processes associated with the Paralympic Games. The table below outlines the IPC and IPSF meeting type, relevance to the OCOG and frequency:

Meeting Type	OCOG Relevance	Frequency
IPC General Assembly	• OCOG Progress Report Presentation	Every 2 years
IPC Executive Committee	• OCOG Progress Report Presentation • Ratification of relevant OCOG proposals • Approves, modifies and establishes Paralympic Games General Requirements • Establishes Paralympic Games Sports Programme	Biannually
IPC Sports Council	• Advises the IPC Executive Committee on recommended changes to Paralympic Games General Requirements impacting IPSFs.	Annually
IPSF Sports Assemblies	• Establishes Paralympic Games sport-specific rules and regulations impacting OCOG competition management	Every 2 years

Continued on next page

Presentation, Continued

IPC/IPSF Meeting Reporting and Presentations
△

Beginning from the date of signing the IPC/OCOG Cooperative Agreement, the OCOG shall forward to the IPC a half-yearly written report on the progress of the preparation of the Paralympic Games, including details on the planning, organizing and staging of the Games.

Commencing two (2) years prior to the opening of the Paralympic Games, such reports shall be forwarded quarterly.

At the request by the IPC, the OCOG shall provide oral and/or written reports to the IPC Executive Committee and/or the IPC General Assembly.

2.3 → Core Requirements

Executive Summary

Introduction

The areas that are considered essential for laying the foundation to host a successful Paralympic Games, and therefore seen as "core requirements" areas, include: government support, the Games organization model, human resource management, the physical and social environment. This section provides an overview of the core requirements associated with laying the foundation for a successful hosting of Paralympic Games.

General Obligation △

In undertaking the hosting of the Olympic and Paralympic Games, the OCOG assumes the responsibility of mobilizing the host city's physical and social infrastructure through the procurement, coordination and management of internal and external programs and resources.

Contents

This chapter contains the following topics:

Topic
2.3.1 Government and Public Authority Involvement
2.3.2 OCOG Structure
2.3.3 Workforce
2.3.4 Environment
2.3.5 Project Planning and Management

2.3.1 Government and Public Authority Involvement

Introduction

This section provides and overview of an OCOG's obligation to identify and liaise with appropriate ministries, municipal authorities and senior government personnel in order to establish support networks and guarantees that extend from the beginning of the Olympic Games through the end of the Paralympic Games.

Government Relations

Government support at all levels (local, state/regional and national) in the host nation is critical for a successful Paralympic Games. Due to the understandable desire of many host city residents wanting quick normalization following the conclusion of the Olympic Games, it is imperative that local governments

- work with the OCOG and community leaders to ensure a realistic understanding of the conditions and impact of the Paralympic Games and
- to rally the carryover of support and excitement from the Olympic Games.

Government Involvement

The table below presents areas identified that typically require government involvement for ensuring a successful Paralympic Games:

Functional Area	Involvement
Culture	• Provide support and assistance to Paralympic Games related Educational Programmes, including promotional activities and student travel subsidies/incentives for spectator.
Finance	• Underwrite the budget of the Paralympic Games, and also contribute approximately 50 per cent of the operational cost.
Games Services	• Ensure immigration, quarantine and customs procedures for the Olympic Games are carried over through the Paralympic Games.

Continued on next page

2.3.1 Government and Public Authority Involvement, Continued

Gov. Involvement (continued)

Functional Area	Involvement
Games Services (continued)	• Ensure that the communication services agreements and infrastructure for the Olympic Games are carried over through the Paralympic Games at the appropriate scope.
Look of the Games	• Ensure that Paralympic Games "Look" elements are prominently shown during Paralympic Games time, when and were negotiated with the OCOG.
Marketing	• Ensure the development of legislation that protects the sponsorship and marketing revenues of the Paralympic Games from ambush marketing.
Security	• Ensure that defence and security related authorities carry over the appropriate scope and levels of services from the Olympic Games to the Paralympic Games.
Sport and Venues	• Cooperate and ensure the successful conduct in cooperation with the OCOG of Athletics Marathon events, Cycling Road events and Paralympic Torch Relay. • Coordinate a nationwide pre-Games training initiatives that provide accessible training facilities and services prior to the Paralympic Games • Ensure meteorological services by venue by sport are provided for both the Olympic and Paralympic Games. • Ensure the development and support of and adherence to venue accessibility construction and service guidelines/standards in compliance with international best practices, existing national legislation and past Games precedents.

Continued on next page

2.3.1 Government and Public Authority Involvement, Continued

Government. Involvement (continued)

Area	Guarantee
Transport	• Ensure transport authorities take an integrated approach to providing accessible transportation to enable all constituent groups and types for the Olympic and Paralympic Games to participate in their designated function.
Workforce	• Coordinate community volunteer recruitment initiatives and incentives for the Paralympic Games

Host Nation NPC
✕

During the candidature phase through dissolution, the OCOGs positive and effective relationship with the Host Nation NPC is a critical success factor for the operational and promotional success of the Paralympic Games. By establishing with the OCOG an advisory role and appropriate decision making responsibilities, the Host Nation NPC can contribute to and benefit from the mobilization and development of the national Paralympic community in the lead-up to the Games.

OCOG/ Host Nation NPC
△ ✕

The OCOG shall establish an advisory board (the "Paralympic Advisory Board") to work with the designated representatives on the OCOG Board of Directors to supervise the coordination of the Paralympic Games.

The OCOG and the Host Nation NPC must reach and agreement on the Paralympic Joint Marketing Programme and with the IPC and government authorities to ensure the appropriate legal foundation is established to prevent ambush marketing.

Continued on next page

2.3.1 Government and Public Authority Involvement, Continued

Host Nation NPC Collaboration

The following list contains areas that the OCOG and Host Nation NPC may jointly collaborate to ensure the success and legacy of the Paralympic Games within the host nation:

- Sport and grassroots development
- Development of Paralympic Expertise and Knowledge
- Paralympic Representation within the National Sport Context
- Paralympic Education and Awareness Programming
- Marketing and Fundraising Opportunities

2.3.2 OCOG Structure

Introduction

This section describes the possible relationships and positions of the Paralympic Games project within the OCOG.

General Structure △

Operational integration at all levels in the OCOG is critical to an operationally efficient and successful Paralympic Games. To accomplish this, an OCOG should

- view the organization of the Olympic and Paralympic Games as a combined and extended 60-day event with promotionally distinctive opportunities.
- integrate Paralympics planning and operational cycles with that of the Olympic Games as closely as possible to maximise efficiencies on an internal level, thus minimising operational change, whilst ensuring the separate identities and purposes of the two Games on an external level.

OCOG Board and Executives Commitment

From the candidature phase through dissolution, it is critical that the OCOG board members and executive staff

- understand,
- are committed to, and
- support the Paralympic Games project.

OCOG Board

The OCOG should exercise its best endeavors to see to it that amongst its board of directors one (1) member representing the Paralympic movement be included.

Paralympic Games Division △

The OCOG should create a Paralympic Games function responsible for the oversight of tracking, management and co-ordination of activities within the relevant OCOG functional areas (integrated and separate) necessary for the successful delivery of the Paralympic Games.

2.3.3 Workforce

Introduction

This section describes the workforce component related to the Paralympic Games and refers to more information sources on the topic area.

Workforce Planning

It is essential that the workforce component as related to the Paralympic Games is planned and managed well in order to recruit, train, mobilize and provide appropriate recognition to the required numbers of paid staff, volunteers and contractors on time and to satisfactorily fulfil their functional role.

Workforce Approach
△

Taking a joint approach to the Olympic and Paralympic Games, the OCOG should ensure that the workforce job descriptions, quantity determination, recruiting initiatives, training and retention strategies include Paralympic Games roles, responsibilities and sensitivities.

The OCOG should ensure that sufficient numbers of trained and uniformed Games personnel are identified and/or retained to deliver a successful Paralympic Games.

Volunteer Programme and Targeting

The OCOG's philosophy surrounding the Paralympic Games volunteer programme should be based on the principles of

- equal access,
- equal opportunity and
- social inclusion.

The OCOG should look to target a diverse demographic group of people, including individuals with a disability, and structure the programme to assist in new skill acquisition and memorable experiences.

Reference
✕

Technical Manual on Workforce

2.3.4 Environment

Introduction

This section emphasises the environmental considerations that carryover from the Olympic Games through the Paralympic Games.

Integrated Approach on Environment △

The OCOG should ensure an integrated approach to managing environmental considerations for both the Olympic and Paralympic Games. In particular, the OCOG is required to maintain the same approach and level of service for the Olympic and Paralympic Games.

Paralympics as an Opportunity

The Paralympic Games pose a unique opportunity for the OCOG to positively impact the host city's physical and social environment through the development of construction and transportation enhancements that create greater access. Such initiatives taken in this regard should be included in the OCOG's Paralympic Games communications strategy and policies.

2.3.5 Project Planning and Management

Introduction

This section provides an overview of the project planning and management requirements and considerations necessary for the success of the Paralympic Games.

Concept
△

The Paralympic Games project planning and management concept should be based on the philosophy of "minimizing operational change and maximizing promotional distinctiveness." The Paralympic Games project planning and management activities should be conducted simultaneously or in close conjunction with those of the Olympic Games in order to reduce costs and create greater economies/efficiencies of scale.

Paralympic Games Strategic Plan
△

The OCOG is obliged to create a comprehensive strategic plan (as part of the OCOG General Organisation Plan) to ensure the operational success of the Paralympic Games. The strategic plan should provide an overview of the Paralympic Games project in the OCOG planning cycles and ultimately lead to operational readiness to host theParalympic Games.

Areas that require particular Paralympic Games emphasis include,
- Transition planning and
- Business of the Paralympic Games during the Olympic Games.

Transition Planning

The transition philosophy should be to minimise the number of changes necessary to transform a venue or service from Olympic Games mode to Paralympic Games usage. Some Important considerations in the transition planning process are as follows:
- Transition activities and types
- Transition Timelines.

Continued on next page

2.3.5 Project Planning and Management, Continued

Transition Activities and Types

The common types of transition activity and the corresponding required for the Paralympic Games include:

Activity	Type
Olympic to Paralympic Venue	No Functional Change – same use as in Olympic Games
Olympic to Paralympic Venue	Functional Change – different use than Olympic Games
Paralympic Specific Venue	Function is created specifically for Paralympic Games

Transition Timeline

While each function and venue specific transition period may vary (i.e. certain venues may commence earlier that G-12), the global timeline for transition activity is reflected in the table below:

Time	Activity
G-12 days	• Closing of Olympic Village
PRIMARY TRANSITIONAL PERIOD	
G-7 days	• Opening of Paralympic Village • Opening of Paralympic Family Hotel
G-6 days	• Access to Training Facilities
G-5 days	• Opening of MPC / IBC
Day 0	• Opening Ceremony
Days 1-11	• Competition Days
Day 12	• End of Competitions • Closing Ceremony

Continued on next page

2.3.5 Project Planning and Management, Continued

IPC/OCOG Master Schedule △	As with the Olympic Games, the OCOG is required to develop, monitor and report on the General Organisation Schedule (Paralympic Games relevant areas) and the IPC/OCOG Master Schedule. The same Master Schedule principles used for the Olympic Games are to be used for the Paralympic Games.

Transfer of Rights and Knowledge △	The OCOG is obliged to provide a comprehensive transfer of knowledge programme for the Paralympic Games. The outcomes of the programme should include • Post Games Report • Required Paralympic Games Information and Statistics • Assistance in the coordination of a Paralympic Games Observers programme The OCOG, the city and other relevant public authorities undertake to share, free of charge, the knowledge and expertise related to the planning and organisation of the Games, including key documents, databases, statistical data, maps and videos. The OCOG has to organise an observation programme of reasonable scope for future OCOGs and Candidate Cities. The IPC will provide further specifications and final approval for the programme in due course.

2.4 → Sport and Venues

Presentation

Introduction This section provides an overview of the general OCOG requirements and principles adhered to by the OCOG, IPSFs and the IPC in the planning and implementation of sport related operations and services for the Paralympic Games.

Contents This section contains the following topics:

Topic
2.4.1 OCOG/IPSF Rights and Responsibilities
2.4.2 OCOG/IPC/IPSF Technical Agreements
2.4.3 Paralympic Sports Programme
2.4.4 Paralympic Competition, Training and Classification Venues
2.4.5 Paralympic Competition and Training Schedules
2.4.6 IPSF Games Officials

2.4.1 OCOG/IPSF Rights and Responsibilities

Introduction

This section provides a comprehensive list of the rights and responsibilities of the OCOG and IPSFs to deliver successful sport competitions at the Paralympic Games.

Rights

The OCOG has the right

- To propose, plan and implement sports related policies, operations and services that are necessary for hosting successful and exciting Paralympic Games competitions.

The IPSFs have the right

- To exercise technical jurisdiction and guidance over the competition and training venues of its respective sport, or sports, during the Paralympic Games.

Responsibilities △

The OCOG has the responsibilities to:

- propose and to co-ordinate the locations, designs and operational plans for each competition and training venue as per the minimum technical requirements established by the IPC and the IPSFs.
- propose and to co-ordinate the locations and operational plans for the classification coordination centre and sport-specific classification areas as per the minimum technical requirements established by the IPC and the IPSFs.
- establish the daily competition, training and classification schedules and medal event timetables with the IPC and the IPSFs.
- propose and to procure the necessary types and quantities of equipment for competition, training and classification purposes as per the minimum technical requirements established by the IPC and the IPSFs.

Continued on next page

2.4.1 OCOG/IPSF Rights and Responsibilities, Continued

Responsibilities (continued) △

- provide the required levels of service in the areas of travel, accommodation, meals, uniforms, etc. for all Games Officials as per the minimum technical requirements established by the IPC.
- produce the required Paralympic Games sports publications as per the IPC requirements.
- manage sport entries and classification services for the Paralympic Games as per the minimum technical requirements established by the IPC.
- ensure that the required technical installations and systems for timing, scoring and results comply with the rules and regulations of each IPSF and meet the necessary requirements outlined in the Paralympic Results and Information System and approved by the IPC.
- propose and coordinate the creative concepts and logistical arrangements for the sport presentation elements as per the culture and Olympic elements (where applicable) for each sport - in consultation with the IPC and the respective IPSF.
- arrange where appropriate and possible Paralympic sport test event opportunities upon approval by the IPC.

The IPSF has the responsibilities

- recommend the appointment of a technical delegate with the authority to monitor and supervise the progress made and technical arrangements proposed and achieved by the OCOG under the authority of the IPC.
- manage and enforce the Paralympic Games qualification process for their respective sport as approved by the IPC
- respect and uphold the IPC general rules regarding athlete eligibility.

Continued on next page

2.4.1 OCOG/IPSF Rights and Responsibilities, Continued

Responsibilities (continued) △

- train, certify and recommend the appointment of Games Officials (e.g. technical officials and classifiers) from the host nation and abroad within the total number agreed to between the OCOG, the IPSF and the IPC.
- approve the final results and rankings of Paralympic Games competitions
- produce and maintain the World and Paralympic Record lists for their respective sport (where applicable).
- establish sports-specific technical rules to be used in the Paralympic Games subject to approval by the IPC, including but not limited to:
  - Installations and facilities
  - Equipment specifications
  - Rules of technical movement, exercise or games
  - Competition formats and progressions
  - Rules of disqualification
  - Rules of judging, timing, scoring
  - Rules of establishing Results

2.4.2 OCOG/IPC/IPSF Technical Agreements

Introduction

This section provides an overview of the OCOG/IPC/IPSF Technical Agreement purpose, structure and signatory.

OCOG/IPSF Co-operative Agreement △

The OCOG, the IPC and the IPSFs shall enter into a cooperative agreement, which clearly sets out the relationship, responsibilities, scope, levels of service and delivery timelines expected by both parties in the planning and execution of the respective sport competitions at the Paralympic Games. The document should be viewed as a working terms of reference where additional topics, updates and amendments can be added as necessary.

OCOG/IPSF Co-operative Content

The generic content for the OCOG/IPSF Cooperative Agreements should minimally include the following:

- Competition and Training Venue(s)
- IPSF Facilities at the Venue(s)
- List of Events and Competition Format
- Competition and Training Schedules
- Draw Information (where applicable)
- Sport Entries and Qualification Process
- Competition Rules and Regulations
- Official Training Sport Equipment
- Paralympic Results and Information System (PRIS)
- Results, Scoring and Timing Requirements
- Sport Production
- Sport Publications
- Games Officials' Travel, Accommodation, Accreditation and Per Diems
- Doping Control Protocol
- Written Press and Photographs
- Broadcast and camera positions
- Marketing OCOG and IPC Brand Protection

Continued on next page

2.4.2 OCOG/IPC/IPSF Technical Agreements, Continued

Signatory	The OCOG/IPSF Cooperative Agreements must be signed by designated representatives from the OCOG, the IPSF and the IPC no later than G- 2 prior to the Paralympic Games.

2.4.3 Paralympic Sports Programme

Introduction

This section provides a comprehensive overview of the Paralympic Sports Programme (sports, disciplines and events), the IPSFs, athlete quotas and qualification principles.

Principles

The Paralympic Games sports programme represents an elite level, competitive multi-sport event for athletes with a disability that reflects the highest standards of athletic excellence and diversity. The goal of the Paralympic Games sports programme is to provide exciting, inspiring and entertaining events for athletes to achieve competitive excellence and for spectators to watch and be engaged. To ensure this, the IPC conducts a quadrennial evaluation of the programme to regularly assess the inclusion, deletion and positioning of sports within the Paralympic Games.

Scope and Determination

The 2000-2004 summer and 2002-2006 winter Paralympic Sports Programmes comprise of twenty-three sports/disciplines (19 summer and 4 winter sports and disciplines). It is estimated for the 2012 summer Paralympic Games that between 23 and 24 sports/disciplines with 475 to 500 medal events will comprise the programme.

The IPC in discussion with the IOC determines the Paralympic Sports Programme no later than G-4 in advance of the Paralympic Games.

Quadrennial Review

The Paralympic Games sports programme is systematically re-evaluated each quadrennium to ensure long-term continuity and viability of the Paralympic standard competitive opportunities for athletes with a disability. Based on the vision, mission and policies of the IPC, as well as the parameters established between the IPC and the IOC, the IPC Executive Committee determines the essential core-characteristics of an exciting and sustainable Paralympic Games that are used to establish quantifiable objectives in the form of criteria and quotas, which ultimately determines the position of each sport on the programme.

Each sport and discipline previously included or applying for inclusion must meet specific eligibility principles and conditions to be considered prior to acceptance or denial. During this evaluation process, the IPC

Continued on next page

2.4.3 Paralympic Sports Programme, Continued

Quadrennial Review (continued)

- conducts a general analysis of each sport's infrastructure, scope, sophistication and prevalence in relation to the principles of quantity, universality and sustainability and
- evaluates each sport's programme proposal as it relates to the quantity, universality and manageability of the Paralympic Games.

The IPC Executive Committee regularly commissions a Paralympic Programme Evaluation Working Group to recommend revisions to sports programme objectives and principles. Following this process a Quadrennial Review Working Group analyses and evaluates each sport relative to the established criteria and makes recommendations to the IPC Executive Committee to establish the next Paralympic Games sports programme.

Timetable

The table below outlines the timeline for determination of the Paralympic Sports Programme:

Activity	Time
The IPC, in consultation with the IOC, will establish the eligibility principles and conditions and the sports programme objectives and principles for the upcoming Paralympic Games.	G-8
The IPC shall conduct a review of the applications of new sports and disciplines.	G-7
The IPC Executive Committee establishes the criteria for the inclusion and deletion of Paralympic Games Medal Events.	G-6
The IPC Executive Committee establishes the Sports/Disciplines on the Paralympic Games sports programme and sets the athlete and medal event quotas by sport.	G-4
The IPC Executive Committee establishes the Paralympic Games Medal Events Programme.	G-2.5

Continued on next page

2.4.3 Paralympic Sports Programme, Continued

Events Programme Sample

A sample of the Paralympic Games Programme can be obtained from the IPC upon request.

IPSF Governance

The table below outlines the twenty-three sports and their corresponding IPSF on the Paralympic Programme for the 2000-2004 summer and 2002-2006 winter Paralympic Sports Programmes.

IPSF Type	IPSF	Sports Governed
IF Sports	International Wheelchair Basketball Federation (IWBF)	• Wheelchair Basketball
	International Tennis Federation (ITF)	• Wheelchair Tennis
	International Federation Disabled Sailing (IFDS)	• Sailing
	World Curling Federation (WCF)	• Wheelchair Curling
	World Organisation Volleyball for the Disabled (WOVD)	• Sitting Volleyball
IOSD Sports	Cerebral Palsy International Sport and Recreation Association (CP-ISRA)	• Boccia • Football 7-a-Side
	International Blind Sport Association (IBSA)	• Football 5-a-Side • Goalball • Judo
	International Stoke Mandeville Wheelchair Sports Federation / International Sports Organisation for the Disabled (ISMWSF/ISOD)	• Wheelchair Fencing • Wheelchair Rugby
IPC Sports	IPC Sports Committees (as of November 2003 – the IPC has begun to formally address processes for sports under its governance jurisdiction to seek greater autonomy and ultimately independence)	• Archery • Alpine Skiing • Athletics • Cycling • Equestrian • Ice Sledge Hockey • Nordic Skiing • Powerlifting • Shooting • Swimming • Table Tennis

Continued on next page

2.4.3 Paralympic Sports Programe, Continued

Athlete Quotas

In order to manage and sustain the maximum number of athletes (between 4,000 and 4,200), the IPC establishes athlete quotas by sport based on the following key elements:

- Number and type of medal events,
- Gender representation,
- Disability representation,
- Regional representation,
- Size and prevalence of the sport/discipline,
- Competition progression rules and
- Competition formats.

ATHENS 2004 Athlete Quotas

The table below provides an overview of the athlete quotas by sport/discipline for the Athens 2004 Paralympic Games.

Sport/Discipline	Quota
Archery	96
Athletics	1040
Boccia	80
Cycling	145
Equestrian	70
Football 5-a side	60
Football 7-a side	96
Goalball	120
Judo	126
Powerlifting	240
Sailing	80
Shooting	140
Swimming	580
Table Tennis	240
Volleyball (Sitting)	168
Wheelchair Basketball	240

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ATHENS 2004
Athlete Quotas (continued)

Sport/Discipline	Quota
Wheelchair Fencing	88
Wheelchair Rugby	96
Wheelchair Tennis	112

Torino 2006 Athlete Quotas

The table below provides an overview of the athlete quotas by sport/discipline for the Torino 2006 Paralympic Winter Games.

Sport/Discipline	Quota
Alpine Skiing	260
Ice Sledge Hockey	120
Nordic Skiing	240
Wheelchair Curling	40

Qualification Criteria

The IPC establishes a qualification process with each sport three years prior to the Paralympic Games. This process ensures that elite athletes, and the NPCs that represent them, are afforded a fair and easy to understand qualification system that can be used for establishing athlete training regimes, national federation budgetary priorities and national athlete/team selection criteria in the years leading-up to the Paralympic Games.

2.4.4 Paralympic Competition, Training and Classification Venues

Introduction

This section provides a general overview of the competition, training and classification venue requirements for the Paralympic Games.

Competition and Training Venue Requirement △

The OCOG is required to provide a high standard of equipped competition and training venues meeting the IPSF requirements for all sports/disciplines on the Paralympic Sport Programme. Wherever and whenever possible, the training and competition venues used for the Paralympic Games should be those used for the Olympic Games.

Classification Venue Requirement △

The OCOG is required to provide a Classification Coordination Centre meeting the IPC facility and equipment requirements for the management of the sport classification process during the Paralympic Games. Additionally, the OCOG is required to provide sport-specific classification sub-centres at designated competition and training venues as approved by the IPC.

Competition Venue Capacity

The table below provides the minimal capacity requirements for Paralympic Games competition venues by summer sport.

Sport	Net Venue Capacity*	Estimated Accessible Seating Capacity
Archery	2000	75
Athletics	40000	600
Athletics - Marathon	NA	NA
Boccia	1500	80
Cycling (Road)	2500	70
Cycling (Track)	3000	60
Equestrian	2500	80
Football 5-a side	3000	50
Football 7-a side	3000	40

Continued on next page

2.4.4 Paralympic Competition, Training and Classification Venues, Continued

Competition Venue Capacity (continued)

Sport	Net Venue Capacity*	Estimated Accessible Seating Capacity
Goalball	2500	50
Judo	2000	30
Powerlifting	3000	110
Sailing	1500	30
Shooting	1500	60
Sitting Volleyball	4000	70
Swimming	7000	300
Table Tennis	4000	130
Wheelchair Basketball (Final Phase)	12000	480
Wheelchair Basketball (preliminary phase)	5000	200
Wheelchair Fencing	1000	50
Wheelchair Rugby	4000	130
Wheelchair Tennis	9500	250

*Net venue capacity after discounting seat kills for all constituency groups.

Olympic/ Paralympic Common Venues

The table below provides a historical overview of the common venues by Paralympic sport/discipline with the corresponding Olympic sport/discipline from the 1996, 2000 and 2004 Olympic and Paralympic Games.

Sport/Discipline	Atlanta 1996	Sydney 2000	Athens 2004
Archery	Archery	Archery	Baseball
Athletics	Athletics	Athletics	Athletics

Continued on next page

2.4.4 Paralympic Competition, Training and Classification Venues, Continued

Olympic/Paralympic Common Venues (continued)

Sport/Discipline	Atlanta 1996	Sydney 2000	Athens 2004
Boccia	Paralympic Specific	Paralympic Specific	Judo Wrestling
Cycling Track	Cycling Track	Cycling Track	Cycling Track
Cycling Road	Paralympic Specific	Paralympic Specific	Cycling Road
Equestrian	Equestrian	Equestrian	Equestrian
Football 5-a side			Hockey
Football 7-a side	Hockey	Hockey	Hockey
Goalball	Badminton	Judo Wrestling	Handball Taekwando
Judo	Paralympic Specific	Judo Wrestling	Judo Wrestling
Powerlifting	Paralympic Specific	Main Press Centre Conference Room	Weightlifting
Sailing	Paralympic Specific	Sailing	Sailing
Shooting	Shooting	Shooting	Shooting
Swimming	Swimming	Swimming	Water Polo Synchronised Swimming
Table Tennis	Paralympic Specific	Table Tennis Taekwando	Table Tennis
Volleyball (Sitting)	Paralympic Specific	Paralympic Specific	Fencing
Wheelchair Basketball	Volleyball	Basketball	Basketball
Wheelchair Fencing	Paralympic Specific	Paralympic Specific	Fencing

Continued on next page

2.4.4 Paralympic Competition, Training and Classification Venues, Continued

Olympic/Paralympic Common Venues (continued)

Sport/Discipline	Atlanta 1996	Sydney 2000	Athens 2004
Wheelchair Rugby	Paralympic Specific	Handball Volleyball	Basketball Handball
Wheelchair Tennis	Tennis	Tennis	Tennis

Reference Technical Manual on Venues – Design Standards for Competition Venues

2.4.5 Paralympic Competition and Training Schedules

Introduction

This section provides a general overview of the principles for establishing the competition and training schedules for the Paralympic Games.

IPC Approval △

The final proposal of the competition schedule must be approved by the IPC and the IPSFs.

Scheduling Principles

The table below outlines the key principles that an OCOG should consider when developing the Paralympic Games competition schedule proposal.

Area	Principles
Sport	• Use the sports-specific competition formats, rules/regulations, training requirements and historical best practices as a starting point.
Venues	**Transition** • Maximise the use of existing venues to minimize cost and logistical details • Account for field of play transition time – particularly related to technology • Maintain the same functional venue usage as in the Olympic Games (especially with Olympic and Paralympic parallel sports. • Spread road events across the competition schedule to maximize use of OCOG resources (e.g. videoboards, scoring and timing equipment, volunteers etc.) **Venue Location and Logistics** • Cluster venues into precincts to minimize logistical demand and transport. • Account for a minimum time needed between competition sessions in a venue clean-up and turn around. • Consider location and distance/time to and from competition venue to Paralympic Village

Continued on next page

2.4.5 Paralympic Competition and Training Schedules, Continued

Scheduling Principles (continued)

Area	Principles
Broadcast and Ticketing	• Work closely with broadcasters to determine best viewership times worldwide. • Look to schedule peak number of finals and medals on the weekends to maximize television audience and spectators • Avoid high interest event clashes, particularly in team sport finals, by reviewing session times per day • Aim to maximize spread of medal events in order to maintain interest through-out the duration of the Paralympic Games.

References Sample Paralympic Games Competition Schedules
✕ (In the annexes of this document)

2.4.6 IPSF Games Officials

Introduction

This section outlines the relevant technical requirements and the service level standards for IPSF Games Officials required for the Paralympic Games.

Scope

The total number of IPSF Games Officials for the Paralympic Games will be approximately 1100 and approximately 20 members of the IPC Medical Committee and related Subcommittees. The OCOG in collaboration with national sport federations and the NPC will institute a comprehensive strategy with the respective IPSF for each respective sport to address the identification, recruitment and training of IPSF Games Officials from the host nation.

IPSF Games Officials

This table below outlines the general function of each IPSF Games Official category for the Paralympic Games.

Position	Function
Technical Delegates	• IPSF representatives having the responsibility of ensuring that all technical aspects of planning and managing the Paralympic competition are undertaken in accordance with the IPSF rules, regulations and practices and that all working conditions and services for the IPSF and Technical Officials are of a sufficient standard. • The number of technical delegates is normally one per IPSF, but may vary in agreement with the IPC.
International Technical Officials -*Jury Members*	• A Jury is composed of Technical Officials appointed by the IPSF and is responsible for ruling on all technical questions concerning their respective sport. • Generally work in a voluntary capacity, and should be respected in this regard. • The number, title and function of Jury Members will vary according to each sport.

Continued on next page

2.4.6 IPSF Games Officials, Continued

IPSF Games Officials (continued)

Position	Function
International Technical Officials -*Judges and Referees*	• Independent international judges and referees nominated by the IPSF to perform the senior officiating positions for the Paralympic competition. • Generally work in an voluntary capacity, and should be respected in this regard. • The number, title and function of Judges and Referees will vary according to the sport
National Technical Officials	• National Technical officials play a support role to the ITOs, in accordance with the respective IPSF rules. NTOs are from the host country and are appointed by the National Federations, in consultation with the OCOG, and according to the IPSF rules • The number, title and function of National Technical Officials will vary according to the sport.
Chief Classifier	• Chief Classifiers have the responsibility to ensure that all classification aspects of planning and managing the evaluation and establishment of athlete sport classes are undertaken in accordance with the rules of the IPC and their respective IPSF and that all practices and working conditions/services for classifiers are of sufficient standard • The number of chief classifiers is one per IPSF.

Continued on next page

2.4.6 IPSF Games Officials, Continued

IPSF Games Officials (continued)

Position	Function
Classifiers	• A classifier is responsible for evaluating and ruling on an athletes minimal disability and positioning him/her the appropriate sport class in accordance with the rules of the IPC and the respective IPSF. • Generally work in a voluntary capacity, and should be respected in this regard. • The number of classifiers will vary according to each sport.
IPC Medical Committee and Subcommittees	• Members of the IPC Medical Committee are responsible for overseeing all anti-doping control operations undertaken by the OCOG in accordance with the provision of the IPC Anti-Doping Code. • Members of the IPC Medical Committee for are responsible for overseeing the global operation and management of classification activities at the Paralympic Games and acting as the Board of Arbitration for Classification (BAC).

This table below outlines the general function of technical volunteers for the Paralympic Games.

Technical Volunteers	• Technical Volunteers that support the ITOs and NTOs are appointed by the OCOG and not calculated in the IPSF Games Officials number. • Technical Volunteers do not receive the same level of service as IPSF Games Officials in relation to accommodation, per diems, travel, etc. The level of service to be provide is subject to approval by the IPC. • The number, title and function of Technical Volunteers will vary according to the sport

Continued on next page

2.4.6 IPSF Games Officials, Continued

Obligation △	The OCOG is required to provide the following levels of service to the IPSF Games Officials.

Levels of Service

Accreditation

The IPC Accreditation Guide establishes the principles for determining accreditation categories for IPSF Games Officials.

Accommodation

The Technical Manual on Accommodation establishes the principles for determining IPSF Games Officials accommodation requirements.

Air Travel

The OCOG is required to provide the economy class air travel for the IPSF Games Officials and members of the IPC Medical Committee and related Subcommittees from their nation of residence to the host city of the Paralympic Games.

Transportation

The OCOG is required to provide appropriate transportation for IPSF Games officials in accordance with their entitlement level as indicated in the IPC Accreditation Guide.

Per Diem

The OCOG may provide a per diem to IPSF Games Officials as living allowance intended to supplement service levels and to cover such items as meals (lunch and dinner) and incidentals. The amount of per diem to be paid by the OCOG is subject to approval by the IPC.

Uniforms and Related Accessories

The OCOG must plan, design, procure and distribute a common out-of competition uniform assortment and related accessories for the IPSF Games Officials during the Paralympic Games on a similar scale as for the Olympic Games. Each IPSF shall establish a policy to ensure that FOP uniforms for their respective IPSF Games Officials are covered.

References ✕

ATHENS 2004 Paralympic Games IPSF Games Official Numbers
(In the annexes of this document)

2.5 → Paralympic Village

Executive Summary

Introduction

This section provides a comprehensive overview of the Paralympic Village scope and level of service requirements.

General Obligation
△✕

In accordance with Section 8 of the IOC-IPC Agreement, the OCOG will use the Olympic Games Village for the Paralympic Village. The Paralympic Village shall be defined as an area provided by the OCOG to accommodate Paralympic athletes, NPC team officials and IPSF Games Officials (separate Village section in residential zone).

Relevant Documents
✕

The following publications are recommended for review:

Technical Manual on Accommodation
IPC Handbook
IPC Athlete Election Guidelines
IOC-IPC Agreement

Contents

This chapter contains an overview of the following Core Requirements:

Topic
2.5.1 Overview
2.5.2 Residential Area
2.5.3 International Zone
2.5.4 Planning Principles
2.5.5 Accessibility

2.5.1 Overview

Introduction

This section provides a general overview of the scope of the Paralympic Village.

Capacity

The Paralympic Village should have an overall capacity to accommodate 7500 residents as follows:

Population	Quota	Wheelchair Users*
Athletes	4000 to 4200	1900
NPC Team Officials	2300	300
Games Officials	1000	30

* approximates based on past Games percentages

Operating Period △

The Paralympic Village is required to open with full services provided seven (7) days prior to the Opening Ceremony and close three (3) days after the Closing Ceremony, for a total of twenty-two (22) days.

Pre Opening Period △

A two-day Pre Opening period prior to the official opening is required to enable NPC Chef de Mission's and limited staffing to conduct the delegation registration (DRM) process early, setup and acclimatisation prior to NPC delegation arrival.

2.5.2 Residential Zone

Introduction

This section provides a general overview of the facilities and services to be offered in the Paralympic Village – Residential Zone.

Residential Units △

The OCOG is required to provide a residential zone including all facilities and accessible housing (Residential Units) for athletes, NPC team officials and IPSF Games Officials (separate section) within the requirements established by the IPC. An excess capacity of 10% to 20% should be planned for above the total number of projected village residents in order to accommodate for the unique allocation requirements of the Paralympic Games.

Residential Unit Planning

This table below provides a general overview of planning guidelines by population type for Paralympic Games residential unit planning:

Population	Considerations
Athlete and Team Official	• Rooms accommodating two or more persons should be at least 15m2. • One bathroom for every four persons that are not daily wheelchair users • One accessible bathroom should be provided for every three daily wheelchair users.
IPSF Games Officials	• The IPSF Games Officials shall be accommodated in a seperate section of the residential zone. • The residential units shall be a combination of single and double rooms, with an appropriate number of wheelchair accessible rooms. • The rooms should be allocated by sport, with same sport Games Officials being housed together or in close proximity.

Continued on next page

2.5.2 Residential Zone, Continued

NPC Office Space and Storage

The OCOG is required to provide each NPC with an area for administration and medical service as close to their delegation's residential units as possible. The size of the space is determined by the size of the delegation. The OCOG is required to provide each NPC with lockable storage containers for equipment and supplies. The size of this space is determined by the delegation size.

Number of Resident Centres

The OCOG will provide Resident Centres located in the Residential Zone, with a ratio of no more than 600 village residents per centre.

Resident Centre Services

The table below lists and describes the services to be provided at each resident centre.

Service	Description
Information Service	The following information should be available in an accessible format for all users: • Paralympic Village Maps and Guides, • Games related Information, • General City Information and • Paralympic INFO Terminals equipped with a printer
Issue Resolution	Residents should be able to report problems for resolution in the following areas: • Accommodation, • Maintenance, • Housekeeping and/or • Other related Village issues.
Laundry Facilities/Service	Residents should have access to the following laundry facilities, service and equipment: • Self-service, accessible laundry facilities (including irons and ironing boards) on a no cost basis. • Dry cleaning and pressing service and • Front-loading wash machines and dryers available.

Continued on next page

2.5.2 Residential Zone, Continued

Resident Centre Services (continued)

Service	Description
Lounge	Residents should have access to a small lounge for athletes and team officials with • television (CATV access), • tables, • chairs, • snacks and bottled beverages.
Mail Delivery	Resident mail/post should be delivered to a dedicated mailbox for each NPC delegation or sport (Games Officials) in their respective Resident Centre on a daily basis.
Vehicle Reservation	Residents with T3 transport entitlement or that have a reserved vehicle (with driver) should be able to reserve transportation needs and coordinate the movement of freight or equipment within the Village from their respective Resident Centre.

Main Dining

Location and Access

The main dining facility should be located in a central area within in the residential zone of the Paralympic Village and have restricted access to athletes, designated NPC team officials, IPSF Games Officials and guests.

Capacity

The main dining facility should have a minimum seating capacity of approximately 3000 village residents. The OCOG is obliged to provide a designated/separated area in the main dining facility for approximately of 400 IPSF Games Officials. Additionally, a designated and separate area in the Main Dining facility should be used for workforce.

Continued on next page

2.5.2 Residential Zone, Continued

Main Dining (continued)

Hours of Operation

The main dining facility should operate on a 24-hour basis and have restricted access for resident and persons with a guest pass and meal voucher.

Wheelchair Storage

The main dining facility is required to provide a wheelchair storage area (approximately 700m2 to accommodate up to 300 competition wheelchairs).

IPC Athlete's Committee Election Area

The main dining facility is required to contain an area for the IPC Athletes' Committee Elections. The athlete voting area should be in close proximity to the entrance of the facility and comprise of an area of approximately 50 square meters.

Chef de Mission Meeting Hall

Function

The Chef de Mission Meeting Hall is designed to host regular meetings between the Village Workforce, the IPC and NPC Chef de Missions to address and disseminate Village and Games related information. The Chef de Mission Hall during the Paralympic Games should offer the same services and provide the same set-up as for the Olympic Games.

Capacity, Set-up and Equipment

The OCOG is required to provide a Chef de Mission Meeting Hall, which can accommodate a maximum of 250 people in theatre style seating. A wheelchair accessible front table elevated on a platform at least 300mm high with the capacity to accommodate 12 persons sharing four microphones should also be provided. Additionally, a minimum of four wireless microphones should be provided. Other requirements include an overhead projector/beamer, laptop, projection screen and recording services.

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2.5.2 Residential Zone, Continued

Sports Information Centre (SIC)	The Sports Information Centre (SIC) is designed to be the central source of all sports-specific information for NPC Chef de Missions and Team Leaders for competition and training information and services. The SIC during the Paralympic Games should offer the same services and provide the same set-up as for the Olympic Games.
Religious Centre	A multi-denominational religious centre shall be located in the residential zone of the Paralympic Village. The Religious Centre during the Paralympic Games should offer the same services and provide the same set-up as for the Olympic Games.
Village Gymnasium	The Village Gymnasium for the Olympic Games with some equipment substitutions/adaptations can be reconfigured for wheelchair accessibility and serve as the Village Gymnasium for the Paralympic Games.
Polyclinic △	The Paralympic Village shall contain a polyclinic, which will offer a comprehensive range of services at no cost to athletes, NPC team officials and IPSF games officials. The Policlinic during the Paralympic Games should offer the same services as for the Olympic Games.
Wheelchair and Prosthetic Repair Service Centre	The Paralympic Village shall contain a wheelchair and prosthetic repair service centre, which will offer a comprehensive range of services at no cost to athletes, NPC team officials and IPSF games officials.
Meeting Rooms	The Paralympic Village shall contain several meeting rooms of varying sizes made available throughout the Residential Zone for NPCs to utilise for team meetings. There should be two of these rooms capable of accommodating 100-150 persons in comfortable theatre type seating.

2.5.3 International Zone

Introduction	Historically most of the facilities required for the Paralympics have been those utilised in the same capacity for the Olympics with minor modifications where applicable.
International Zone	The OCOG is required to provide the same facilities and services in the Paralympic Village International Zone as provided for the Olympic Games.

2.5.4 Planning Principles

Introduction

This section provides a general overview of the planning principles that should be used for the Paralympic Village.

Village Location

In principle, the Paralympic Village should be located and utilise the same facilities as for the Olympic Village at a reduced scope. The portion of the Olympic Village used for the Paralympic Games should be on an elevation grade suitable for wheelchair users. In the case of Olympic Satellite Villages, the OCOG and the IPC shall determine which Olympic Village to utilise. All village locations are subject to final approval by the IPC.

Alternative Housing

In the extraordinary case where travel times to a competition venue is greater than one hour from the Paralympic Village a secondary or Satellite Village may be required subject to approval by the IPC. Such alternative housing, depending on location and number of athletes and NPC team officials, may range from a secure and dedicated hotel(s) to a complete satellite village complex with all services and amenities as the primary Paralympic Village.

Security

The Paralympic Village and alternative housing must be structured to provide the delegations with optimum security conditions. The Paralympic Village security level historically has been similar in scope to that of the Olympic Village, including screening (e.g. magnetometers, bag searches and x-rays, vehicle control points, vehicle-screening areas) of all entering residents and vehicles the village and the utilisation of a secured parameter fence.

The Security planning for the Paralympic Games needs to incorporate special considerations necessary for village residents, including wheelchair and prosthetics usage as well as considerations for individuals with a visual impairment. Furthermore, the security planning for the transition period between the Olympic and Paralympic Games should be carefully considered in terms of access and OCOG and NOC/NPC asset protection.

2.5.5 Accessibility

Introduction

This section provides a general overview of the accessibility requirements that should be used in planning of the Paralympic Village.

Accessible Accommodation Ratio

The total number of accessible beds in the Paralympic Games athlete / NPC team official accommodation area shall be a minimum of 1900 with an additional contingency of between 5% to 7%. The ratio of wheelchair accessible bathrooms for the Paralympic Village shall be one accessible bathroom to every three daily wheelchair users.

Accessibility Best Practice

This section provides a general overview of the accessibility requirements that should be used in planning of the Paralympic Village.

Structure	Standards
Ramps, Walkways and Entryways	• All ramps and pathways in principle circulation areas, and those expected to cater to a large number of people shall be a minimum 1.8 meters wide to allow two people in wheelchairs to pass at the same time. • Other walkways must have minimum clear width of one meter • Any element in pathways and circulation areas, such as wastebaskets or benches, shall be located so they do not obstruct the accessible path • Curb ramps will be installed to provide continuous and consistent road crossings, with tactile ground surfaces indicators and/ or audible warnings • Access to front doors from public domain must have an uninterrupted path of travel without any step, stairway or other obstacle. Ramps must have landings of sufficient size to enable doors to be able open while a wheelchair is on the landing

Continued on next page

2.5.5 Accessibility, Continued

Best Practice (continued)

Structure	Standards
Stairways and Ramps	• A single handrail must be provided on each side of a ramp, at 865-900mm height. • Where there are two or more steps a handrail shall be provided each side of the steps, at 865-900mm height. A ramp shall not have an increase in grade of more than 1 meter in height for every 8 meters in length
Signage	• All signage must be clear and legible and where applicable incorporate the appropriate international symbol. • Directional signage shall be provided at regular intervals and at minimum every major intersection. Where signage is illuminated signs must have a minimum average level of 50 lux.
Internal Circulation	• Doorways must have a minimum clear opening width of 820mm to a wheelchair accessible room. Corridors must have a minimum clear width of 1000mm. This includes corridors that provide access to bathrooms and bedrooms. • Door handles to all rooms should be the lever type, mounted between 800-1100mm above floor level.
Living Area	• Kitchen counter should be 850 mm above floor level and open underneath to allow wheelchair access. • Water taps should be a single lever mixer

Continued on next page

2.5.5 Accessibility, Continued

Best Practice (continued)

Structure	Standards
Bathrooms	• Showers should have curtain on a rail. Grab rails to wheelchair accessible bathrooms should be as follows: Noggins to be installed on three walls in each accessible bathroom. • An "L" shaped grab rail to showers must be installed prior to the Olympic Games. • Shower hoses should be attached to the grab rail and be free to move up and down. • An "L" shaped grab rail to the wall directly adjacent to the toilet and must be installed prior to the Olympic Games. • Toilet grab rails may be freestanding. • Toilet should not be located adjacent to a wall. It will be fitted with a cistern/ pan mounted grab rail ("U" shaped rail). Shower seats must be installed
Village Service	• All village services in both the residential zone and the international zone must be fully accessible.
Transport	• Any internal village transportation system must be fully accessible.

2.6 → City Operations

Presentation

Introduction

This section provides a summary of the general coordination necessary between the OCOG and relevant municipalities for the successful hosting of the Paralympic Games.

General Requirements △

The OCOG, in cooperation with the host city, is obliged to provide an accessibility awareness programme, accessibility enhancement to specified cultural and entertainment attractions as well as visitor/tourist services for spectators, athletes, team officials, the media and the Paralympic Family. Furthermore, the OCOG and the host city should focus planning on the general promotion of the Paralympic Games and the city as an access friendly destination.

Promotional Activities

The table below provides an overview and description of potential activities used to enhance and promote the host city's operations during the Paralympic Games.

- Paralympic signage and look elements
- Pre-Games Accessibility Projects (local businesses, attractions material)
- City Entertainment
- Paralympic Games "Live Sites"
- Paralympic Games Communication and Promotional Advertising
- Torch Relay, Marathon, Road Cycling
- Educational Opportunities
- Business Partnerships and Incentives

2.7 → Media

Presentation

Introduction

This section provides a comprehensive overview of the scope and level of service requirements necessary for successful media operations for the Paralympic Games.

Media Strategy △

The OCOG's Paralympic Games media strategy should be to actively promote, obtain and service the widest national and international media coverage possible.

Media Services and Operations △

Media services and operations during the Paralympic Games shall be at a similar service level as during the Olympic Games, but at a reduced scale.

Capacity

The table below provides the estimated attendance of media at the Paralympic Games.

Population	Quota Range*
Journalists	1200 to 1500
Photographers	700 to 800
Rightholders Personnel	1200 to 1500
Non-Rightholders Personnel	300 to 400

* approximates based on past Games percentages

Continued on next page

Presentation, Continued

Media Services △

The table below outlines the media services by areas that the OCOG is obliged to provide during the Paralympic Games:

Area	Service Level
Accreditation	• The OCOG is required to accredit the media in accordance with procedures and entitlements granted through the IPC Accreditation Guide
Accommodation	• The OCOG is required to provide reasonably priced accommodation either in designated hotels or a Media Village
Media Guide	• The OCOG is required to publish a Media Guide no later than 1-year prior to the Games containing all general, operational and facility information related to media service and operations.
Paralympic News Service	• The OCOG is required to provide a Paralympic News Service (PNS) that is identical in scope to the Olympic News Service (ONS), including athlete biographies.
Rate Card	• The OCOG is required to provide a Media Rate Card (Written and Broadcast Press) program containing competitively priced products and end-to-end services.
Technology	• The OCOG is required to provide media access to the INFO System with terminals located in designated media locations. • The OCOG is required to provide CATV broadcast of all events to designated media locations.
Transport	• The OCOG is required to provide a Media Transport System with regularly scheduled service from official media accommodation facilities to the Main Press Centre, International Broadcast Centre and to all competition venues.

Continued on next page

Presentation, Continued

Media Facilities △

The table below outlines the media facilities that the OCOG is obliged to provide during the Paralympic Games:

Facility	Requirement
Main Press Centre (MPC)	• The OCOG is required to provide a MPC for the written and photographic press, internet journalists and non-rights holding radio. • The MPC should meet accessibility standards and contain the same service level as during the Olympic Games, including an information and help desk. • The MPC must also contain space for the IPC Media Office meeting the necessary equipment and technology requirements.
International Broadcast Centre (IBC)	• The OCOG is required to provide an IBC in order to meet the needs of broadcast production for the Paralympic Games including designated space for rightholders. • The IBC should meet accessibility standards and contain the same service level as during the Olympic Games including an information and help desk..
Media Sub-Centres, Press Conference Rooms and Media Lounges	• The OCOG is required to provide an appropriately equipped media sub-centre at all Paralympic Games competition venues. • The OCOG is required to provide a press conference room and media lounge in all competition venues
Press Tribunes and Mixed Zones	• The OCOG is required to provide dedicated press tribune seating areas (containing a mix of tabled and non-tabled seating) within each competition venue • The OCOG is required to provide a mix zone in each competition venue area meeting the required accessibility standards and that is adjacent to the field of play.

Continued on next page

Presentation, Continued

Relevant Documents

The following guides are recommended for review:

- [Technical Manual on Venues – Design Standards for Competition Venues]
- [Technical Manual on Accommodation]
- [IPC Accreditation Guide]
- [Technila Manual on Media]

2.8 → Marketing

Presentation

Introduction

This section provides a summary of the Paralympic Games marketing rights afforded and the requirements to be fulfilled by the OCOG.

Scope

Transfer of Rights

In undertaking the hosting of the Paralympic Games, the IPC transfers all Paralympic Games-related marketing and television/broadcast rights, to the OCOG in exchange for a fee as agreed to with the IOC.

Conditions

The payment of the rights fee is subject to the OCOG and the Host Nation NPC signing an agreement on a Paralympic Joint Marketing Programme. The IPC and the IOC recognise that different and various marketing opportunities currently exist for the Paralympic Games from those offered for the Olympic Games and are continuously under discussion between the IPC and IOC.

General Marketing Rights

The table below list the marketing rights transferred to the OCOG for undertaking the hosting of the Paralympic Games.

Area	Description
Fundraising	• The OCOG may establish a domestic fundraising programme to generate funds through donor acquisition, corporate philanthropy and cause-related events, activities and customer/consumer focused campaigns.

Continued on next page

Presentation, Continued

Marketing Rights (continued)

Area	Description
Ticketing	• While the primary focus of the Paralympic ticketing programme is to allow the maximum numbers of spectators to experience the Paralympic Games, the OCOC may establish the opportunity for Marketing Partners, group sales and school programmes to purchase pre-determined amounts of tickets which can result in significant revenue generation.
Venue Advertising	• The OCOG may market the use of commercial installations and advertising signs on the Paralympic Games venues subject to prior approval by the IPC. • The OCOC may market the use of sponsor advertising on the Paralympic Games "competition bibs" subject to prior approval by the IPC.
Local Sponsorship	• The OCOG may obtain local sponsorships subject to the conditions outlined in the OCOG/Host Nation NPC Paralympic Joint Marketing Programme Agreement.
Licensing	• The OCOG may initiate a separate merchandising, retail and logo licensing programme for the Paralympic Games from that of the Olympic Games.
Other	• The OCOG may generate marketing revenue from other marketing initiatives within the scope of the respective Paralympic Games with clear distinction and separation from the marketing activities of the IPC and which do not conflict with the IOC-TOP Programme.

IOC - TOP Programme △

Protection

The IOC Top Partners shall be afforded total protection for their specific category from any form of competitive or ambush activity by the IPC, NPCs and the OCOG, except as may be mutually agreed by the IOC and the IPC.

Continued on next page

Presentation, Continued

IOC - TOP Programme (continued)

Freedom to Communicate

TOP Partners shall be free to communicate their involvement with the Paralympic Games on a worldwide basis, provided that such communication is reference as part of their ongoing support to the Olympic Games.

Specific International Stand-alone Paralympic Games Promotion

Should a TOP Partner wish to develop a specific stand-alone Paralympic Games promotion, then the Partner will consult with and negotiate approval with the relevant NPC regarding the development of such a programme.

Paralympic Movement Support

The IPC and respective NPC will work with the TOP Partner to facilitate support for such a programme.

Rights Payment Schedule

The table below provides the OCOG Marketing Rights payment schedule for the 2012 Paralympic Games the:

Time	Amount
15 January G-4	$1 million USD
15 July G-4	$1 million USD
15 January G-3	$1 million USD
15 July G-3	$1 million USD
15 January G-2	$1.5 million USD
15 July G- 2	$1.5 million USD
15 January G-1	$1.5 million USD
15 July G-1	$1.5 million USD

Continued on next page

Presentation, Continued

Broadcasting Requirements △

Assumption of Rights and Responsibilities

The OCOG shall assume the rights and responsibilities related to broadcasting for the Paralympic Games.

Level of Service

It is recognized that the final level of service for the international television signals for the Paralympic Games shall be determined by requests of right-holding broadcasters, with the base production level reflecting the previous Paralympic Games.

Ticketing Concept △

The Paralympic Games ticketing concept should seek to
- Highlight the Paralympic Games as an exciting and entertaining event,
- Enhance the global and local awareness of the Paralympic Movement and
- Provide educational opportunities for youth and their families attending as spectators.

Paralympic Games ticket sales should commence G-1 prior to the Paralympic Games.

Ticket Categories

The table below provides an overview of the three historical categories of Paralympic Games tickets.

Category	Description
Day Pass	Allows Paralympic Games spectators to attend multiple venues, but does not require the individual to commit to a specific attendance time or date.

Continued on next page

Presentation, Continued

Ticket Categories (continued)

Category	Description
Opening and Closing Ceremonies	Allows Paralympic Games spectators to attend the Opening or Closing Ceremonies. The Paralympic Games Opening and Closing Ceremonies ticket prices should comprise of a range of price option and reflect a high profile, exclusive extravaganza of high entertainment value.
Reserved Session	Allows Paralympic Games spectators to attend a "Reserved Session" which are offered for a select Paralympic Games event. Reserved Session tickets also serves as a day pass to all the events on that day. The reserved session ticket prices should comprise of a range of price option and reflect a high profile, exclusive extravaganza of high entertainment value.

Ticket Customer Groups

The five categories of Paralympic Games ticket customer groups are
- General Public (Individual/Group)
- Education Programme
- Marketing Partners
- National Paralympic Committees
- Paralympic Family

Relevant Documents

The following guides are recommended for review:
Amendment to the IPC-IOC Agreement
IPC Handbook
Technical Manual on Ticketing

2.9 → Image and Communication

Presentation

Introduction

This section provides a overview of the Paralympic Games image and communications concept and the requirements to be fulfilled by the OCOG.

Image Concept

The OCOG's concept related to the image identity for the Paralympic Games should be to produce a distinct visual identity for the Paralympic Games through the use and development of

- "Look of the Games" elements at competition and non-competition venues and
- Systems for standard codes, symbols and imagery.

The OCOG should as much as possible reuse items and elements of the Olympic Games concept while adding a distinct Paralympic identity. Minimising changes during the transition period is optimal and therefore the design of Look elements of usage for both games is desired wherever possible (e.g. Sydney 2000, ATHENS 2004).

Look of the Games Elements △

The table below provides an overview of the "Look of the Games" elements required for the Paralympic Games.

Element	Requirement	Time
Emblem	The OCOG is required to design and produce a Paralympic Games emblem subject to approval by the IPC.	G- 5

Continued on next page

Presentation, Continued

Look of the Games Elements (continued)
△

Element	Requirement	Time
Mascot	The OCOG is required to design and produce a Paralympic Games mascot subject to approval by the IPC.	G- 4
Graphics Standards Manual	The OCOG is required to produce a Paralympic Graphics Standards Manual	G- 4
Pictograms	The OCOG is required to design and produce Paralympic Games sport and operational pictograms subject to approval by the IPC.	G- 3
Uniforms	The OCOG is required to design and produce uniforms for Paralympic Games workforce, IPSF Games Officials and specific Paralympic Family populations.	G- 2
Kit of Parts	The OCOG is required to produce a Paralympic "Kit of Parts" containing all standard elements of the Look of the Games programme.	G- 1.5
FOP Designs	The OCOG is required to produce Paralympic Field of Play designs for each competition venue that reflect the structural, look and branding changes from the Olympic Games to Paralympic Games subject to approval by the IPC and respective IPSF.	G- 6 months

Continued on next page

Presentation, Continued

Communication Strategy △	The OCOG is required to develop a Paralympic Games Communication Strategic Plan for approval by the IPC. This plan will be integrated into all external communications from all functions within the organising committee. A specific communication strategy for the Paralympic Games is required in the years prior to the Games in order to raise awareness and interest among the general public, local communities and the media.

2.10 → Culture

Presentation

Introduction

This section provides an overview of the Paralympic Games cultural requirements to be fulfilled by the OCOG.

Opening and Closing Ceremonies △

Paralympic Opening and Closing Ceremonies must be produced and should contain the following elements:

Ceremony	Mandatory Content
Opening	• NPC Delegation parade • Protocol segments • Lighting of the cauldron
Closing	• Announcement of newly elected IPC Athletes' Committee members • Protocol segments, • IPC flag handover to next host city • Entertainment segment including presentation by the next host city • Extinguishing of the cauldron

Timeline

- The production company and producer for the Paralympic Games Opening and Closing Ceremonies should be identified G-2.
- The Opening Ceremony concept must be presented no later than G-1 prior to the Paralympic Games to the IPC for approval.
- The Closing Ceremony concept must be presented no later than G-6 months prior to the Paralympic Games to the IPC for approval.

Continued on next page

Presentation, Continued

Team Welcome Ceremonies △

The OCOG will produce Team Welcome Ceremonies at the Paralympic Village. This ceremony will be conducted for every participating NPC delegation and will contain a standard protocol segment.

Paralympic Torch Relay △

Obligation

- The OCOG is required to organise a Paralympic Torch Relay commencing a minimum of G-6 days prior to the Paralympic Games Opening Ceremony and should
  - be used to focus media and general public attention on the upcoming Paralympic Games.
  - Act as a highlight of the Opening Ceremony protocol with the lighting of the Paralympic cauldron.
- As many operational elements as possible should be transitioned from the Olympic Torch relay programme.

Management and Timeline

- The OCOG should appoint a dedicated Paralympic Games Torch Relay manager G-1.
- The Paralympic Games Torch Relay concept should be presented to the IPC for approval at least G-1

Continued on next page

Presentation, Continued

Victory Medal Ceremonies △

Obligation

The OCOG is required to deliver victory medal ceremonies and provide medals and diplomas in accordance with the IPC requirements.

Primary elements

Paralympic Victory elements to be designed and produced upon IPC approval:

- The Paralympic Victory Medals
- The Paralympic Victory Medal Ribbon
- The Paralympic Victory Diploma
- The Paralympic Victory Ceremonies Flower Bouquet
- The Paralympic Victory Ceremony theme music and script
- The Paralympic medal podium (accessible)

Sport Production △

Obligation

The OCOG is required to develop and deliver a comprehensive Paralympic Sports Production Plan that appropriately enhances the Paralympic Games competitive and entertainment environment on a sport-specific basis and provides educational elements to spectators.

Primary elements

Paralympic Sport productions elements to be designed and delivered upon IPC approval:

- Announcements and Commentary
- Music
- Videoboard Content
- Scoreboard Animation

Continued on next page

Presentation, Continued

Education Programme △	The OCOG is required to provide a Paralympic Games Educational Programme that seeks to educate children and their families on the Paralympic values and ideals, Paralympic sports and the Paralympic Games and ultimately ensures their attendance as spectators to the Games.
Relevant Documents ✕	The following guides and rulebooks are recommended for review: IPC Handbook

2.11 → Games Services

Executive Summary

Introduction This section provides a summary of the Games Services requirements for the Paralympic Games.

Contents This chapter contains an overview of the following Paralympic general requirements:

Topic
2.11.1 Accommodation
2.11.2 Accreditation
2.11.3 Security
2.11.4 Transport
2.11.5 Medical and Scientific
2.11.6 Catering
2.11.7 Paralympic Family Services

2.11.1 Accommodation

Introduction

This section provides a general overview of the accommodation requirements for the Paralympic Games and makes reference to relevant documentation.

General Obligation △

In addition to the Paralympic Village accommodation facilities and services provided for athletes, NPC team officials and IPSF Games Officials, the OCOG is responsible for providing accessible accommodation for the Paralympic Family, media and spectators in accordance with Section 9 of the IOC-IPC Agreement. The OCOG shall use reasonable efforts to ensure that the accommodation facilities apply reasonable prices.

Paralympic Family

The OCOG shall organise sufficient and adequate hotel accommodation and facilities for all accredited members of the Paralympic Family defined as the persons with the following IPC accreditation categories: "IPC", "G", "B", "OBS", "IPSF", "IOSD" and "NPC". The above mentioned includes the provision of an official Paralympic Family hotel (s) for accommodating designated members of the IPC Paralympic Family.

Media

The OCOG shall organise sufficient and adequate hotel accommodation and/or in other appropriate accommodation (e.g. Media Village) for accredited media representatives, at the expense of such media representatives.

Spectators

The OCOG shall ensure that sufficient hotel accommodation is available for spectators, at their expense.

Relevant Documents ✕

The following guides and rulebooks are recommended for review:
Technical Manual on Accommodation
IOC-IPC Agreement
IPC Accreditation Guide

2.11.2 Accreditation

Introduction

This section provides a general summary of the accreditation policies that apply for the Paralympic Games.

Accreditation Principles

The IPC's Accreditation policies seek

- to provide appropriate access levels and privileges to venues and services for individuals with a designated function,
- to keep unauthorised individuals out of secure competition zones (e.g. field of play),
- to ensure that designated individuals reach these areas in a safe and orderly manner and
- to assist in determining the appropriate sizes and capacities for facilities and services.

General Obligations △

The IPC Accreditation Guide, which is reviewed and updated every two years, sets out the standards and procedures governing the Paralympic Games accreditation process with which the OCOG is required to comply.
The OCOG shall bear all costs related to accreditation including, without limitation, the cost for the production and distribution of the accreditation cards.

Paralympic Identity and Accreditation Card (PIAC)

The PIAC is a document established by the IPC which confers on its holder the right to take part in the Paralympic Games. All matters relating to the PIAC, including the granting of accreditation, are at the sole discretion of the IPC. The OCOG shall take all necessary steps before the appropriate authorities in order to ensure free access into the host nation for all accredited persons on the basis of a passport (or equivalent document) and the PIAC, for a designated time period prior to the Opening Ceremony and after the Closing Ceremony of the Paralympic Games.

Relevant Documents ✕

The following guides and rulebooks are recommended for review:
IPC Accreditation Guide

2.11.3 Security

Introduction

This section provides a general summary of the security requirement that applies for the Paralympic Games.

General Obligations △

Associated Risk

The OCOG shall be responsible for ensuring that the appropriate level of security services is provided for the Paralympic Games based on the associated risk of hosting such an event and respecting the principle of being athlete focused and privacy centred.

Risk Analysis

The OCOG shall conduct ongoing risk analysis to determine appropriate levels of security for the Paralympic Games.

Focus Areas

The following areas require particular focus by the OCOG in planning its Paralympic Games security strategy:

- Event related sensitivity (e.g. Opening / Closing Ceremonies)
- Provide asset protection throughout Games and in particular during transitional phase between the Olympic and Paralympic Games.
- Incorporate VIP/Heads of State security adjustments on a case-by-case basis.

Safety

Wheelchair accessible exits and emergency safety plans that consider the needs of individuals with a disability, including people with mobility (e.g. amputees) or sensory impairments (e.g. blind) shall be available in all venues/facilities and accommodations.

2.11.4 Transport

Introduction

This section provides a general overview of the transportation requirements that apply for the Paralympic Games.

General Obligations △

The OCOG must provide frequent and regular accessible transport between the competition venues, the Paralympic Family Hotel, the Paralympic Village and other Paralympic Games non-competition venues (e.g. MPC, IBC, ect.) and must work in collaboration with governmental and non-governmental agencies, including airport and police authorities in order to provide appropriate and adequate transport. Additionally, the OCOG shall be responsible for fulfilling the following objectives:

- Provide an accessible fleet of buses and cars for NPC delegations and IPSF Games Officials
- Provide a dedicated fleet service and drivers for designated Paralympic Family members (including athletes, NPC team officials, IPSF Games Officials, media, ect.).
- Develop management systems to provide a responsive transport support service.
- Develop skilled and competent driver and transport support workforce.
- Provide information regarding transport services to all Paralympic Family members.
- Identify, procure and fitout suitable transport and depots for the storage of vehicles.
- Develop contingency plans prescribing appropriate responses and procedures in the event of disruptions to operation.

OCOG Support △

The OCOG is required to provide the same travel and ground transport conditions for athletes and NPC team officials at the Paralympic Games as for the respective Olympic Games. The OCOG, as part of its support for the athletes and team officials, grants travel costs and/or reimbursements to Olympic and Paralympic athletes and NPC team officials. The allocation of these funds for Paralympic athletes and NPC team officials shall be discussed with the IPC.

Transport Categories

The table below lists the four types of Paralympic Games transport categories and their corresponding level of service.

Category	Level of Service
T1	• Dedicated vehicle and driver service to entitled individual • 12 hours of service per day seven days per week • Entitlement to access T3 car pool at all times

Continued on next page

2.11.4 Transport, Continued

Transport Categories (continued)

Category	Level of Service
T3	• Call-up car pool service with operations 24 hours per day seven days per week • Vehicle call up response time 30 minutes or less • At least one (1) vehicle for every (10) T3 accredited users and • One accessible vehicle for every four (4) T3 accredited users requiring an accessible vehicle
T4	• Schedules and pre-booked 24 hour service of buses seven days per week
T5	• Access to free public transport defined as the Paralympic transport network

Special requirements

Due to the nature of the Paralympic Games, special considerations and emphasis are needed on the accessibility and procurement of appropriate transport for spectators attending events. In the past OCOGs and governments have developed strategies to increase the number of public accessible vehicles on the occasion of the Paralympic Games in order to meet these requirements and which have ultimately met broad community needs beyond those of people with a disability (i.e. ageing populations, youth, etc).

Continued on next page

2.11.4 Transport, Continued

Scope Estimates

Please find below, the estimated peak demands for accessible buses during the Paralympic Games:

- 200 to 230 accessible buses for transport of NPC delegations, IPSF Games Officials, the Paralympic Family and Media during the Opening Ceremony
- 180 to 210 accessible buses for transport of national delegations and press during weekday competition sessions
- 210 to 250 accessible buses for transport of national delegations and press during weekend competition sessions

Timetable

The table below outlines a timeline for delivery of key Paralympic Games transportation milestones.

Activity	Time
Discussion with host city transport authorities regarding transport requirements for Paralympic Family, Media, Staff and Paralympic Games spectators.	G-3
Paralympic Village transport plan to IPC for approval	G-2
Paralympic public transport network plan to IPC for approval	G-1.5
Athlete, NPC Team Official, IPSF Games Official and Paralympic Family transport plan to IPC for approval	G-1
Education Programme transport plan to IPC for approval	G-1

2.11.5 Medical and Scientific

Introduction	This section provides a general overview of the medical and scientific requirements that apply for the Paralympic Games.
Medical Services △	The OCOG shall, at its expense, be responsible for ensuring the implementation of all necessary and appropriate medical/health service measures, including repatriation, for the Paralympic Games. The extent and level of such services shall be subject to the prior approval of the IPC. However, in principle, the level of medical services for the Paralympic Games should be equivalent to the level for the Olympic Games.
Wheelchair / Prosthetic Repair △	The OCOG is required to provide a range of wheelchair repair facilities and services for all accredited athletes, NPC team officials, IPSF Games Officials, and other designated Paralympic Family members.
Research △	The OCOG is required to provide full co-operation and to facilitate the organisation of research projects during the Paralympic Games as approved by the IPC.
Anti-Doping △	The OCOG is required to plan and execute an anti-doping control programme under the authority of the IPC Medical Committee, within the scope approved by the IPC and in accordance with the provisions of the IPC Anti-Doping Code and the World Anti-Doping Code. Furthermore, OCOG shall ensure that all sample collection facilities are wheelchair accessible and maintain the level of service displayed during the Olympic Games.
Reference ✕	IPC Handbook IPC Anti-Doping Code

2.11.6 Catering

Introduction

This chapter outlines the relevant principles and service level standards specific for catering activities at the Paralympic Games.

Principles

The Paralympic Games catering programme should be identical in service level to the Olympic Games at a reduced scale. The OCOG should include the Paralympic Games catering scope and service level requirements in its planning and negotiation strategies with sponsors and suppliers.

Furthermore, all Paralympic Games dining areas and lounges should be fully accessible, including circulation and serving areas.

The same principles used in the Olympic Games regarding food variety (hot and cold) as well as cultural / religious requirements should be applied to the Paralympic Games for the main and causal dining facilities as well as competition and non-competition venues. Additionally, specialized catering services for hire should be available for Paralympic Games sponsors, the OCOG and the Paralympic Family.

Relevant Documents

The following guides and rulebooks are recommended for review:
Technical Manual on Workforce

2.11.7 Paralympic Family Services

Introduction

This section provides a general overview of the Paralympic Family Service requirements that apply for the Paralympic Games.

IPC Relations △

The OCOG is required to provide an IPC Relations functional area equivalent duties and responsibilities as provided for the IOC.

The OCOG shall cover the Paralympic Games -time expenses (i.e. air fare, accommodation and meals) for fifty people for twenty-one days.

IPC Offices and Equipment △

The OCOG shall provide general office space, private offices, meeting rooms and reception desks at the Paralympic Family hotel which together will form the IPC Secretariat. The OCOG shall also provide the IPC with the following offices:

- IPC Membership and Sport Office in the Paralympic Village,
- IPC Medical Commission Office at the Polyclinic
- IPC Media Office at the Main Media Centre.

The OCOG will provide the required FF&E, technology and workforce support as required by the IPC

IPC Meetings △

The OCOG is required to assist with the logistical organization of any IPC pre-Paralympic Games meeting if requested by the IPC.

NPC Services △

The OCOG is required to provide an NPC Services functional area equivalent duties and responsibilities as provide for the NOCs for the Olympic Games.

Continued on next page

2.11.7 Paralympic Family Services, Continued

Chef de Mission Seminar △	The OCOG is required to organize a Chef de Mission Seminar no later than G-1. The OCOG shall bear all cost relating to the organization of the Chef de Mission Seminar including but not limited to local transport for all participants, necessary meeting facilities, audiovisual and translation equipment and any other organizational needs. In addition, the OCOG shall provide, at its expense, room and board for two (2) IPC representatives at the Chef de Mission Seminar. The OCOG may charge a registration fee to the participants of the Chef des Mission Seminar, excluding the two IPC representatives mentioned above, to cover some of the cost related to its organization. The amount of the registration fee is subject to the prior written approval of the IPC.
Relevant Documents ✕	The following guides and rulebooks are recommended for review: IPC Handbook

2.12 → Technology

Presentation

Introduction

This section provides a summary of the Paralympic Games technology requirements.

Global Technology Requirements △

The OCOG is responsible for planning and implementing, at its expense, all the technological means necessary for the preparation and running of the Paralympic Games. This OCOG is required to produce a Global Technology Strategic Plan no later than four (4) years prior to the Paralympic Games. The plan should identify the following:

- The scope of technology operations and services to be provided for the Paralympic Games.
- The dedicated staffing and resources for the Paralympic Games.
- The OCOG's internal and external technology operations and integration (cross functional and inter-organisational collaboration)
- The efficiency and transition planning - use of Olympic technology providers and infrastructure.
- The Paralympic systems' user acceptance strategy for GMS and PRIS.
- The promotion strategy of unique Paralympic opportunities and the 60-day event philosophy to ensure end to end technology planning and implementation from the beginning of the Olympic Games through the end of the Paralympic Games.

GMS Requirement △

The OCOG is required to utilise a single Olympic and Paralympic Games Management System (GMS) where possible.

Continued on next page

Presentation, Continued

GMS Areas

OCOGs have experienced substantial success through integrating minimal Paralympic specific adaptations to Olympic Games GMS systems in the following areas:

- Accreditation
- Arrival and Departures
- Medical Encounters
- Paralympic Entries and Qualification
- Protocol
- Staffing
- Transport

PRIS Requirements △

Similar to ORIS, the IPC shall collaborate with the OCOG, IOC and relevant IPSFs to provide the Paralympic Results and Information System (PRIS). The PRIS shall provide

- Standard levels of service for key Paralympic Games user groups
- Complete On-Venue-Results requirements by sport
- Document and information requirements and procedures necessary for the delivery of information (internally and externally)
- Control mechanisms to ensure information services and quality assurance measures.

Paralympic INFO Requirement △

The OCOG is required to provide a Paralympic Games INFO system that is accessible to athletes, NPC team officials, IPSF Games Officials, the Paralympic Family and media. The elements and content used in the Olympic Games INFO systems (i.e. results, historical results, athlete bios, news, schedules, facts and figures, village information and weather) should be compiled and included by the OCOG, but structured in terms of the relevant scope and distinctiveness of the Paralympic Games

Continued on next page

Presentation, Continued

Website Requirement △

The OCOG is required to launch an Official Website for the Paralympic Games at the same time as the Olympic Games website. The website should ensure the highest standard of accessibility and usability for all user groups and have similar look, feel and content to that of the Olympic Games prior to, during and following the Paralympic Games.

Tele-Communica-tions and Audio Visual Requirements △

The OCOG is required to provide all telecommunications equipment and services for supporting and delivering the Paralympic Games operational and service level requirements. Wherever possible, the Olympic Games service providers should provide the necessary services for the Paralympic Games, including

- Telephone Lines, Cabling and Internet Access Services
- Videoboards
- Public Address Systems
- Telephony Services
- Mobile phones
- CATV

Timetable

The table below outlines a timeline for delivery of key Paralympic Games technology milestones.

Activity	Time
Paralympic Global Technology Strategic Plan completed	G-4
Paralympic Games Technology service and equipment provider contracts signed	G-3
PRIS plan completed	G-3
Paralympic Games website launched (parallel to launch of Olympic Games website)	G-3

Continued on next page

Presentation, Continued

Timetable (continued)

Activity	Time
Paralympic INFO Plan completed	G-3
Paralympic GMS Gap Analysis completed	G-2
PRIS requirements finalised	G-2
PRIS User Acceptance Tests Completed	G-1
Paralympic GMS systems operational	G-1
Paralympic INFO completed	G-1

2.13 → Finance and Legal

Presentation

Introduction

This section provides a summary of the Paralympic Games financial and legal requirements.

Paralympic Games Budget Principles

The OCOG is required to integrate the budget of the Paralympic Games into the Olympic Games budget as an individual programme, thus allowing management of the global budget and permitting the separate monitoring and analysis of Olympic and Paralympic finances. The OCOG shall create a Paralympic Games budget based on incremental costs and may include a proportion of the general costs of the Olympic Games. A Paralympic Games line item in each applicable functional area is required.

Payment Format

All payments made by either the OCOG or the IPC to the other shall be net payments, free and clear of any added value tax, customs duty or governmental charge of any jurisdiction, whether present or future.

Financial Reporting △

The OCOG is required to submit to the IPC no later than three (3) months following signature of the IPC/OCOG Cooperative Agreement,

- a budget for the organization and staging of the Paralympic Games to be approved by the IPC
- and detailed quarterly management accounts.

Continued on next page

Presentation, Continued

Review of contracts △	All agreements or contracts entered into by the OCOG with any other third party (such as agencies, contractors, sponsors) relating to or having any effect upon the IPC rules, regulations, requirements or having significant financial impact should be submitted to the IPC for prior comments and approval. Sometimes, the major OCOG contracts or agreements may contain information which may affect certain IPC policies or guidelines of which many are outlined in this manual. In these cases, the IPC reserves the right to obtain a copy and approve these contracts, in order to help OCOGs ensure consistency with these guidelines and to avoid potential adverse effects on the Paralympic Games operations or on the Paralympic legacy in general.

Insurance △	The OCOG shall secure and maintain, at its expense, insurance coverage, including the IPC as an additional named insured, in respect of insurable risks associated with the organization and staging of the Paralympic Games consistent to that applied to the Olympic Games.

Annexes

Overview

Introduction This section contains all annexes to the Technical Manual on Paralympic Games.

Contents This chapter contains following annexes:

Annex
1. IOC/IPC Agreement and addendum regarding marketing
2. Sample Paralympic Games Competition Schedule
3. Sample Paralympic Games IPSF Games Officials Numbers

Annex 1 → IOC/IPC Agreement and addendum regarding marketing

AGREEMENT BETWEEN THE INTERNATIONAL OLYMPIC COMMITTEE AND THE INTERNATIONAL PARALYMPIC COMMITTEE REGARDING THE ORGANISATION OF THE PARALYMPIC GAMES

Recommendation 15.1 of the IOC 2000 Commission states that 'Clear rules concerning the link between the Olympic Games and the Paralympic Games must be set'. As a result, a 'Cooperation Agreement' was signed between the International Olympic Committee (IOC) and the International Paralympic Committee (IPC) in October 2000, in Sydney (AUS) on the occasion of the Sydney 2000 Paralympic Games.

This Agreement noted "The International Olympic Committee (IOC) and the International Paralympic Committee (IPC) share a common belief in the right of all human beings to pursue their physical and intellectual development." It further specified the principles of the relations between the two organisations. It included the provision of financial support from the IOC for the administration of the IPC, and noted that a further agreement on the organisation of the Paralympic Games would be reached.

In the development of this second Agreement, the IOC recognises the need to assist the IPC to secure and protect the organisation of the Paralympic Games. In contrast to the existing situation, the Agreement provides the following benefits for the IPC and the Paralympic Games:

- a full seven years for the preparation of the Paralympic Games
- full support of the host city and the OCOG for the organisation of the Paralympic Games
- a financial guarantee of viability for the Paralympic Games
- increased support for Paralympic athletes and team officials, through travel grants, the elimination of entry fees and free provision of accommodation and ground transport
- increased support for technical officials, through free travel, accommodation and ground transport
- support for the administration of the IPC

In this regard, the Agreement addresses the general scope and organisation of the Paralympic Games, with the aim of creating similar principles in the organisation of the Olympic and Paralympic Games, where appropriate. This shall primarily be done through integrating the organisation of both the Olympic Games and the Paralympic Games, with the Organising Committee of the Olympic Games (OCOG) assuming, along with the IPC, the responsibilities for the organisation of the Paralympic Games.

1. Responsibilities of the IOC and the IPC

The IOC recognises the IPC as the international governing body for disabled sport, with the exception of sport for the deaf and the Special Olympics. The IPC shall be responsible, in cooperation with the OCOG, for ensuring the delivery of all specified requirements for the Paralympic Games, and the organisation and operations of the Paralympic Games, including during the transition period between the Olympic and Paralympic Games.

The OCOG shall assume, along with the IPC, the responsibility for the organisation of the Paralympic Games. Final decision-making responsibility in situations related to the organisation of the Paralympic Games which are unable to be resolved between the OCOG and the IPC, or are raised as issues of concern by the IOC Coordination Commission through their potential impact on the organisation of the Olympic Games, shall rest with the IOC Executive Board, as the final decision making body for matters related to the organisation of the Games.

2. Olympic Charter and IPC Handbook

The Olympic Charter is the codification of the Fundamental Principles, Rules and Bye-laws adopted by the IOC, and the IPC shall act in accordance with the Olympic Charter. Additionally, the IPC Handbook is the guiding documentation of the IPC. It is acknowledged that amendments to these documents may be necessary in order to be consistent with the terms of this Agreement.

However, should any such amendments result in an adverse material effect on the financial or other obligations of the OCOG, such amendments and effects shall be resolved in a mutually satisfactory manner.

3. Organising committee model

There have been a variety of models used in the organisation of recent Olympic and Paralympic Games. Following these experiences, it is agreed that the most effective form of organising committee for the Paralympic Games is to have such organising committee integrated into the OCOG. This integration applies at all levels of the organisation, including the governance and executive structures. The OCOG shall make the appropriate decisions regarding the need for various departments and staff within the OCOG to focus on specific Olympic or Paralympic Games matters.

If, for legal or other reasons, certain seperations within the OCOG were required, this would be discussed between OCOG, the IOC and the IPC.

4. Games Coordination

In accordance with Recommendation 15.1.3 of the IOC 2000 Commission, the IPC shall have a representative on the IOC Coordination Commission, who may be supported by additional IPC working group representatives where necessary. This representation will replace the existing IPC Liaison Committee.

The IOC and the IPC shall also further address the need for the IPC to appoint a full-time Paralympic Games Liaison Manager to coordinate Paralympic Games requirements.

Technical representatives of each sport in the Paralympic sports programme shall make pre-Games visits to the host city in order to meet with the OCOG and assist in the planning for their sport. These shall comprise of two visits of two technical representatives per sport prior

to the Paralympic Games, at times to be agreed between the OCOG and the IPC. The OCOG shall meet the costs of these pre-Games visits.

The IPC and / or the Paralympic Games Liaison Manager shall also produce manuals on Paralympic Games requirements. In order to ensure consistency with the organisation of the Olympic Games, specifications related to requirements on the OCOG will be subject to the review of the IOC. These Paralympic Games manuals should cover areas which are addressed by existing IOC manuals for the Olympic Games.

5. Establishment of the Paralympic Games Sports Programme

5.1 Specification of the sports programme

The IOC and IPC agree that there is an operational need for the sports in the Paralympic Games sports programme to be determined four years in advance of the Paralympic Games. The Paralympic Games sports programme shall reflect the maximum number of athletes specified in Section 7.1 below, and should contain no more than 22 sports/disciplines for the Paralympic Summer Games and eight sports/disciplines for the Paralympic Winter Games.

The disciplines and events in the Paralympic Games sports programme shall be finalised no later than three years in advance of the Paralympic Games. It is agreed that there should be no more than 450 events in the Paralympic Summer Games unless otherwise agreed between the IOC, IPC and OCOG (while acknowledging that in the Sydney 2000 Paralympic Games there were 550 events), and 75 in the Paralympic Winter Games, unless otherwise agreed between the IOC, IPC and OCOG. In determining the actual events in the programme of the Paralympic Games, further review shall be conducted regarding the number of disability classes (i.e. events) for each sport.

The sports programme must reflect the status of the Paralympic Games as an elite level, competitive sports event. In this regard, the IPC shall develop specifications regarding the minimum number of competitors in each event, and minimum requirements (such as global participation and world level events) for the sports on the Paralympic Games programme.

The status of the Paralympic Games as an elite level, competitive sports event must also be reflected in the qualifications and entries processes for the Paralympic Games.

In order to ensure consistency with the Olympic Charter and the principles of the programme of the Olympic Games, the Paralympic Games sports programme shall be subject to discussion with the IOC.

5.2 Paralympic Games venues

Where possible, the competition, non-competition and training venues used for the Paralympic Games should be those used for the Olympic Games, in order to minimise costs and operational impacts for the OCOG.

5.3 Classification Evaluation

The IOC and IPC agree that classification evaluation (evaluation of the disability class of an athlete) should be eliminated as much as possible from the Paralympic Games. The IPC shall introduce a classification process in which evaluation at the Paralympic Games would be required on an exceptional basis only.

5.4 International Paralympic Sports Federations

The IPC shall conduct a review of the current structuring of Independent Paralympic Sport Federations (IPSFs), IPC sports and International Organisations Sports for the Disabled (IOSD sports). This review shall also include a revision of the current relationship of connection and affiliation between Olympic and IOC-Recognized International Federations and IPSFs.

The IPC shall also reach agreement with each IPSF represented in the programme of the Paralympic Games to ensure that the roles and responsibilities of the IPC and IOC in regard to the Paralympic Games are respected.

6. Timing and duration of the Paralympic Games

As specified in the Host City Contract for the Olympic Games, the Paralympic Games will be held in the host city of the Olympic Games. They will be held following the Olympic Games, with a specified period between the two events to be agreed between the IOC and the IPC. This specified period will comprise of three distinct phases:

- closing of the Olympic Village and departure of Olympic athletes and officials
- transition period, allowing for the change-over of venues from Olympic to Paralympic mode (this period is also an important recovery period for the staff of the OCOG)
- opening of the Paralympic Village and training venues prior to the Paralympic Opening Ceremony

The duration of the Paralympic Games shall be 12 days for the Paralympic Summer Games and 10 days for the Paralympic Winter Games (specified periods include the days of the Opening and Closing Ceremonies) unless otherwise agreed between the IOC and IPC.

7. Maximum numbers of accredited individuals in the Paralympic Games

The operational success and positive exposure of the Paralympic Games has led to significant increases in numbers of accredited individuals in most categories related to the Paralympic Games. In order to regulate the overall demands placed on an OCOG, maximum numbers in each category will be introduced.

7.1 Athletes, team officials and athlete support personnel

Maximum numbers of athletes, team officials and 'non-competing competition participants' (such as guide runners, boccia directors and cycling pilots) have been identified in order to allow accurate operational planning for sport / venue operations, Paralympic Village planning and athlete / team official support services.

The numbers shall be no more than those specified below:

	Paralympic Summer Games	**Paralympic Winter Games**
Athletes	4,000	800
Team officials and 'non-competing competition participants'	2,200	900

In this regard, it is also agreed that the principles of the team officials ratio (the Team Delegation Quota Formula) will be reviewed.

The number of wheelchair 'Daily Living' athletes and team officials (individuals dependent on wheelchairs for mobility purposes in non-competition activity) shall be no more than 1,800 for the Paralympic Summer Games and 400 for the Paralympic Winter Games, in order to assist detailed operational planning by the OCOG.

7.2 Technical officials

An overall strategy shall be put in place which will clearly define the numbers, selection and appointment of technical officials in each sport. The total number of technical officials for the Paralympic Summer Games shall be 800 (comprising of approximately 300 International Technical Officials and 500 National Technical Officials, depending on the event experience of the host nation), unless otherwise agreed between the IOC, IPC and OCOG, and acknowledging that the actual number in Sydney was in excess of 900. The number of technical officials for the Paralympic Winter Games shall be 100 (breakdown between International Technical Officials and National Technical Officials to be further determined), unless otherwise agreed between the IOC, IPC and OCOG.

The IPSFs shall also include commitments regarding the development of National Technical Officials in their agreements with the IPC.

The economy class travel costs of the technical officials from their country of residence to the host city of the Paralympic Games shall be met by the OCOG.

7.3 Press personnel

It is agreed that increasing public and media interest in the Paralympic Games will lead to an increased demand for accreditation of press personnel in future Paralympic Games. While this will be fully encouraged and supported by both the OCOG and IPC, it is acknowledged that the number of accreditations made available to press personnel shall be no more than 2000 for the Paralympic Summer Games and 800 for the Paralympic Winter Games.

Further review shall be conducted by the IPC regarding the current process of allocation of press accreditations in the Paralympic Games. Priority for accreditation will be given to professional press personnel.

8. Paralympic Village

The Paralympic Village shall be the one used for the Olympic Games, and shall accommodate Paralympic athletes, team officials, athlete support personnel and technical officials. This accommodation and related services shall be provided by the OCOG free of charge.

The accommodation area for technical officials shall be located separately from that of athletes and team officials.

Should media accommodation be additionally provided in the Paralympic Village, costs shall be charged to the accredited personnel using this accommodation, and this should be located separately from that of other categories.

8.1 Paralympic Village Capacity

The Paralympic Village shall be constructed and planned in respect to the following capacities:

	Paralympic Summer Games	**Paralympic Winter Games**
Athletes	4,000	800
Team officials and 'non-competing competition participants'	2,200	900
Technical officials	800	100
Contingency (5%-7%)	**500**	**200**
Village Capacity	**7,500**	**2,000**

8.2 Wheelchair access

For the Paralympic Games, the number of wheelchair accessible bathrooms shall be a 1 to 3 ratio, although it may vary slightly according to the type of accommodation. The total number of accessible beds shall be a minimum of 1,800 for the Paralympic Summer Games and 400 for the Paralympic Winter Games, with an additional contingency percentage for inefficiencies of between 5% and 7%.

These specified numbers are a guide only and shall be further defined by the IPC once the accommodation style of the Paralympic Village for each Paralympic Games is known.

8.3 Paralympic Village Operating Period

The Paralympic Village for Paralympic Summer Games shall open seven days prior to the Opening Ceremony and close three days after the Closing Ceremony, for a total period of 22 days. The Paralympic Village for the Paralympic Winter Games shall open 7 days prior to the Opening Ceremony and close 3 days after the Closing Ceremony, for a total period of 20 days.

9. IPC operations at the Paralympic Games

The IPC shall set a total number of IPC members for whom Paralympic Games-time expenses (airfares, accommodation and meals) will be covered by the OCOG. This figure shall be comprised of the IPC Executive Committee and senior / key staff only, and shall be approximately 50 people for 21 days.

10 . IPC meetings in the host city

10.1 IPC pre-Paralympic Games meetings in the host city

IPC meetings in the host city in the pre-Paralympic Games phase should be limited.

Where the IPC chooses to hold such meetings in the host city, the IPC shall bear the costs of these meetings, and the OCOG shall assist in the logistical organisation.

10.2 IPC and IPSF Paralympic Games-time meetings in the host city

IPC and IPSF meetings not related to the operations of the Paralympic Games shall not be held in the host city upon the occasion of the Paralympic Games. IPSF Sports Assemblies shall in the future be held as a general rule on the occasion of the World Championships of the respective sport.

11. Non-sport related event obligations

The Opening and Closing Ceremonies of the Paralympic Games, the Paralympic Torch Relay and the Sports Science Congress shall continue to be organised on the occasion of the Paralympic Games. The value and necessity of all other non-sport related Paralympic events the OCOG is currently obliged to implement (such as the Cultural Paralympiad and Paralympic Youth Camp) shall be reviewed by the IOC and the IPC In this review, consideration shall be given as to whether these events efficiently and significantly increase the promotion of the Paralympic Games and Paralympic Movement.

Where it is agreed by the IOC and the IPC that such events shall continue to be part of the Paralympic Games, the Olympic and Paralympic elements of the project shall be integrated.

12. Financial model of the Paralympic Games

12.1 Budgeting

The budget of the Paralympic Games shall be integrated into the Olympic Games budget as an individual programme. This will allow the management of the global budget, whilst also permitting the separate monitoring and analysis of Olympic and Paralympic finances on a stand alone basis.

The budget of the Paralympic Games shall be made up of the incremental costs for the staging of the Paralympic Games over and above the costs of staging the Olympic Games, and will include a proportion of the general costs of the Olympic Games.

12.2 Funding of the Paralympic Games

Government sources (local, regional and central) should underwrite the budget of the Paralympic Games, and should also contribute approximately 50% of the operational costs. Government funding must be guaranteed in the candidature phase.

12.3 Entry fees

Entry fees shall not be charged for athletes and team officials at the Paralympic Games.

12.4 Costs of athletes and team officials

The conditions for athlete and team official travel, accommodation and ground transport for athletes and team officials at the Paralympic Games shall be the same as those for the respective Olympic Games. If the OCOG, as part of its support for the athletes and team officials, grants travel costs and / or reimbursements to Olympic and Paralympic athletes and team officials, the allocation of these funds for Paralympic athletes and team officials shall be discussed with the IPC.

13. Marketing and sponsorship

13.1 Paralympic Games marketing and broadcast rights

The IOC and IPC agree that all Paralympic Games-related marketing and television / broadcast rights, including internet web-cast rights, shall be transferred to the respective OCOG. An appropriate fee for such rights to the 2008 Paralympic Games and 2010 Paralympic Winter Games shall be agreed between the IOC and the IPC, and paid by the OCOG/IOC to the IPC, comprising of a flat fee for the Paralympic Games marketing and broadcasting rights.

The principles on which this rights fee is based shall be the subject of a further detailed agreement between the IOC and the IPC.

It is recognised that different marketing opportunities currently exist for the Paralympic Games, for example the use of advertising billboards in venues. Such marketing opportunities for the Paralympic Games may be the subject of further discussions and agreements between the IOC and IPC for future Paralympic Games.

13.2 Sponsorship elements

There will be a distinction and separation in the sponsorship between the Paralympic Games and the IPC.

The IOC will initiate a joint sponsorship approach for TOP sponsors to be partnered with both the Olympic and Paralympic Games, and the IPC shall assist where possible in elements related to the Paralympic Games.

While it is acknowledged that many sponsorship and supplier contracts for the Olympic Games have been signed through 2008, these shall be reviewed to explore possibilities of working within their specifications to assist the preparation of the Paralympic Games in this period.

13.3 IPC marketing and sponsorship

The IPC shall retain the rights for a corporate marketing programme related to the development of the IPC.

The IOC and the IPC in cooperation will establish a marketing plan which clearly differentiates the marketing efforts for the Paralympic Games from any other marketing effort undertaken by the IPC for other events, such as World Championships in Paralympic sports. All event marketing undertaken by the IPC must have a event-specific focus rather than be of a generic nature, so as to avoid any conflict with the marketing partners of the Paralympic Games.

13.4 Merchandising and logos

Merchandising should be different for the Paralympic and Olympic Games, however these should managed through an integrated OCOG Marketing Division.

It is also suggested that the logos for the Olympic and Paralympic Games should be separate, to allow for greater flexibility in marketing opportunities.

13.5 IOC promotion of the IPC

The IOC will explore opportunities to promote the IPC, the Paralympic Games and Paralympic sport though existing promotional opportunities and existing broadcast agreements.

14. Ticketing

It is agreed that the ticketing policy of the Paralympic Games should primarily aim for a maximum number of spectators, in order to generate profile and awareness for the Paralympic Movement and disabled sport. Should revenue be gained through the sale of tickets for the Paralympic Games, the distribution of such revenue shall be the subject of further discussion between the OCOG, IOC and IPC, it being understood that that the distribution shall be based on similar principles as that of the Olympic Games.

15. Broadcast production & coverage

15.1 Broadcast production

Pending further detailed discussions between the IOC and the OCOG regarding the broadcast of the Paralympic Games, the host broadcaster for the Olympic Games will have the obligation to produce the Paralympic Games. It is recognised that the final level of service for the international television signals for the Paralympic Games shall be determined by requests of rights-holding broadcasters, with a base production level reflecting the Sydney 2000 Paralympic Games. .

15.2 Broadcast rights

The OCOG shall assume the rights and responsibilities related to broadcast rights for the Paralympic Games. Should there be resulting revenues from the sales of these broadcast rights, these shall be discussed between the OCOG, IOC and the IPC .

15.3 International Broadcast Centre

An International Broadcast Centre will be planned and constructed by the OCOG in order to meet the needs of broadcast production for the Paralympic Games. This shall be funded from the budget of the OCOG.

16. Doping Control

It is recognised that at the time of negotiation and signing of this Agreement, the IPC and WADA are currently developing a joint agreement regarding doping control. Any further necessary discussions between the IOC and IPC on this subject shall be initiated at the conclusion of the IPC-WADA agreement. The aspects of the IPC-WADA agreement related to the Paralympic Games shall comply with the Olympic Movement Anti-Doping Code and the Paralympic Movement Anti-Doping Code.

17. Technology

17.1 Results systems

It is recognised that the IOC has signed an agreement which incorporates the responsibilities for the timing, scoring and on-venue results systems for the Paralympic Games from 2004 to 2010, based on the sports / disciplines in the Sydney and Salt Lake Paralympic Games. Future

agreements shall incorporate the needs of the Olympic and Paralympic Games where possible.

17.2 Games Management Systems

The OCOG shall use a single Olympic and Paralympic Games Management System (GMS) where possible.

18. Transfer of Knowledge

The goal of the Transfer of Knowledge programme is to support the development of the organisation of the Olympic and Paralympic Games. The IPC shall assist in the development of the Paralympic Games components of the Games Transfer of Knowledge programme, and provide additional knowledge and expertise in the organisation of the Paralympic Games. All data and information, including but not limited to written information, video, audio and photographs, shall belong to the IOC, and be used in the organisation of the Paralympic Games.

The data of the Transfer of Knowledge programme, including the Paralympic Games components, shall be put at the disposal of the IPC for their use at IPC championships. The distribution and usage of the material shall be agreed by the IOC and IPC, and costs for third party usage may apply.

19. Olympic Museum

The Olympic Museum plays an important role in the Olympic Movement. There shall be further discussions between the IOC and the IPC regarding the promotion of the Paralympic Movement and information regarding the Paralympic Games at the Olympic Museum, and the presence of the Olympic Museum at the Paralympic Games.

20. Conflicting agreements

The IPC guarantees that it has not entered, and will not enter, into any other agreement which conflicts with the terms of this Agreement.

21. Term of the Agreement

The Agreement shall be in effect for the 2008 and 2010 Paralympic Games. It shall be tacitly renewed for subsequent Paralympic Games unless either the IOC or IPC notifies the other party to the contrary not later than two years prior to any such subsequent Paralympic Games.

The IOC and the IPC shall discuss with the OCOGs of the 2004 Paralympic Summer Games and the 2006 Paralympic Winter Games in order that the terms of the Agreement apply to the 2004 and 2006 Paralympic Games insofar as practical, and insofar as this does not result in adverse financial consequences on such OCOGs and/or the IOC.

22. Governing Law / arbitration

The Agreement shall be governed by and interpreted in accordance with the Law of Switzerland. Any dispute arising from or in connection with the execution or interpretation of this Agreement or breach thereof which cannot be settled amicably, shall be settled finally, to the exclusion of the ordinary courts, in accordance with the Statute and Regulations of the

Court of Arbitration for Sport. The parties undertake to comply with the said Statute and Regulations, and to enforce in good faith the award to be rendered. The seat of arbitration shall be at Lausanne, Switzerland.

Signed in Lausanne on this nineteenth day of June 2001, in two originals in the English language.

Dr Robert D. STEADWARD	**Juan Antonio SAMARANCH**
President	President
International Paralympic Committee	International Olympic Committee

AMENDMENT TO THE IOC/IPC AGREEMENT DATED 19 JUNE 2001

This AMENDMENT entered into this day of 25 August 2003 by and between the International Olympic Committee (the "IOC") and the International Paralympic Committee ("IPC").

WHEREAS, the IOC and the IPC are parties to an Agreement, dated as of 19 June 2001 (the "Agreement"); and

WHEREAS, the IOC and the IPC desire to make certain changes to the Agreement as provided herein.

NOW THEREFORE, in consideration of the premises and mutual agreements set forth below, the IOC and the IPC agree as follows:

1. A new Paragraph 2 bis shall be added to the Agreement as follows:

   "**2 bis. Host City Contract**

   The IOC enters into a written contract with the host city and the National Olympic Committee of its country, which contract specifies in detail the obligations incumbent upon them (the "Host City Contract").

   The IOC agrees that the relevant Host City Contract shall mention that the relevant OCOG shall pay to the IPC a lump sum of (i) four million US dollars with respect to the 2010 Olympic Games and, (ii) 10 million US dollars with respect to the 2012 Olympic Games. Such amounts paid by the OCOG to the IPC shall be in return for all rights with respect to the broadcasting and the marketing programs related to such Paralympic Games, including any revenues generated from tickets sales; venue advertising; local sponsorship and licensing and any other form of marketing revenue generated in connection with the Paralympic Games. In addition, with respect to the 2008 Olympic Games, the OCOG shall pay to the IPC a lump sum of 9 million US dollars for the rights mentioned above.
   The legal validity and effectiveness of all broadcasting and marketing agreements entered into by the OCOG with respect to the Paralympic Games shall be subject to the prior written approval of the IOC Executive Board."

2. A new Subparagraph 13.4 bis shall be added to the Agreement as follows:

   "<u>13.4 bis No use of Olympic Symbol and word "Olympic"</u>
   The IPC shall not use the Olympic Symbol, the word "Olympic" or any other logo or word confusingly similar thereto without the express prior written consent of the IOC."

3. A new Subparagraph 13.6 shall be added to the Agreement as follows:

"13.6 Marketing Protocol
The IOC and the IPC have agreed upon a Marketing Protocol, a copy of which is attached to this Agreement as Appendix A. Such Appendix A shall form an integral part of this Agreement. Should there be any conflict between this Agreement and the Marketing Protocol, the latter shall take precedence."

A copy of such Marketing Protocol is annexed to this Amendment.

4. The second sentence of Subparagraph 15.2 of the Agreement is deleted. As a result, Subparagraph 15.2 of the Agreement shall read as follows:

"15.2 Broadcast rights
The OCOG shall assume the rights and responsibilities related to broadcast rights for the Paralympic Games."

5. All other terms and conditions of the Agreement remain unchanged.

IN WITNESS WHEREOF, the parties hereto have executed this Amendment by their respective duly authorized representatives named below.

INTERNATIONAL OLYMPIC COMMITTEE

By: _____
Jacques ROGGE
President

INTERNATIONAL PARALYMPIC COMMITTEE

By: _____
Phil CRAVEN
President

APPENDIX A

Marketing Protocol
Between the
International Olympic Committee ("IOC") and the International Paralympic Committee ("IPC")

Paralympic Games - OCOG Rights:	Subject to the Host National Paralympic Committee ("Host NPC") and the Organizing Committee of the Olympic Games ("OCOG") reaching agreement on terms to a Paralympic Joint Marketing Programme Agreement, each OCOG will pay a fixed fee to the IPC for the broadcasting and marketing rights to each Paralympic Games, covering any revenues generated from ticket sales; venue advertising; local sponsorship and licensing and any other form of marketing revenue generated in connection with the Paralympic Games.
TOP Programme:	IOC TOP Partners shall be accorded total protection for their specific category from any form of competitive or ambush activity by the IPC, National Paralympic Committees ("NPCs") and OCOGs, except as may be mutually agreed by the IOC and IPC (for example, in the case of the partial release of the John Hancock product category in Torino). TOP Partners shall be free to communicate their involvement with the Paralympic Games on a world-wide basis, provided that such communication is referenced as part of their on-going support to the Olympic Games. Should a TOP Partner wish to develop a specific stand-alone Paralympic Games promotion, then the Partner will consult with and negotiate approval with the relevant NPC regarding development of such a programme. The IPC and NPC will work with the Partner to facilitate support for such programme. It is noted that TOP Partners do not hold any rights to sponsorship of any Paralympic team, unless offered separately by the local National Olympic Committee ("NOC") as part of the NOC sponsorship. Such rights are subject to separate negotiation between the TOP Partner and each NPC, it being understood that, should a TOP Partner decline to become a Paralympic team sponsor, the NPC will not offer, in relation to that Paralympic team's participation in the Paralympic Games,

that given TOP Partner product category to any competitor, respecting the governing principle of the TOP Partner's exclusivity.

The principles outlined in this section shall apply to the 2006 Olympic Winter Games, 2008 Olympic Games, 2010 Olympic Winter Games and, subject to the renewal of the IOC/IPC Agreement dated 19 June 2001, to the 2012 Olympic Games.

IOC Support:

Concerning the 2006 Olympic Winter Games, the IOC undertakes that TOP Partners shall support the 2006 Paralympic Winter Games, in a manner similar to the support that has been provided in previous Paralympic Winter Games.

Annex 2 → Sample Paralympic Games Competition Schedule

PARALYMPIC GAMES SAMPLE COMPETITION SCHEDULE BY DAY

Sports/Disciplines/Ceremonies	Day 0	Day 1	Day 2	Day 3	Day 4	Day 5	Day 6	Day 7	Day 8	Day 9	Day 10	Day 11
Opening and Closing Ceremonies												
Archery							F	F				
Athletics			F	F	F	F	F	F	F	F	F	F
Athletics - Marathon												F
Boccia								F		F		
Cycling - Road								F	F	F		
Cycling - Track		F	F	F	F	F						
Equestrian									F		F	
Football 5-a-Side												F
Football 7-a-Side											F	
Goalball											F	
Judo		F	F	F								
Powerlifting				F	F	F		F	F	F	F	
Sailing							F					
Shooting		F	F	F	F	F	F					
Swimming			F	F	F	F	F	F	F	F	F	
Table Tennis												
Volleyball										F		
Wheelchair Basketball										F	F	
Wheelchair Fencing		F	F	F	F	F						
Wheelchair Rugby								F				
Wheelchair Tennis										F	F	

Annex 3 → Sample Paralympic Games IPSF Games Officials Numbers

Sample Number of IPSF Games Officials by Sport by Category

GOVERN	SPORT/DISCIPLINE	TD's/ATD's		ITOs		NTOs		INTERNATIONAL CLASSIFIERS				TOTAL GAMES OFFICIALS	*TOTAL GAMES OFFICIALS FROM HC*	*TOTAL GAMES OFFICIALS FROM O/S*
		TOTAL	*HC*	TOTAL	*HC*	TOTAL	*HC*	Chief Classifier (CC) Assistant CC	Classifier	Total	HC			
IPC	Archery	2	0	9	1	10	10	1	2	3	0	24	11	13
IPC	Athletics	2	0	9	0	188	188	1	11	12	0	211	188	23
CPISRA	Boccia	1	0	21	0	40	40			0	0	62	40	22
IPC	Cycling	2	0	2	0	12	12	1		1	0	17	12	5
IPC	Equestrian	2	0	15	1	11	11	1	2	3	0	31	12	19
IBSA	Football 5-A-Side	1	0	8	1	1	1			0	0	10	2	8
CPISRA	Football 7-A-Side	1	0	2	0	6	6			0	0	9	6	3
IBSA	Goalball	2	0	28	0	18	18			0	0	48	18	30
IBSA	Judo	2	0	18	0	30	30			0	0	50	30	20
IPC	Powerlifting	2	0	28	8	0	0	1	1	2	0	32	8	24
IFDS	Sailing	1	0	7	1	0	0	1	4	5	0	13	1	12
IPC	Shooting	1	0	15	11	24	24	1	1	2	0	42	35	7
IPC	Swimming	2	0	2	0	56	46	2	6	8	0	68	46	22
IPC	Table Tennis	3	0	61	35	7	7	1	2	3	0	74	42	32
WOVD	Volleyball-Sitting	2	0	24	2	30	30	1	2	3	0	59	32	27
IWBF	Wheelchair Basketball	2	0	35	4	0	0	1	5	6	0	43	4	39
ISMWSF	Wheelchair Fencing	1	0	25	11	0	0	1	1	2	0	28	11	17
ISMWSF	Wheelchair Rugby	1	0	9	0	9	0	1	6	7	0	26	0	26
ITF	Wheelchair Tennis	2	0	23	0	73	73			0	0	98	73	25
	CP-ISRA							1	2	3		3	0	3
	IBSA							1	3	4		4	0	4
	INAS-FID											0	0	0
	Total	*32*	*0*	*341*	*75*	*515*		*16*	*48*	*64*	*0*	*952*	*571*	*381*

Chart does not include 20 IPC Medical Committee members required.

DEFINITIONS
HC - Host Country
O/S - Overseas

Tbd- To be determined
NR - Not required