



IPC Women in Sport Leadership Toolkit Increasing Opportunities for Women in Paralympic Sport

October 2010

International Paralympic Committee
Adenauerallee 212-214
53113 Bonn, Germany

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

E-mail: wips@paralympic.org
www.paralympic.org



Table of Contents

OVERVIEW.....	3
OVERVIEW OF THE IPC	3
HISTORY OF THE PARALYMPIC MOVEMENT	3
OVERVIEW OF GIRLS AND WOMEN IN PARALYMPIC SPORT.....	4
IPC WOMEN IN SPORT COMMITTEE (WISC)	4
CURRENT ISSUES	4
<i>Barriers</i>	4
<i>Women in Leadership Positions</i>	5
<i>Participation Levels in Paralympic Games</i>	5
TAKING ACTION	7
ANALYZE THE CURRENT SITUATION.....	7
<i>Option 1: Mapping Exercise</i>	7
<i>Option 2: SWOT Analysis</i>	9
ACTIVITIES FOR INDIVIDUALS.....	11
<i>Start a Mentorship Programme</i>	11
ACTIVITIES FOR ORGANIZATIONS	14
<i>Establish a Committee</i>	14
<i>Increase Participation in Paralympic Sport</i>	15
<i>Increase Women in Leadership Positions</i>	15
<i>Participate in International Women's Day</i>	15
<i>Start an Athlete Ambassador Programme</i>	16
<i>Adopt a Diversity Policy or Code of Ethics</i>	17
<i>Connect with International Networks</i>	18



OVERVIEW

OVERVIEW OF THE IPC

The International Paralympic Committee (IPC) is the global governing body of the Paralympic Movement. The IPC organizes the Summer and Winter Paralympic Games, and serves as the International Federation for nine sports, for which it supervises and co-ordinates the World Championships and other competitions. The IPC is committed to enabling Paralympic athletes to achieve sporting excellence and to developing sport opportunities for all persons with a disability from the beginner to elite level. In addition, the IPC aims to promote the Paralympic values, which include courage, determination, inspiration and equality.

Founded on 22 September 1989, the IPC is an international non-profit organization formed and run by 167 National Paralympic Committees (NPCs) from five regions and four disability specific international sports federations (IOSDs). The IPC Headquarters and its management team are located in Bonn, Germany. The organization has a democratic constitution and structure, made up of elected representatives.

HISTORY OF THE PARALYMPIC MOVEMENT

Following World War II, traditional methods of rehabilitation could not meet 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 founded the National Spinal Injuries Centre at the Stoke Mandeville Hospital in Great Britain in 1944. Dr. Guttmann introduced sport as a form of recreation and as an aid for remedial treatment and rehabilitation.

On 28 July 1948, the day of the Opening Ceremony of the Olympic Games in London, the Stoke Mandeville Games were founded, and the first competitions for athletes with spinal injuries took place on the hospital grounds in Stoke Mandeville. Two British teams with 14 former servicemen and two former servicewomen competed in Archery. From then on, the Stoke Mandeville Games were to be held annually. In 1952, Dutch ex-servicemen joined the Movement –and the International Stoke Mandeville Games were established. These too took place every year in Stoke Mandeville.

In 1960 the International Stoke Mandeville Games were staged for the first time in the same country and city as the Olympic Games, i.e., in Rome. They have gone down in history as the "First Paralympic Games". A number of different disability groups were merged in competition in 1976 and in the same year the first Paralympic Winter Games took place in Örnsköldsvik, Sweden. 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). The word Paralympic was originally a pun combining 'paraplegic' and 'Olympic', however with the inclusion of other disability groups and the close associations with the Olympic Movement, it now represents 'parallel' and 'Olympic' to illustrate how the two movements exist side by side.

OVERVIEW OF GIRLS AND WOMEN IN PARALYMPIC SPORT

The IPC views gender equity and more specifically the participation of girls and women in Paralympic Sport as a priority. It believes it is important for girls and women to have the opportunity to participate in sport from a recreation to an elite level. Therefore, the IPC is dedicated to addressing the actual and perceived barriers ...

IPC WOMEN IN SPORT COMMITTEE (WISC)

In 2003, the IPC activated the Women in Sport Committee. It was established to address the low number of female athletes and events in the Paralympic Games as well as the lack of women in coaching, officiating and leadership positions. The role of the Women in Sport Committee is to advocate for the full inclusion of girls and women at all levels of Paralympic sport, to identify barriers that restrict participation, to recommend policies and initiatives that address these barriers, and oversee the implementation of initiatives to increase participation. The Women in Sport Committee has advisory and consultative responsibilities to the IPC Governing Board and Membership on issues of gender equity in Paralympic sport.

The WISC provides advice to the Governing Board on policy matters in its specific area of responsibility, namely with respect to gender equity in Paralympic sport and to the Management Team staff member responsible for the WISC on the operational aspects of the WISC Programme.

More specific roles of the WISC include:

- Advocate for the full inclusion of girls and women at all levels of Paralympic sport;
- Identify barriers that restrict participation, recommend policies and initiatives that address these barriers; and
- Oversee the implementation of initiatives to increase participation.

CURRENT ISSUES

Barriers

There is limited research regarding the impact of women in Paralympic sport available. However, women in Paralympic sport have reported that social factors, shortened sport careers, cultural implications of both gender and disability, and limited "grassroots" opportunities are factors limiting their participation in sport.



Women in Leadership Positions

It has been noted that there is a low representation of females in leadership positions in Paralympic sport. Achieving equality on the sport field of play is a main priority. However, addressing the conspicuous lack of representation of women in leadership positions is also a major focus. The IPC General Assembly adopted a motion to strive for women to hold 30 percent of leadership positions in all IPC, NPC, International Organizations of Sport for the Disabled and sport decision-making structures by 2009.

Participation Levels in Paralympic Games

Over the last decades, participation rates for female athletes in the Paralympic Games have steadily increased but remain low. The Women in Sport Committee is aware of the low rate of participation of females in Paralympic sport. Some reasons include limited resources and opportunities made available to girls and young women with a disability at the local, national and international level.

The following tables compare the total participation levels of males and females for the last four Paralympic Winter Games.

1998 Nagano Paralympic Winter Games: Participation by Gender		
	Total	Percentage
Female Participation	123	21.35%
Male Participation	453	78.65%
2002 Salt Lake City Paralympic Winter Games: Participation by Gender		
	Total	Percentage
Female Participation	150	25.86%
Male Participation	430	74.14%
2006 Torino Paralympic winter Games: Participation by Gender		
	Total	Percentage
Female Participation	99	21%
Male Participation	375	79%
2010 Vancouver Paralympic winter Games: Participation by Gender		



	Total	Percentage
Female Participation	121	24%
Male Participation	381	76%

The following tables compare the total participation levels of males and females for the last four Paralympic Summer Games.

1996 Atlanta Paralympic Summer Games: Participation by Gender		
	Total	Percentage
Female Participation	780	24.5%
Male Participation	2397	75.5%
2000 Sydney Paralympic Summer Games: Participation by Gender		
	Total	Percentage
Female Participation	978	25.4%
Male Participation	2689	74.6%
2004 Athens Paralympic Summer Games: Participation by Gender		
	Total	Percentage
Female Participation	1165	31%
Male Participation	2643	69%
2008 Beijing Paralympic Summer Games: Participation by Gender		
	Total	Percentage
Female Participation	1383	35%
Male Participation	2568	65%

As illustrated in the charts above, the number of male participants competing in the Paralympic Games far exceeds that of the female participants. Comparatively, the numbers of female participants has been rising, however it has not equalled/surpassed that of its counterparts.



TAKING ACTION

ANALYZE THE CURRENT SITUATION

To better understand the current situation within your organization, community or country, it is recommended to complete one of the following exercises.

Option 1: Mapping Exercise

This exercise was adopted from the Montreal Toolkit: A Legacy of the 2002 World Conference on Women in Sport (<http://www.canada2002.org/e/toolkit/>).

The mapping exercise is an exercise any organization can do to evaluate the current environment to help develop strategies to create positive change. A major component of the mapping exercise is to create an advocacy strategy.

First, it is important to recognize the key elements of any advocacy strategy:

- Clearly define the issue and state goals to be accomplished;
- Assess the environment in which the problem exists;
- Evaluate possible organizations interested in the same issue;
- Be aware of the opposition;
- Recognize barriers to the success of the strategy;
- Identify the person to contact in order to change the current situation;
- Make sure there is a process for monitoring and evaluating the strategy.

Second, an organization should complete the form below. This is an example of a blueprint, or framework analysis, of the current situation.

Step One: Getting Started	
What is the issue we want to focus on?	
What are the facts?	
What is the environment like for promoting change?	
Whom does the issue affect?	
Who else may be willing to help assist?	



Step Two: Planning your Strategy	
What exactly do we want to achieve?	
What are the barriers that may prevent us from accomplishing these goals?	
Who do we need to influence to reach the goals?	
Why should they change their attitudes or behaviours?	
Step Three: Developing and Communicating the Message	
What is the best way to reach those we want to influence?	
Prepare the tools needed to reach those we want to influence	
Test the tools to make sure they accomplish what we want	
Implement the process we have developed	
Step Four: Evaluating Results	
What did we accomplish? Were our goals met?	
What worked and what did not?	
Are there other people we can influence with this approach?	
How will we share the benefits of our experience with others?	



Third, it is time to share the outcomes with organizations interested in equality for women in sport such as NPC's, governments, and national, regional and grassroots level women or sport organizations.

Option 2: SWOT Analysis

SWOT stands for Strengths, Weaknesses, Opportunities and Threats. A SWOT analysis is a tool to assess an organization's current situation. It is a subjective analysis and assessment of data into a logical order that helps understanding, presentation, discussion and decision-making.

Strengths and Weaknesses are internal whereas, opportunities and threats are external. Strengths describe the positive attributes, tangible and intangible attributes, of your organization. Weaknesses are factors that are within your control that cause the inability to keep a competitive edge. Opportunities assess the factors that represent the reason for your organization to exist and prosper. Threats include factors beyond your control that could place your organization at risk.

It is important to identify each of these four fields when assessing your organization. Some things to consider when applying a SWOT analysis are:

- What does the organization do well?
- What can they improve on?
- What are the needs of the organization?
- What are the priorities of the organization?

The following table is an example of what a standard SWOT analysis looks like. The questions are only examples and starting discussion points, which can be altered depending on the subject of the SWOT analysis. An organization must first complete the left column, and then fill in the suggestions in the right column.

STRENGTHS	Suggestions on how to promote these strengths
<ul style="list-style-type: none"> • Capabilities? • Resources? • People? 	
WEAKNESSES	Suggestions on how to improve on these weaknesses
<ul style="list-style-type: none"> • Gaps in capabilities? • Vulnerabilities? • Commitment, leadership? 	
OPPORTUNITIES	Suggestions on how to make the most of these opportunities
<ul style="list-style-type: none"> • Knowledge? • Experience with international competitions? • Partnerships? 	
THREATS	Suggestions on how to respond to these threats
<ul style="list-style-type: none"> • Barriers? 	



ACTIVITIES FOR INDIVIDUALS

There are many ways that individuals can take action.

Examples include:

- Promote and develop opportunities for women as athletes, coaches, officials, and leaders in Paralympic sport;
- Get involved in the national, regional or international Women in Sport Committee(s).
- Identify and mentor women in your sport/country to promote for high level competition, coaching and leadership positions;
- Speak to policy makers and able-bodied sport federations about the issue;
- Lead by example, get more people involved at the leadership level;
- Encourage former or retired female players to become coaches and officials;
- Identify young women involved in youth leadership programmes and encourage them to get involved;
- Conduct clinics or workshops focusing on training females to develop coaching or officiating skills and techniques;
- Nominate female coaches and officials for awards.

Start a Mentorship Programme

Objectives

- To help every participant to develop her inner potential by creating a motivated and safe environment
- To help every participant to establish a development plan out of a realistic and feasible programme
- To permit to every participant to overcome existing obstacles in organizations
- To permit every participant promotion and progress
- To favour networking

Role of participants

- To be able to choose a mentor or define the criteria of the choice;
- To know what is expected from the mentor and how to interact;
- To be able to work with and be supported and stimulated by the mentor;
- To be really motivated by the approach of mentorship and act consequently;



Role and capability of the mentor

- To be capable to listen, stimulate and support but also to inspire self confidence;
- To be motivated to assist others development;
- To have an important and recognized competence about mentorship;
- To be able to identify the advantages and disadvantages of the participants and to propose adapted activities;
- To establish interpersonal competencies necessary for the woman under the guardianship of the mentor.

Choosing the mentor

- Every participant is entitled to choose her mentor;
- Common criteria to all other women in need of mentorship;
- The mentor must be skilful;
- The mentor must preferably belong to another organization in order to set - up an open relationship between participant and tutor in terms of confidence and respect (there should be no possible conflict, no hierarchical relation) ;
- Participant and mentor must be able to meet easily and in a relative frequency through monthly telephone and e-mail contact and at least 2 meetings yearly.

Implementation

This programme will set - up:

- The basic principles of the relation between mentors, participants and the terms of confidentiality
- The expectations and responsibilities of both parties
- The expected results and the foundation stones for progress
- The frequency of the meetings
- The way of making the follow - ups and evaluation of the mentorship

Follow up

The objectives would be as follows:

- To obtain a sustainable knowledge of the national and international sportive organizations about their policies, environments, decisions' making bodies and the position of women in sport at national and international levels
- To acquire an international experience
- To be able to acquire the qualities of a leader at international level (national ambassador)



- To acquire efficiency in communication – lobbying, informal speeches, usage of the network, monitoring meetings, participation of conferences, competencies in representation
- To be aware of general international tendencies in issues related to sport i.e. health, social problems
- To be conversant in woman sport
- To possess skills in sponsorship and marketing
- To elaborate strategies
- To negotiate with media
- To possess skills in prevention and resolutions of conflicts
- To be authoritative



ACTIVITIES FOR ORGANIZATIONS

Organizations such as National Paralympic Committees (NPCs) and local organizing committees or governments, have the role and responsibility to provide the community with strong female leaders and showcase women in sport. Advocacy, or speaking on behalf of the issue, is a major first step in taking action.

Examples of ways to take action are:

- Design sport programmes that specifically target girls and women;
- Provide training and education opportunities to girls and women enable them to become leaders in their community;
- Showcase women as successful athletes, role models, and leaders for example, through an Athlete Ambassador Programme;
- Include women in visible decision-making positions or bodies such as an NPC Executive Board;
- Involve women in outreach programmes to recruit more female athletes;
- Design awareness campaigns that highlight the achievements made by girls and women in the Paralympic Movement;
- Include sport in the International Day of Women activities;
- Commit to providing information and resources to sports organizations that address girls and women;
- Development a National or Local Women in Paralympic Sport Committee.

Establish a Committee

The purpose of a Woman in Sport Committee is to establish and provide advice and consultation on issues of gender equity in Paralympic sport. The Committee should be committed to improving, increasing and promoting opportunities for women and girls - in all roles and at all levels - in sport and physical activity through advocacy, information, education, research and training. They should press for change at all levels of sport through raising awareness activities and influencing policy.

When setting up any Women in Sport Committee these are the recommended steps to take:

1. Identify a Chairperson for the Committee;
2. Identify priorities and goals of the Committee;
3. Identify a common purpose;
4. Set targets and goals for the Committee;
5. Assign clear responsibilities for each member of the Committee;
6. Identify formal decision-making mechanisms;
7. Plan, monitor & track activities of the Committee;
8. Implement strong communication methods within the Committee Members and with outside Women in Sport networks;
9. Identify ways to involve the outside community;



10. Involve both men and women equally in the Committee;
11. Report regularly to the IPC Women in Sport Committee on activities and issues;
12. Organize regularly scheduled meetings.

Increase Participation in Paralympic Sport

In regards to Women in Sport, statistics have shown there is a significant gap between participation levels of males and females in sport. Some of these areas can be improved by:

- Acknowledging there is a gap between male and female participation levels for sports in general;
- Researching statistics in order to find concrete numbers that can be used to show the severity of this issue;
- Increase communication between organizations, governments, sport federations and National Paralympic Committees to try to improve the gender participation gap;
- Recognize the need for appropriately trained personnel (coaches, trainers);
- Understand the need for advancement in knowledge of classification rules and procedures in different sports related to girls and women.

Increase Women in Leadership Positions

Suggestions on how to improve the quantity and quality of women in leadership positions include:

- Promote positive images of women in leadership positions to break down societal stereotypes;
- Inform and educate women about the types of opportunities that exist for leadership;
- Provide opportunities for women to attend leadership trainings and workshops.

Participate in International Women's Day

International Women's Day (8 March) is an occasion marked by women's groups around the world. This date is also commemorated by the United Nations and is designated in many countries as a national holiday. When women on all continents, often divided by national boundaries and by ethnic, linguistic, cultural, economic and political differences, come together to celebrate their Day, they can look back to a tradition that represents at least nine decades of struggle for equality, justice, peace and development. International Women's Day is the story of ordinary women as makers of history; it is rooted in the century-old struggle of women to participate in society on an equal footing with men.



It is important to satisfy the needs of the public to raise awareness and keep them interested in the cause to increase opportunities for women in sport.

Some ideas for the event are:

- Invite the media
- Invite a lecturer to speak to the public
- Schedule a competition to take place
- Give out information packets regarding the topic
- Celebrate the achievements of local female sporting teams
- Hang flyers and posters
- Have booths with information to volunteer/coach for sporting teams.
- Have a fundraiser and invite a female athlete to speak about their achievements
- Show videos of successful female athletes to the community
- Organize a seminar of past and present female Paralympians
- Organize a sport event for the women of the community to get involved in so that they can learn and play a new sport
- Organize a festival with food, music and dancing and incorporate the achievements of female athletes

Start an Athlete Ambassador Programme

The purpose of the Athlete Ambassadors Programme is to create a roster of past and present Paralympic athletes to act as Ambassadors of the Paralympic Movement, in order to be role models for young persons with a disability and able-bodied youth. Promoting women as role models in a sport could help to raise the participation levels of girls and women entering sport. Sport can provide young women with endless opportunities and, simultaneously, reach out to other women in society. Introducing women as athletes to the public allows for the increase of knowledge throughout society.

Recommended criteria for selecting athletes to participate in this programme are:

- The number of international, regional or national competitions they have competed in;
- Regarded as a positive role model;
- Advanced communication skills and good public speaker
- An advocate of gender equity in sport
- Represent the Paralympic spirit and values

Examples of activities involving Athlete Ambassadors:

- Motivational speech at a gathering or event
- Participation in an awareness or fundraising campaign, including print, television or electronic



- Visit to development or education programme, in order to attract attention or to add emphasis and impact to the programme.
- Use of the athlete's image, story and quotes for education campaigns, eg, school programmes, anti-doping campaigns, etc.
- Media appearance and/or interview.
- Participation of athlete in community sporting activities
- Teaching girls/women how to play a new sport in the community
- Be a mentor to a female athlete

Adopt a Diversity Policy or Code of Ethics

IPC Diversity Policy

The IPC Diversity Policy addresses the importance of gender diversity within the Paralympic Movement. Relevant articles from the policy have been provided below. To view the entire policy please visit the IPC website at www.paralympic.org.

1. Diversity Policy Statement

1.1 The IPC recognises the importance of diversity within all levels of the organisation and throughout the wider movement. Sport links together all aspects of a diverse society and thereby contributes not only to the development of the individual, but also encourages respect for others, which leads to greater understanding and the establishment of a more just society.

1.2 The IPC recognizes that discrimination is unacceptable and consequently will not tolerate discrimination either directly or indirectly on the grounds of race, gender, marital status, age, ethnic origin, sexual orientation, disability, religion or belief, working pattern, employment status, gender identity (transgender), colour, political persuasion or English language competencies.

1.3 The IPC will take positive action to eliminate individual and institutional discrimination. The IPC will comply with its statutory and legislative obligations and will endeavour to meet the needs of its members, staff and partners to make equality and equal treatment a core issue in the development of the IPC and in the delivery and refinement of all policies, initiatives and activities undertaken and in the way we manage our processes.

1.5 The IPC calls upon its member organizations, all delegates, and any individual associated with the IPC to respect encourage and promote diversity in all its aspects and at all levels of the organization and in all its activities."

IPC Code of Ethics



The following is an excerpt from the IPC Code of Ethics pertaining to women in sport. To view the entire policy please visit the IPC website at http://www.paralympic.org/release/Main_Sections_Menu/IPC/IPC_Code_of_Ethics/.

There shall be no discrimination on the basis of race, gender, nationality, ethnic origin, religion, philosophical or political opinion, marital status or sexual orientation. In particular, discrimination on the basis of impairment or disability is forbidden by the Paralympic ideals. Athletic classification, which promotes sport participation of athletes with disabilities, is not discrimination but empowerment.

Connect with International Networks

Women in Paralympic Sport Network

The objective is to establish a powerful, enthusiastic network of people dedicated to increasing opportunities in Paralympic sport for girls and women all over the world.

For more information on how to join please visit the IPC website at http://www.paralympic.org/IPC/Organization/Standing_Committees/Women_in_Sport/index.html or send an e-mail to wips@paralympic.org