




EUROPEAN  
PARALYMPIC  
COMMITTEE



# BIENNIAL REPORT 2021-2023



 Bundesministerium  
Kunst, Kultur,  
öffentlicher Dienst und Sport

# WELCOME

Dear Members,

Welcome to the 2023 European Paralympic Committee (EPC) Biennial Report.

On behalf of the Executive Board, it is my pleasure to share with you the great progress made towards an improved platform, community and supporting structure for Para sport in Europe since we last came together in 2021.

It is the 'community' that has got us here. Two years ago we asked you, our Members, to define our strategy for the next four years. You did so by approving our Strategic Plan. The Executive Board perceives this plan as the assignment and guidance given by you, but we cannot do this on our own. We then asked you to help us deliver it and you did so, sharing your great energy, expertise and knowledge so willingly via the different working groups. What this report shows is the power that we have to deliver meaningful change and progress when we come together as a collective.

This is what stands out for me, and it is why we want – and need - to make our family stronger and broader. We want to ensure many more voices are represented and heard within it.

We are now at the halfway point of the Strategic Plan for 2021-2025, a strategy which is setting the direction for not just the short term but much further ahead.

I hope this report demonstrates to you clearly that we are moving rapidly in the right direction for the benefit of you, the European athletes and your own communities. We are listening at every step of the way and we will continue to do so.

We have another two years until we will need to revisit the strategy in full once more. I am confident that then together we will have made even more great steps forward.

Raymon Blondel, President



# EPC EXECUTIVE BOARD

Geoff Newton, Åsa Llinares Norlin, Terje Jentoft Roel, Miriam Malone, Anita Urr, Raymon Blondel and Mindaugas Bilius accompanied by Head of Office Saskia Kanfer at the Centre Court of the All England Lawn Tennis and Croquet Club, Wimbledon. (Lukasz Szeliga not present)

# THE EXECUTIVE BOARD

- Elected in Limassol 2021: Anita Urr, Åsa Llinares Norlin, Geoff Newton, Lukasz Szeliga, Mindaugas Bilius, Miriam Malone, Raymon Blondel, Terje Jentoft Roel
- President: Raymon Blondel, President, NPC The Netherlands
- Vice President: Åsa Llinares Norlin, President, NPC Sweden
- Treasurer: Terje Jentoft Roel, Judge in Norway
- Members at Large: Anita Urr, Secretary General, NPC Hungary  
Geoff Newton, former British Paralympic Association Board member  
Lukasz Szeliga, President, NPC Poland  
Mindaugas Bilius, President, NPC Lithuania  
Miriam Malone, former CEO, Paralympics Ireland
- Appointed in 2022 by the Executive Board as Athletes' Representative: Nantenin Keita, Paralympian France

# REPORT FROM THE BOARD

- Executive Board meetings between 6 November 2021 – 1 July 2023:
  - Eight digital meetings via Zoom
  - Four physical meetings: Limassol (CYP), Vienna (AUT), Pajulahti (FIN), Wimbledon (GBR)
- Board members' attendance:

Raymon Blondel	present all meetings
Terje Jentoft Roel	present all meetings
Geoff Newton	present all meetings
Miriam Malone	present all meetings
Åsa Llinares Norlin	present all meetings, except one
Anita Urr	present all meetings, except one
Mindaugas Bilius	present 7 out of 12 meetings
Lukasz Szeliga	present 3 out of 12 meetings
Nantenin Keita	after appointment present 4 out of 10 meetings
Saskia Kanfer	present all meetings

# REPORT FROM THE BOARD

Decisions of note:

- Installing working groups to turn the Strategic Plan into concrete working plans and actions
- After a selection process the appointment of Nantenin Keita, French Paralympian, as the Athletes' Representative for the time the EPC does not have a formal governance structure for athletes representation
- Partnership with the European Non-Governmental Sports Organisation (ENGSO) and becoming an associated member of ENGSO
- Appointment of Leila Marques Mota, retired Paralympian Portugal and Vice President of NPC Portugal, as EPC representative in the ENGSO European Women in Sport Committee
- Agreement with Team TOC as the organising partner for the European Para Championships in Rotterdam and the 2027 European Para Championships
- Guidelines and kick-off for the bidding procedure for the 2027 European Para Championships
- Agreement with Team TOC as the delivery partner under the leadership of EPC for the EPYG 2025
- Enhancing the EPC office with a part-time communication manager, Lucy Dominy, and a part-time EPYG 2025 project-lead, Laura Kittelä

# REPRESENTATION BY THE BOARD

- 28th Annual General Assembly, European Fair Play movement, Brussels, 1 June 2022
- EU Sport Forum and the 2022 Key Players Seminar organised by the EU, 15-17 June 2022
- The fifth European Evening of Sports organised by the EU EOC Office, Brussels, 21 June 2022
- Meeting of the Five IPC Regional Organisations, Dubai, 8-11 September 2022
- Korean National Paralympic Games, Seoul and Daegu, 18-20 October 2022
- IPC Extraordinary General Assembly, Berlin, 16 November 2022
- IPC Membership Gathering, Berlin, 17-18 November 2022
- European Partial Agreement in Sport advisory board, digital meetings in 2022 and 2023
- EU Sport Forum organised by the EU, Stockholm, 2 May 2023
- ENGSO General Assembly, Crete, 11-13 May 2023
- IPC Media and Marketing Summit, 18 July 2023

# MEMBER COMMUNICATIONS

- Letters from the EB: sent out initially after the first EB meetings, after the survey on communication replaced by the EPC Newsletter
- Coffee drinks: informal digital meetings to share news and discuss actual issues with our Membership
- Thematic digital meetings: specific issues to inform the Membership, such as statutes-sessions and TikTok workshop
- One-on-one digital calls with many NPC's
- Informal gatherings during events, such as gathering during IPC extraordinary General Assembly





# UKRAINE

# IMPACT OF THE WAR IN UKRAINE

The Russian invasion of Ukraine forced the sport world to abandon its long-held political neutrality, including the Paralympics. On 24 February 2022, just eight days before the Opening Ceremony of the Paralympic Games it forced the entire Paralympic movement in general and the IPC in particular to choose a position and expel Russian and Belarusian athletes from international competition.

The extraordinary General Assembly of the IPC in November 2022 decided to suspend both the NPC of Russia and Belarus. Also the decision was taken there to adapt the constitution of the IPC, so in future critical situations the Governing Board of IPC has the mandate to decide on suspending member countries. We all know that the current statutes of the EPC are not aligned with this new IPC constitution. This aspect is also taken in account now within the renewal the EPC statutes.

The impact of the war on the NPC and its athletes from Ukraine is enormous and it is heartbreaking to see how their national Paralympic movement is challenged to survive and suffering from very personal consequences. The impact on the Ukrainian sports infrastructure has direct consequences on elite sport programmes and sport for all activities.

# IMPACT OF THE WAR IN UKRAINE

The EPC absolutely condemned the Russian invasion and stated that we stands with Ukraine. The EPC has supported the NPC of Ukraine not only morally, but also by asking its Membership to contribute to the Solidarity Fund and provide opportunities for Ukrainian elite sport programmes to continue their journey towards Paris 2024.

The events being organised under the patronage of EPC do not allow entry to Russian and Belarusian athletes. This situation will remain for as long as the IPC Membership determines.

During the European Para Championships in Rotterdam we will welcome a strong delegation in different Para sports from Ukraine and we can only support the athletes in their courage to compete and spirit to do where they live and train for.

We all wish to see the unavoidable choice to abandon the long-held political neutrality of sport being turned back soon, but only time will tell. Until that moment we can only stand by Ukraine and support them whenever possible.

# FINAL TWITCH OF THE COVID PANDEMIC

Although the 14<sup>th</sup> EPC Conference and General Assembly in Limassol, Cyprus, felt as a return to the relaxed atmosphere where we can have physical meetings and personal contact, some European nations went back into lock-downs during the winter of 2021 - 2022. The situation differed from country to country, but the consequences for sport were felt again.

It was only six months after the postponed Paralympic and Olympic Games in Tokyo, that suitcases had to be packed for the next Paralympics in Beijing. We all are convinced that the Paralympic Games basically should be run in front of stands full of cheering crowds. The medal plaza should be packed to celebrate Paralympians and the power of Paralympic Sports.

But again, in Beijing things were different... a whole series of Covid-19 testing had to be planned and serious precautions had to be taken to avoid being quarantined in special facilities without competing. The Beijing 2022 LOC did an outstanding job to deliver a fantastic Paralympic Winter Games, but in all elements of the Games the pandemic was felt.

# FINAL TWITCH OF THE COVID PANDEMIC

Luckily during 2022, sports in Europe opened-up and many competitions and postponed events returned. And now in 2023, it almost feels as if we are 'back to normal', but we know that for many individual athletes Covid is not history yet.

Some athletes suffer from long Covid and some have to deal with health issues preventing them to get back into their training programmes full swing. Medical and scientific research needs to be done to discover the full effects of what Covid-19 will be for individuals and especially for those who have a maybe more 'vulnerable system'.

The lessons learned within sports during the pandemic are uncomfortable but on the other hand also very valuable. In any similar future situations, we will be better prepared.

But let's hope that this particular knowledge is not needed on such a big scale and that during an event such as the Paralympic Games, World Championships and European Para Championships the stands will be full and the medal plazas crowded.

# 2021-2025 STRATEGIC PLAN



# OBJECTIVES

Facilitating Para sport opportunities

Building a Paralympic ethos

Being a representative platform

Providing opportunities across Para sport for people with impairments

Develop Paralympic sentiment by building the emotional engagement of Members to the EPC

Being the voice and face of the European Paralympic movement; both within the movement and to outside

# 2021-2025 STRATEGIC PLAN

## OUR PLAN, BASED ON FOUR PILLARS

	The pillars			
	Para Sport	Communication	Partnerships	Governance + finance
Focus	Multisport events for youth and elite	Internal communication to the membership	Binding over 50 NPC's in their common concerns and needs	A sustainable organisation in terms of governance and finance
Objectives	European Paragames and EPYG, positioned between National and Paralympic Games level	Develop a strong narrative to position the EPC  Support of the membership, collaboration between and with the membership	Represent European members towards the IPC, IF's and others and represent the IPC to members	Future proof our organisation  Achieve financial sustainability
Key actions	Develop EYPG philosophy and long term plan  Investigate the possibility of a continental games for Europe  Cooperation on regional and sub-regional level in sports	Develop a functional website, fit for purpose, and easy to maintain  Use this to help share knowledge and best practice across and between member nations	Maintain and develop key partnerships, using member networks as appropriate  Establish a sport development commission	Review the constitution and bylaws and update where needed  Seek structural EU support and building relationships with multinational organisations
Targets	Four-year games schedule  EPYG: more sports and classification opportunities in those sports  Continental Paragames	Provide up-to-date information about the membership  Provide up-to-date information about continental competitions	Build a relationship with other continental PC's  Strengthen relationships with the IPC  Framing the EPC as the logical continental Parasport organisation	Become a more agile and effective organisation  Become more athlete focussed  Keep bureaucracy to a minimum



# IMPLEMENTATION

At the 2021 General Assembly, the Membership were central to the creation of the Strategic Plan for 2021-2025.

In 2022, the EPC Board moved to delivering on the priorities set by Members underneath the key pillars of sport, communication, partnerships and governance and finance.

Recognising the huge amount of expertise and knowledge that exists within Para sport in Europe, NPCs, regional International Federations and IOSDs were invited to nominate people to working groups.

A great response was received from the Membership with a very high quality of nominations made.

The groups were led by EPC Board Members who took on the roles of Pillar Leaders and Reflectors. Each working group then became responsible for discussing and advising on how to turn plans into action.

Following further reflection, the governance and finance pillars were separated into two working groups. The finance pillar also later merged with partnerships as the common priorities of the groups became clear.

Over the last year each working group has met regularly and significant progress has been made towards delivering the Strategic Plan.



# SPORTS

# WORKING GROUP MEMBERSHIP

PILLAR LEADER: Geoff Newton

Ron Bolotin, Israel

Jan-Hein Evers, International Federation for CP Football

Sonja Grefberg, European Table Tennis Union

Charmaine Hooper, World Abilitysport

PILLAR REFLECTOR: Lukasz Szeliga

Laura Kittelä, Pajulahti Olympic and Paralympic Training Centre

Jean Minier, France

Samuel Rosko, Slovakia

Phil Smith, Great Britain

Dr. Karl Quade, Germany

# HIGHLIGHTS

- Assisted with the development of the EPC Games calendar for the next 10 years, featuring a senior Games and EPYG every four years, on a two year cycle.
- Developed the agenda for the EPYG and informing a new bid process, to take the event to the next level
- Partnered with the organisers of the European Para Championships on development and delivery and being the link between the event and NPCs. Part of the Observer Programme for future editions on 12-13 August.
- Built long-term relationships to transform the EPYG. Delivery of an Observer Programme on 16 August.
- Membership survey – aimed at Sport Directors or leaders to understand what support Members need to develop. Response from 28 countries and two IOSDs
- Setting-up a programme of online seminars, delivered by and for Members, partner organisations and International Federations (late 2023 start)
- Appointed Monica Muscato and Laura Kittelä as Project Leads for the respective European Para Championships and EPYG

# CALENDAR

The sports working group's top priority was to create a calendar that was responsive to the needs of the whole Membership, whilst also ensuring it was manageable from a resource perspective at this stage of the EPC's development.

It was clear from member feedback and the working group that both a senior and youth Games were important for the community. As a result the focus was on:

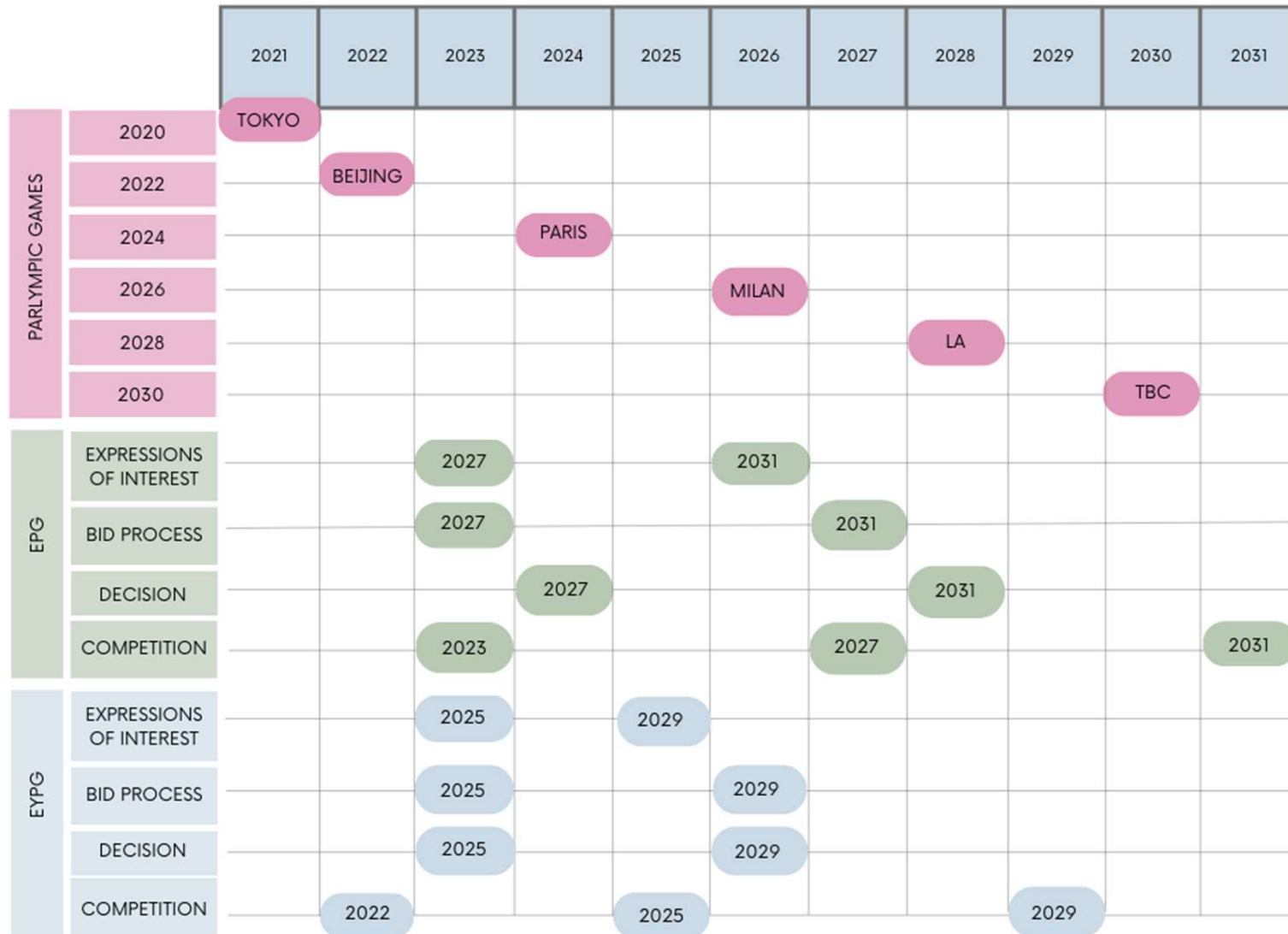
- Scheduling competitions for the next 10 years, offering Members a clear pathway for their athletes.
- Ensuring enough time to execute a robust bid process, including expressions of interest, evaluation of bids and successful delivery.

The EPC has appointed experienced personnel to lead this process for both senior and youth Games.

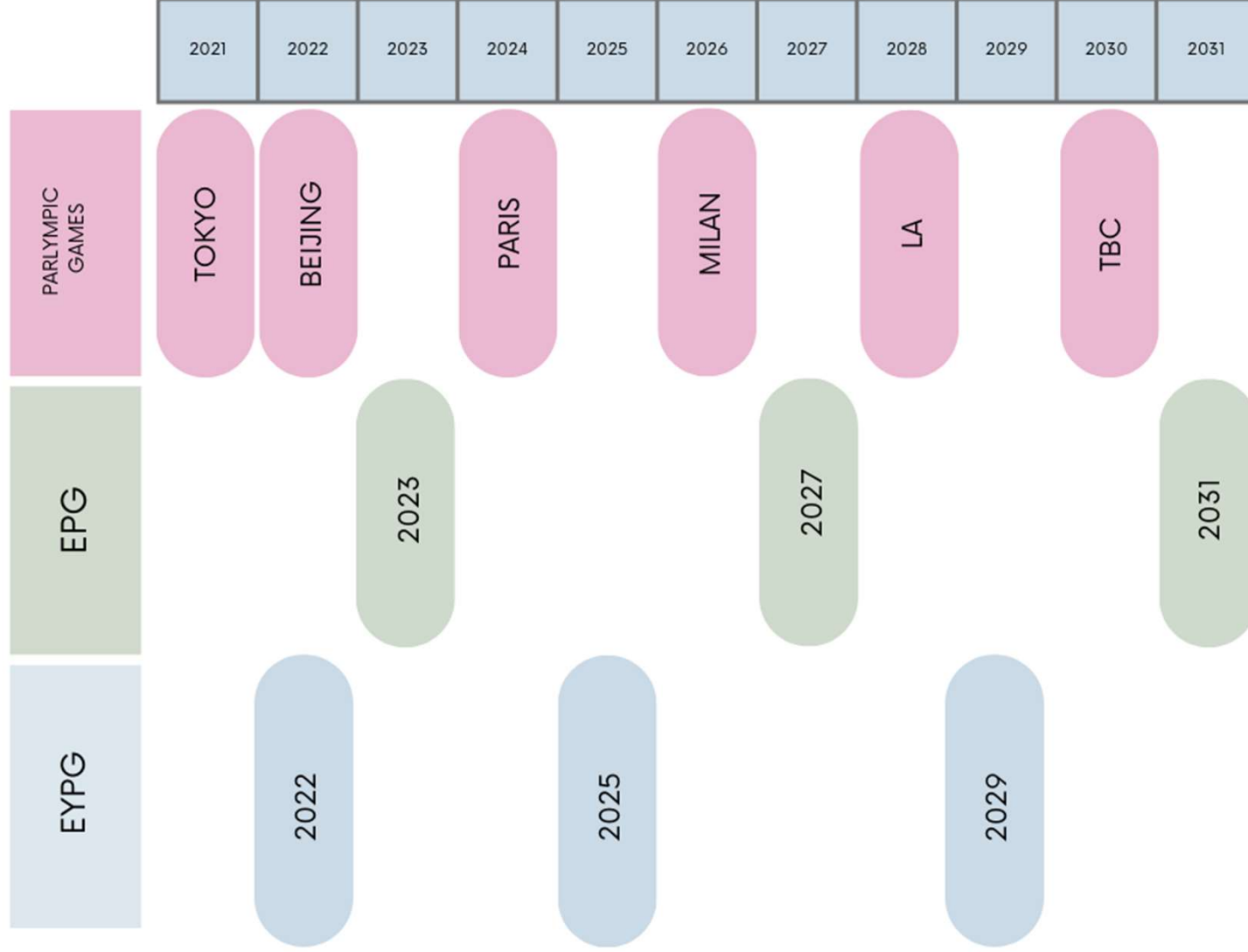
The group also felt that the EPYG should be every two years. From the EPC's perspective, it was agreed that an edition every four years at this stage would be the most manageable and effective solution, to build the quality of the event.

In terms of winter sports, member feedback via the survey identified a need – and desire - for development. The working group advised that activities already take place between countries, such as camps and small competitions. In the future the EPC will look to coordinate with those organising these events to ensure they are highlighted to the whole Membership. It will also work more closely with International Federations on making more training and education opportunities available to Members.

## 2021-2031 CALENDAR: BID AND DECISION PROCESS



## 2021-2031 CALENDAR: EUROPEAN PARA GAMES AND EUROPEAN YOUTH PARA GAMES



# GAMES DEVELOPMENT - EPYG

With the calendar for the next decade agreed, the focus shifted to cementing the bid processes and setting the standards for the EPYG.

The sport's working group gathered information on past editions of the EPYG to inform their discussions.

The EPYG will not only be an opportunity for young athletes to compete, but will also feature educational opportunities around topics such as clean sport and classification. There is also the opportunity to engage with external campaigns and organisations such as WeThe15, PARA SPORT and WADA.

The programme is open to all sports – Paralympic and non-Paralympic – and will be flexible depending on the facilities available in host cities.

An agreement has been signed with Team TOC – the organisers of the European Para Championships – to be the delivery partner for EPYG.

A Project Lead, Laura Kittelä, has been appointed by the EPC. Laura has been developing the bid documents to ensure that potential organisers are clear on what is expected, what the potential of the event is and provide a proper structure for the bid process. Laura has extensive experience of the EPYG having been on the Local Organising Committee for the last two editions and has conducted research and gathered feedback from participants.

The Project Lead has also been overseeing the organisation of the Observer Programme for the EPYG, which will take place during Rotterdam 2023 on 16 August.

Winter sports will be supported at this stage via partnership working between NPCs, IFs and the EPC.



# GAMES DEVELOPMENT - SENIOR

The EPC remains committed to creating a regular, regional Games for European Para athletes, along the same model as the Para Pan American Games and Asian Para Games.

The aspiration is that the European Para Championships will evolve into a regional Games.

The partnership between the organisers of the Championships – Team TOC - and the EPC has already grown significantly towards this aim, over the first edition.

A good example of this is the appointment of a Project Manager, employed to work for the EPC but funded by Team TOC, to ensure that the needs and voices of the Membership are heard.

A variety of joint projects have also taken place or are scheduled. These include a partner reception and delivery of updates from Team TOC to NPCs on communications, media and marketing activities around the European Para Championships 2023. The EPC will also be featured on the programme for the Observer Programme for future editions on 12-13 August.

The activities of the EPC and the different working groups – sports, communications and partnerships and finance – place us in a strong position for the future.

# MEMBER SURVEY

A survey aimed at finding out what support Members would most benefit from – and how best to share the knowledge that exists in the region – was carried out in early 2023.

The survey was aimed at senior staff and Board Members particularly involved in sports.

A total of 37 responses were received from 28 NPCs (totalling 60 per cent of all NPC Members) and IOSDs.

All sub-regions of Europe were represented in the results. However more work needs to be done to engage with countries in certain areas, such as southern and eastern Europe. The communications working group have been addressing this area.

Members identified athlete recruitment and talent ID, classification and marketing, sponsorships and promotion as areas they would most like to improve in – and topics they would like to learn more about - by a majority of NPCs.

The top five sports Members would most like to improve or grow athlete numbers in were: athletics, badminton, blind football, cycling and alpine skiing.

Almost all respondents said they would be willing to share their knowledge with others. Using the findings of another Membership survey carried out by the communications working group, a programme of online seminars, involving NPCs, IFs and experts is now being planned from September onwards. Potential partners are also being approached, working with the finance and partnerships working group.

The aims of the seminars are to strengthen the capabilities of the community, connect Members together and involve a wider variety of organisations for the benefit of Members and athletes.

# NEXT STEPS

The sports working group will provide support in planning and implementing the programme of online seminars for Members. They will also be kept informed of, and oversee, the introduction of the bid process for the EPYG and future editions of the senior Games.



# GOVERNANCE

# WORKING GROUP MEMBERSHIP

PILLAR LEADER: Miriam Malone

PILLAR REFLECTOR: Asa Norlin

Annett Chojnacki-Bennemann

Eli Birenbaum, Israel

Marie-Amelie Le Fur, France

Sari Rautio, Finland

Petr Tuaek, International Wheelchair  
Basketball Federation Europe

# HIGHLIGHTS

- Ensuring the athlete voice is firmly embedded into the governance structure of the EPC via a proposal for a new Athletes' Council and seat on the EPC Board
- Full review of current EPC statutes, aiming to ensure the EPC is fit for purpose as a sports and social action organisation
- Researched statutes from other sports organisations (IPC, ENGSO) for comparison
- Suggested changes to ensure the EPC statutes are clear but comprehensive
- Agreed final draft of statutes and athlete representation model to be put to Membership
- Delivered information sessions for Membership
- Reviewed German-language version of new draft statutes

# THE ATHLETE VOICE

- Firmly embedding athlete representation into the governance structures of the EPC has been a top priority. It is important that athletes are included – and heard – in order to ensure that the EPC is an athlete-centred organisation.
- In 2022 Nantenin Keita of France was appointed to the EPC Board to get this process underway.
- The governance working group then discussed and drafted a proposal for how the EPC could make sure that the athlete voice is firmly embedded into the organisation in consultation with Nantenin.
- An EPC Athletes' Council is proposed with eight active or retired athletes. In the absence of a regional competition where athletes could vote, at this time, the proposal is that the athletes council will be nominated by the Membership, ideally endorsed through their own athlete representative structure.
- For the first Council a nominations committee will be established and will appoint seven athletes. This balances the absence of an appropriate moment to carry-out elections with the need to establish the Council as soon as possible. Nantenin Keita will be the eighth member.
- The EPC Athletes' Council will elect one representative who will sit on the EPC Executive Board.
- The wider EPC Athletes' Council will be responsible for setting the strategic priorities for the EPC in terms of athletes' needs (e.g. support, advice and guidance, promotion, Paralympic Games, European Games and Youth Games), engaging with the wider athlete community and working with the IPC Athletes' Council.
- The proposal is up for discussion as a topic during the EPC Conference Day. Any suggested amendments will be taken into consideration by the Membership before the final version is put to Membership for approval.
- If approved by the Membership, the process for establishing the EPC Athletes' Council will begin immediately after the European Para Championships with information and nomination forms sent to Members. The first meeting of the Council will be held in January 2024.

# REVIEW OF EPC STATUTES

- Alongside the athlete voice, the other key goal of the governance working group was to carry out a comprehensive review of the EPC statutes.
- The original EPC statutes were completed following a General Assembly in Greece in 2007 when it was decided that Vienna would be the host city of the EPC headquarters. Fifteen years later, a review was timely to ensure that the EPC statutes reflect the EPC as fit for purpose for its own Members.
- The working group began by looking at examples from other sports organisations to inform their thinking, in addition to reviewing the updated IPC constitution.
- They then evaluated each line of the EPC statutes, discussing and suggesting changes. These were either substantive changes – such as adding Membership categories – or editorial amendments which would make the document clearer.
- A final draft was agreed by the working group before being sent to the EPC legal advisors for advice and translation, and then to the Membership.
- Two information sessions were then held. Here the Membership could attend to ask questions or make comments.
- At the same time, native speaking working group members reviewed the German version of the new statutes.
- The feedback from the Membership and the working group members were then combined and reviewed, before a final version was distributed to the Membership. Motions (where required) were submitted by Members relating to: numbers of co-opted Board members, wording around IOSDs and meetings being held in Austria.
- There is ongoing engagement with the IPC as we continue to work together to align our governance.



# NEXT STEPS

Depending on the outcomes of the General Assembly, the governance working group will:

- Support the introduction of the EPC Athletes' Council
- Continue to liaise with the IPC on how their governance changes impact the EPC and its Members
- Publish the approved updated version of the EPC Statutes



# FINANCE AND PARTNERSHIPS

# WORKING GROUP MEMBERSHIP

**PILLAR LEADERS:** Mindaugas Bilius, Lukasz Szeliga

Jorge Correira, Portugal

Luis Manuel Martins Figueiredo, Portugal

Conchita Jaeger, Switzerland

Bojan Jacimovic, Serbia

**PILLAR REFLECTORS:** Terje Roel and Geoff Newton

Timo Makynen, Finland

Piotr Marek, Poland

Marc van den Tweel, The Netherlands

# HIGHLIGHTS

- Partnerships and finance were originally separate working groups – merged as group members agreed there was a lot of common ground
- Aimed to grow the reach of the EPC, widen the community and create a more diverse funding environment for the EPC
- Evaluated current partnerships, projects and determining other sectors to approach
- Created list of organisations to target (commercial and institutional)
- Built the concept for a partner event during Rotterdam 2023, with a focus on commercial interests as a priority
- Developed of materials and invite list for the partner event, assistance with delivery

# BUILDING OUR COMMUNITY

Following the 2021 General Assembly, the finance and partnerships working groups were originally separate. However as the groups began their work, it became clear that there were significant synergies between the two. As a result they were merged.

The group have been focussed on assessing how to grow the reach of the EPC and expand the community of Para sport in Europe to include a wider variety of organisations and partners. These include both commercial, institutional and EU bodies that could all help strengthen the EPC and Para sport in Europe for the benefit of Members.

The first step was to evaluate the current partnerships and relationships that the EPC has and identify gaps.

It was obvious that a top priority should be commercial interests whilst also looking closely at the EU, NGOs and sports bodies in the region.

A target list of potential partners was created. The group then helped advise on the content and structure of a partner event during the European Para Championships 2023. The competition offers an excellent platform to raise awareness of the EPC, athletes, Games and sports. It is hoped that the partner event – and associated awareness raising - will spark discussions that lead to a more diverse financial and institutional eco-system for the EPC and lead to new relationships. This work sits alongside activities in the EPC's communications plan which outlines actions to engage with external partners of all kinds.

# NEXT STEPS

The working group will assess the opportunities for partnerships that support the development of Para sport in Europe in specific areas e.g. coaching, clean and safe sport, athlete recruitment and development, athlete welfare and promotion.

This will be completed alongside the sports and communications working groups and looking closely at the results of the Membership survey.



# COMMUNICATIONS

# HIGHLIGHTS

- Discussed the principles for EPC communications, supporting where the organisation wants to go in the future
- Evaluated current EPC communications mechanisms
- Membership survey – responses from 24 countries, regional and International Federations and IOSDs:
  - Identified stakeholders the EPC needs to make more efforts to reach (e.g. athletes, classifiers officials, the media, external bodies and those aged under 35)
  - Identified the most effective ways to reach some EPC stakeholders and gave an indication of what they want to hear about
- Created a communications plan for the EPC for 2023, including all internal and external target groups
- Advocated for the appointment of a Communications Lead and Content Creator to take the plan forward



# WORKING GROUP MEMBERSHIP

PILLAR LEADER: Anita Urr

PILLAR REFLECTOR: Raymon Blondel

Ferdinando Acerbi, Italy

Lisa Clancy, Ireland

Paul Cox, Great Britain

Gregor Doepke, Germany

Zane Skujina, Latvia

# EVALUATION AND MEMBER SURVEY

The first steps for the communications working group were to establish the needs of all of the EPC's stakeholders, how the EPC wants to position itself and evaluate the current ways the organisation uses to communicate.

As part of this a survey was created and sent to the Membership, encouraging them to pass it onto their athletes and networks.

Responses were received from 24 countries, regional and International Federations and IOSDs with smaller numbers of athletes and their relatives, coaches and media also joining in.

The results showed, as a general summary, that:

- Members want to hear more from the EPC
- The EPC needs to do more work to engage with athletes, classifiers, officials, the media and external bodies (e.g. potential partners or collaborators) and those aged under 35
- People do not visit EPC online channels (website, social media). They mainly use Facebook, Instagram and YouTube to get updates about Para sport
- Members prefer electronic communications (e.g. emails) for updates but also like to engage with online seminars or meetings
- The top three favourite topics that respondents wanted to hear more about are competitions in Europe, Paralympic sports and research or projects that might benefit them

The survey also gave an indication of what forms of communication suit which stakeholders, so activities can be tailored.

# EPC COMMUNICATIONS PLAN

Addressing the outcomes of the survey, the communications and engagement plan is titled: *Driving an active, engaged Para sport community in Europe: Laying the groundwork – 2023*

This is because, as well as talking to stakeholders, the EPC needs to listen to create a meaningful, functional community.

The objectives of the plan, taking the results of the stakeholder survey into account, are:

1. Heightened awareness of the work of the EPC amongst stakeholders and partners and active engagement with them
2. Begin to claim the position at the centre of the development and leadership of the Para sport community in Europe by supporting the creation of long-term, meaningful relationships and exchanges with existing and new stakeholders and partners
3. Promotion of European Para athletes, sports, the Paralympic Games, European Para Championships, EPYG and other Para sport competitions/activities in Europe
4. Position the EPC as a credible and authentic influencer and leader in Europe

Highlights from *Driving an active, engaged Para sport community in Europe: Laying the groundwork – 2023* include:

- Improving member communications – introducing e-newsletters and online ‘coffee talks’, both bi-monthly
- Working with the EPC Athletes’ Council (if approved by the Membership) to identify ways to reach more athletes
- Introducing an annual survey for all stakeholders to keep track of what they need and want from the EPC
- Positioning and promoting the EPC competition programme EPYG, senior Games and European Para Championships) as leading events for the development and promotion of Para sport in Europe – and the athletes who compete
- Working with Paralympic Games OCOGs, especially Paris 2024 and Milan 2026, on promotional activities
- Improving the EPC’s online presence: more activity on Facebook and Twitter, launch of Instagram and LinkedIn, website refresh and considering ways to reach new audiences with engaging, quality and useful content (e.g. TikTok, podcasts, YouTube). Appointment of a video editor focusing on creating content on athletes and sports
- More visibility of EPC Board members at competitions and events
- Outreach to stakeholders – potential and existing
- Early discussions for a dedicated campaign that would involve all members of the EPC community and accelerate awareness

# NEXT STEPS

The working group will consider and decide the aims, ethos and content for a longer-term campaign. They will also monitor the implementation of the communications and engagement plan.



# EUROPEAN COACH DEVELOPER ACADEMY (ECDA)

# HIGHLIGHTS

- The first time the European Paralympic Committee has led on the delivery of an Erasmus+ programme
- Development of the ‘International Coach Developer Framework’
- Development of the ‘Coach Developer Material Toolkit’
- Development of the ‘European Coach Developer Academy Guidelines’
- Development and launch of an online learning platform
- Delivery of a multiplier event
- Delivery of the European Coach Developer Academy Conference
- Development of a unique brand for the European Coach Developer Academy for future use
- Memorandum of Understanding signed between the European Paralympic Committee and International Council for Coaching Excellence – describes the future relationship to support the inclusive training of Coach Developers



# PARA MANAGER



# HIGHLIGHTS

- Led by the European Paralympic Committee in partnership with NPCs
- Funding via Erasmus+. Project to run between 2024-2025
- Aims to create standards for those managing Para sports across the EU
- Deliverables:
  - ParaManager Framework
  - E-learning course
  - Conference
  - Awareness raising
  - Branding



# EPC AND ERASMUS+

# iSport

Project	Ethos	Partners
Inclusion in Sport; iSport	<i>Promote diversity and social inclusion in sport by enhancing the sporting experience of all participants – athletes and volunteers, especially targeting women, LGBT+ and people with disabilities</i>	<i>Lead: EUSA Institute (SLO) Project partners: Panteres Grogues Sports Club (ESP), Aristotle University of Thessaloniki (GRE), Finnish Paralympic Committee (FIN), University Sports Association of Poland (POL), European Non-Governmental Sports Organisation (SWE) and European Gay and Lesbian Sport Federation Vereniging (NED)</i>

**DATES: 2021-2023**

## **OUTCOMES:**

The project includes several major activities, including the development of online training that will be developed as a massive open online course, gamifying scenario playouts as serious game-based learning, organising multiplier sports events run by the partners, and making an overall summary packed with recommendations that will be useful for event organisers of multi-profile sports events.

The iSport project partners had regular partner meetings, both online and in person, on the occasion of the EURO Games in Nijmegen and the European Sport Platform in Arnhem, keeping up with task completion and following the development of the scenario-based game, created for educational purposes. This inclusion in sport project was presented as one example of best practices at the European Sports Platform 2022, as an innovative tool encouraging inclusion and promoting equal opportunities.

# SOUTH-EAST EUROPEAN YOUTH PARA SPORT EXCHANGE



Project	Ethos	Partners
South-East European Youth Para-Sport Exchange	<i>Address social and economic barriers of youth Para sport participation through developing South-East European exchange of knowledge and experiences as well as cooperation</i>	<i>NPCs, public authorities and specialized sport-related organisations from Croatia, Serbia, Greece, Bulgaria and Germany</i>

**DATES: JANUARY 2020-DECEMBER 2022**

## **OUTCOMES:**

Organisation of three youth Para sport training camps for South-East European young Para athletes including training, competition as well as parallel activities around education, cultural and social activities. Awareness raising campaigns around the training camps; organisation of three youth Para sport coaching workshops, a sub-regional and cross-sectoral Cooperation Symposium and establishment of a sub-regional and cross-sectoral Cooperation Strategy and Roadmap

# PARA Dig

Project	Ethos	Partners
PARA Dig: Dual-Track Careers for Para Athletes	<i>The challenge for athletes in EU member states to combine their sports training, events and competitions with their need to receive an adequate education with a view to developing a sports career-end strategy for their subsequent employment, something informed by the EU Guidelines on Dual Careers of Athletes.</i>	<i>AETOI Thessalonikis, GRE; Champions Factory Ireland, Swedish Sports Federation (Swedish NPC) National Sports Academy “Vassil Levski” Bulgaria, Croatian NPC, Serbian NPC, Mine Vaganti NGO Italy, Bulgarian Sports Development Association</i>

**DATES: JANUARY 2020-DECEMBER 2022**

**OUTCOMES:**

The project conducted important grass-roots research of the ecosystem around athletes with a disability, to find ways to get the system working more optimally, seeking ways to support families in the long term, and reporting in detail on findings.

The research produced the Handbook of Best Practices for professionals all over the EU. A dedicated virtual learning platform to orient the athlete transitioning to the workplace was created to teach them all the basics of business and entrepreneurship.

# UPSTREAMING BOOSTING DISABILITY MAINSTREAMING



Project	Ethos	Partners
Upstreaming Boosting Disability Mainstreaming	<i>On a national basis and indeed a sport-by-sport basis there is differing interpretations on what „Mainstreaming“ means and how best to achieve it. The definition of a successful Mainstreaming system would allow for people with a disability to participate fully in sports.</i>	<i>Cerebral Palsy International Sport and Recreation Association, German Tennis Federation/Gold-Kraemer-Foundation, German Tennis Federation/Gold-Kraemer-Foundation, Para Tennis Löhner, SPIN Sport Innovation</i>

**DATES: JANUARY 2021-DECEMBER 2022**

## **OUTCOMES:**

The project passed on the knowledge it had gathered and created a learning and development opportunity for Mainstreaming Managers working in Parasport. Representatives from nine sports organisations met in Berlin to exchange and create ideas to improve the access to sport for people with a disability.

The EPC's expertise and contributions were welcome and encouraged across all work packages but the focus of our involvement was related to facilitating the mapping process with Membership and stakeholder networks. A long term local engagement initiative was set up around tennis for people with vision impairments within the project.

# FINANCES



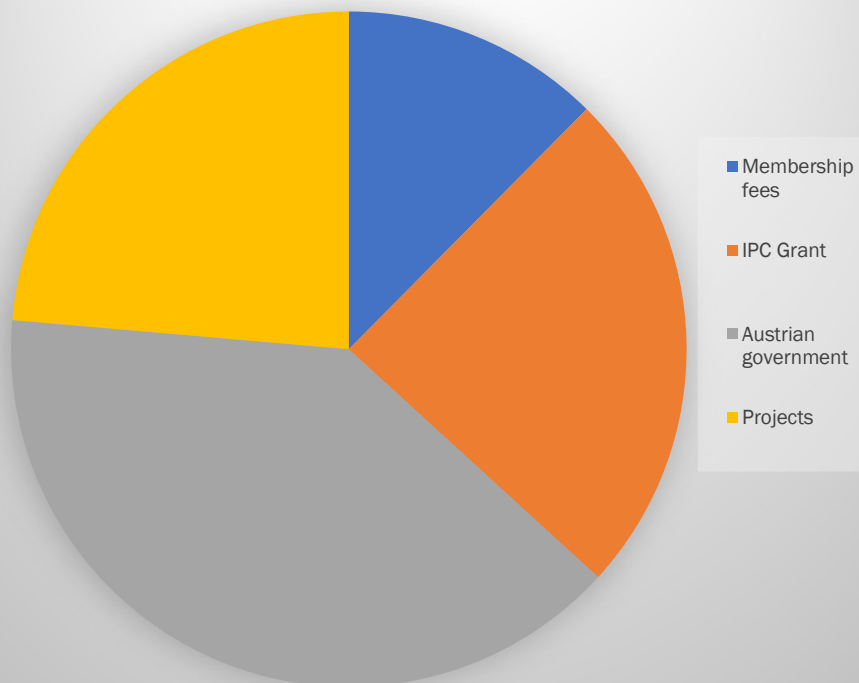
# ACCOUNTS 2021

RESULT 2021	
Membership fees	€ 20 400,00
IPC Grant	€ 40 000,00
Austrian government	€ 65 000,00
Projects	€ 38 786,92
<b>TOTAL INCOME</b>	<b>€ 164 186,92</b>
Salary	-€ 73 003,71
	-€ 125
Projects	832,69
Office	-€ 19 393,12
Board	€ 0,00
Travels	-€ 11 838,09
Membership fees	-€ 985,00
Bank Expenses	-€ 1 406,54
<b>TOTAL EXPENSES</b>	<b>-€ 232 459,15</b>
Surplus/Deficit	-€ 68 272,23

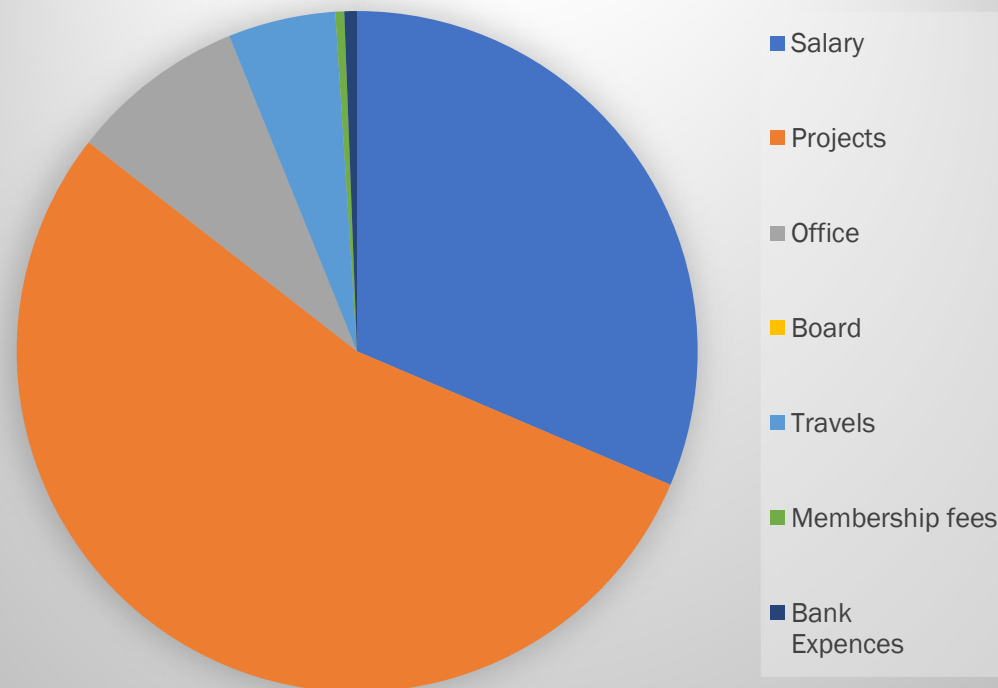


# ACCOUNTS 2021

## INCOME



## EXPENSES



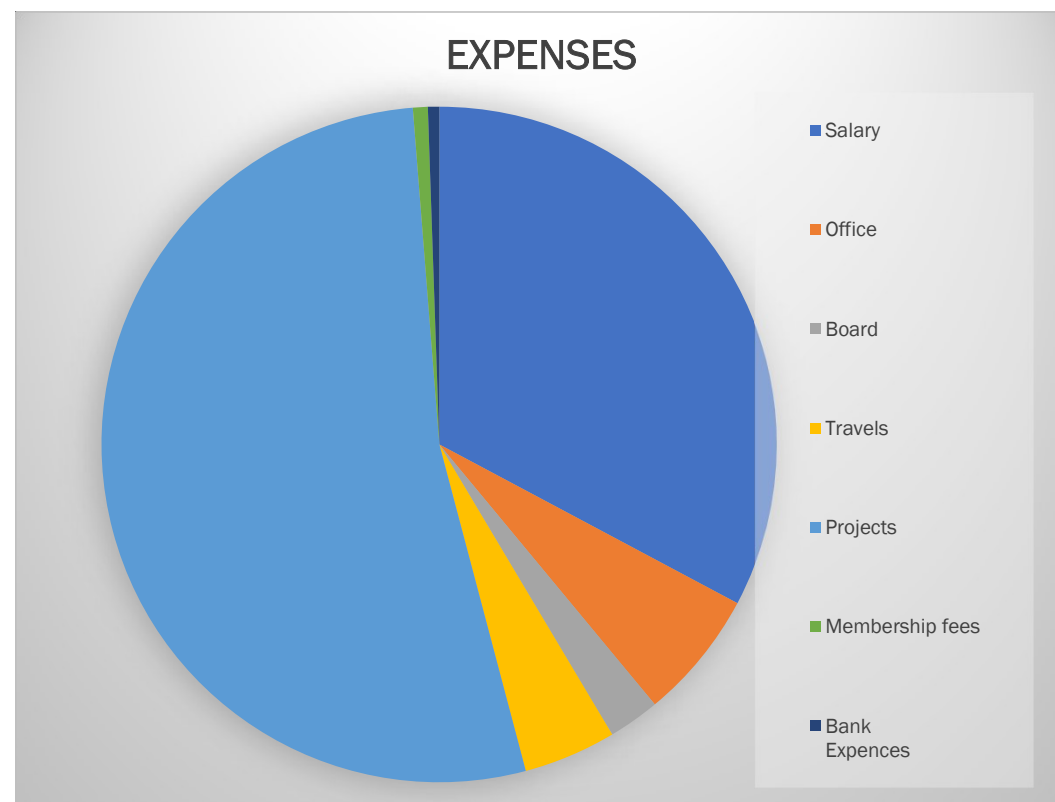
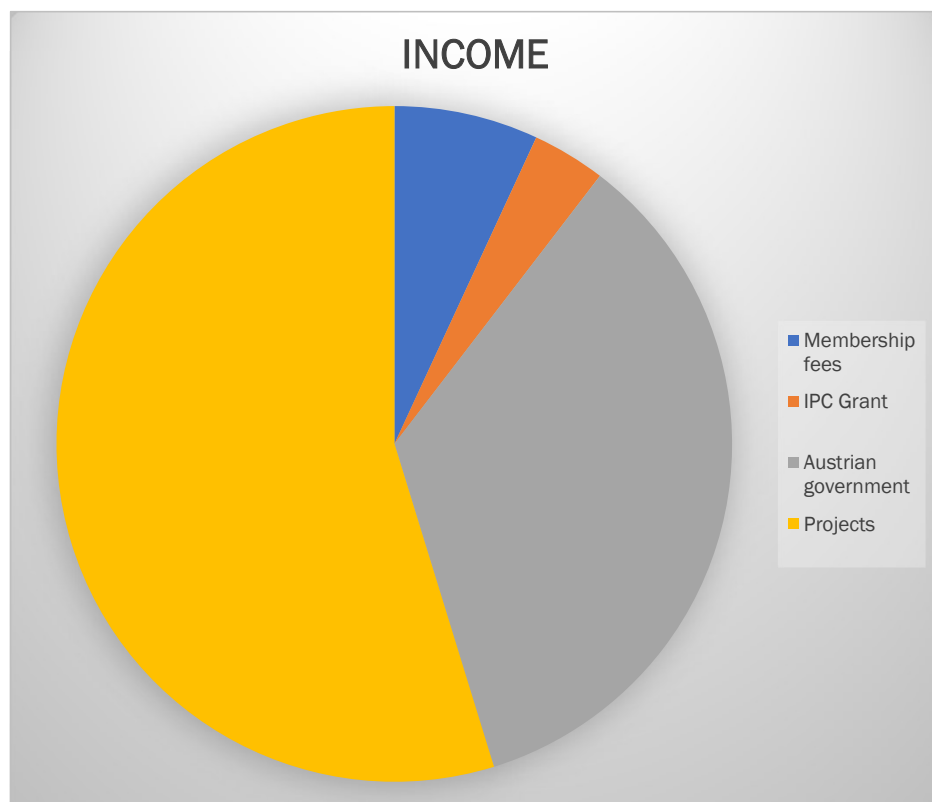
# ACCOUNTS 2021

BALANCE	2021-01-01	2021-12-31
CASH on hand	€ 45,35	€ 1,90
AT53 12000 50670066923 - FIRMEN GIROKONTO	€ 256 060,89	€ 187 745,84
AT57 12000 50670068209 - DEPOT FÜR VISAKARTEN	€ 5 028,00	€ 5 028,00
AT14 12000 50670068207 - HANDKASSA	€ 292,31	€ 378,58
Subtotal	€ 261 426,55	€ 193 154,32
Deficit		€ 68 272,23
Total	€ 261 426,55	€ 261 426,55

# ACCOUNTS 2022

RESULT 2022	
Membership fees	€ 19 589,91
IPC Grant	€ 10 000,00
Austrian government	€ 98 870,00
Projects	€ 155 496,66
<b>TOTAL INCOME</b>	<b>€ 283 956,57</b>
Salary	-€ 92 963,47
Office	-€ 17 534,56
Board	-€ 6 952,51
Travels	-€ 12 600,88
Projects	-€ 149 831,51
Membership fees	-€ 2 035,00
Bank Expenses	-€ 1 516,41
<b>TOTAL EXPENSES</b>	<b>-€ 283 434,34</b>
Surplus/Deficit	€ 522,23

# ACCOUNTS 2022



# ACCOUNTS 2022

BALANCE	2022-01-01	2022-12-31
CASH on hand	€ 1,90	€ 0,43
AT53 12000 50670066923 - FIRMEN GIROKONTO	€ 187 745,84	€ 177 925,63
AT57 12000 50670068209 - DEPOT FÜR VISAKARTEN	€ 5 028,00	€ 5 028,00
AT14 12000 50670068207 - HANDKASSA	€ 378,58	€ 722,49
Debtors		€ 10 000,00
Subtotal	€ 193 154,32	€ 193 676,55
Surplus	€ 522,23	
Total	€ 193 676,55	€ 193 676,55

# ACCOUNTS 2022

PROJECTS			
	REVENUES	COSTS	RESULT
ECDA	€ 139 986,00	-€ 134 316,61	€ 5 669,39
DITEAM12	€ 7 271,86	-€ 1 860,00	€ 5 411,86
ParaDig	€ 0,00	-€ 1 925,74	-€ 1 925,74
Upstreaming Boosting Disability Mainstreaming	€ 1 200,00	€ 0,00	€ 1 200,00
Play International	€ 5 463,80	-€ 641,39	€ 4 822,41
SeeYou	€ 0,00	-€ 115,00	-€ 115,00
ParaCoach	€ 0,00	-€ 10 972,77	-€ 10 972,77
Spin Sport	€ 1 575,00	€ 0,00	€ 1 575,00
<b>TOTAL</b>	<b>€ 155 496,66</b>	<b>-€ 149 831,51</b>	<b>€ 5 665,15</b>

# PARALYMPIC GAMES

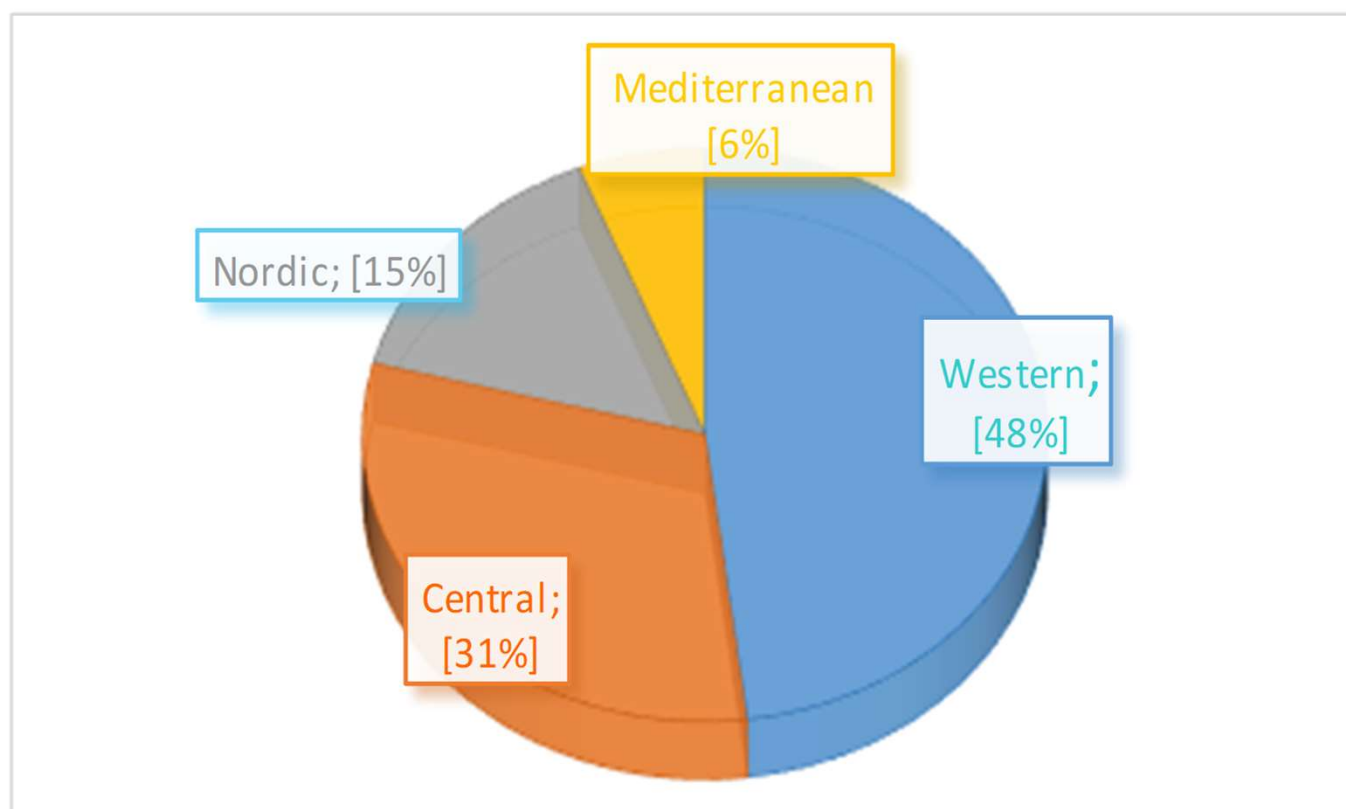


# HIGHLIGHTS – BEIJING 2022

- Europe remains the top region in terms of performance at the Winter Paralympic Games
- Europe made-up 65 per cent of the countries competing at Beijing 2022 – 30 out of 46
- Almost half (45 per cent) of athletes were from European countries
- Athletes from Europe won 49 per cent of the medals – 115 out of 234
- However, Europe's medal share is decreasing in some sports as Asian countries begin to develop and previously successful countries are no longer competing



# MEDAL SHARE BY REGION



# MEDAL SHARE BY SPORT

	BEIJING 2022	PYEONGCHANG 2018	SOCHI 2014
1.	Alpine Skiing 60%	Alpine Skiing 65,5%	Alpine Skiing 68%
2.	Biathlon 57%	Biathlon 55,5%	Biathlon 95%
3.	Cross Country 38%	Cross-Country 45%	Cross-Country 88%
4.	Snowboard 25%	Snowboard 43%	was as part of AS 33%
5.	Wheelchair Curling 33%	Wheelchair Curling 33%	Wheelchair Curling 66%
6.	Para Ice Hockey 0%	Para Ice Hockey 0%	Para Ice Hockey 33%

# EUROPEAN MEDALS' TABLE

Rank	Country			Gold	Silver	Bronze	Total
1	Ukraine		UKR	11	10	8	29
2	France		FRA	7	3	2	12
3	Austria		AUT	5	5	3	13
4	Germany		GER	4	8	7	19
5	Norway		NOR	4	2	1	7
6	Slovakia		SVK	3	0	3	6
7	Italy		ITA	2	3	2	7
8	Sweden		SWE	2	2	3	7
9	Finland		FIN	2	2	0	4
10	Great Britain		GBR	1	1	4	6
11	Netherlands		NED	0	3	1	4
12	Switzerland		SUI	0	0	1	1
	<b>Total</b>		<b>12 countries</b>	<b>41</b>	<b>39</b>	<b>35</b>	<b>115</b>

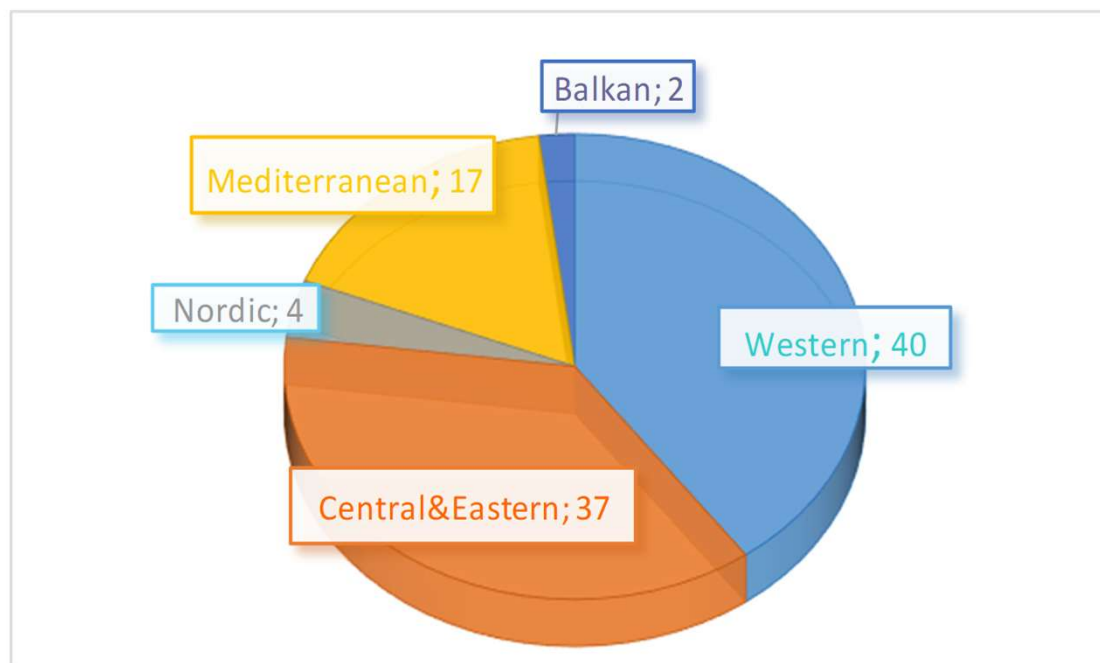
# REFLECTIONS – BEIJING 2022

- European countries are still the top performing group of nations at the Winter Paralympic Games
- However, we as the European Paralympic Committee must not be complacent. We must continue to work to ensure that NPCs have the right support to develop athletes and sports
- We need to forge stronger links with International Federations to deliver activities and support to NPCs
- We need to ensure all countries and sub-regions are engaged and involved
- We will help to promote activities happening between countries (camps, small competitions) and leverage support from partners
- We will also use the data from the Membership survey to inform our activities
- With Milano Cortina 2026 on the horizon, as the Winter Paralympics return to Europe once more, we have an opportunity to use the event as a platform

# HIGHLIGHTS – TOKYO 2020

- Just like Beijing 2022, athletes from Europe excelled at Tokyo 2020. Their performances delivered top 10 performances in the medals' table for six European countries
- In fact, out of 86 competing countries, 37 European nations won medals – 43 per cent of the overall total
- Almost half (44 per cent) of athletes were from European countries
- Athletes from Europe won 49.5 per cent of the medals – 825 out of 1668

# MEDAL SHARE BY REGION



# EUROPEAN MEDALS' TABLE

Rank	Country			Gold	Silver	Bronze	Total
1	Great Britain		GBR	41	38	45	<b>124</b>
2	RPC		RPC	36	33	49	<b>118</b>
3	Netherlands		NED	25	17	17	<b>59</b>
4	Ukraine		UKR	24	47	27	<b>98</b>
5	Italy		ITA	14	29	26	<b>69</b>
6	Azerbaijan		AZE	14	1	4	<b>19</b>
7	Germany		GER	13	12	18	<b>43</b>
8	France		FRA	11	15	28	<b>54</b>
9	Spain		ESP	9	15	12	<b>36</b>
10	Poland		POL	7	6	12	<b>25</b>
11	Hungary		HUN	7	5	4	<b>16</b>
12	Switzerland		SUI	7	4	3	<b>14</b>
13	Israel		ISR	6	2	1	<b>9</b>
14	Slovakia		SVK	5	2	4	<b>11</b>
15	Belarus		BLR	5	1	1	<b>7</b>
16	Belgium		BEL	4	3	8	<b>15</b>
17	Ireland		IRL	4	2	1	<b>7</b>
18	Denmark		DEN	3	1	1	<b>5</b>
19	Turkey		TUR	2	4	9	<b>15</b>
20	Czech Republic		CZE	2	3	3	<b>8</b>
21	Serbia		SRB	2	3	1	<b>6</b>
22	Norway		NOR	2	0	2	<b>4</b>
23	Austria		AUT	1	5	3	<b>9</b>

Rank	Country			Gold	Silver	Bronze	Total
24	Sweden		SWE	1	5	2	<b>8</b>
25	Greece		GRE	1	3	7	<b>11</b>
26	Finland		FIN	1	3	1	<b>5</b>
27	Cyprus		CYP	1	0	1	<b>2</b>
28	Croatia		CRO	0	3	4	<b>7</b>
29	Latvia		LAT	0	3	2	<b>5</b>
30	Georgia		GEO	0	3	0	<b>3</b>
31	Bulgaria		BUL	0	2	0	<b>2</b>
32	Romania		ROU	0	1	1	<b>2</b>
	Slovenia		SLO	0	1	1	<b>2</b>
34	Lithuania		LTU	0	0	3	<b>3</b>
35	Portugal		POR	0	0	2	<b>2</b>
36	Bosnia and Herzegovina		BIH	0	0	1	<b>1</b>
	Montenegro		MNE	0	0	1	<b>1</b>

# REFLECTIONS – TOKYO 2020

- European countries are still the top performing group of nations at the Paralympic Games. However, much like for the Winter Paralympics, we must not be complacent and our approach to both should be the same.
- We must continue to work to ensure that NPCs have the right support to develop athletes and sports
- We need to forge stronger links with International Federations to deliver activities and support to NPCs
- We need to ensure all countries and sub-regions are engaged and involved
- The European Paralympic Committee will help to promote activities happening between countries and leverage support from partners
- Confirming the Games calendar (youth and senior) over the coming decade is a crucial step towards providing support for development and competition opportunities
- We will also use the data from the Membership survey to inform our activities
- With Paris 2024 on the horizon, as the Paralympics return to Europe once more, we have an opportunity to use the event as a platform





**THANK YOU**



 **Bundesministerium**  
Kunst, Kultur,  
öffentlicher Dienst und Sport