



# STRATEGIC PLAN 2021 – 2024

## SHAPING OUR FUTURE





MEMBER OF THE  
**INTERNATIONAL  
PARALYMPIC  
COMMITTEE**

## From INAS 1986 – To VIRTUS 2030

Virtus World Intellectual Impairment Sport, "Virtus" is the brand name of the International Federation for athletes with intellectual impairment and is a founding member of the International Paralympic Committee.

Formed in 1986, Virtus (formerly INAS) has grown from 14 members to a membership of more 500,000 athletes from 88 member nations across the world in Europe, Africa, Asia, North and South America and Oceania. In 2020 the Virtus sports programme included some 15 annual events across both summer and winter sports and more than 4,500 athletes are registered to compete at an international level.

Virtus is the recognised International Organisation for Disability Sport (IOSD) with the responsibility and governance for managing the eligibility of athletes with an intellectual impairment. Over the next decade to 2030, Virtus is committed to advocating inclusion in sport and building elite pathways for more athletes with an intellectual impairment to compete at the highest levels of international sport.

The '1st World Games for Athletes with an Intellectual Disability' was held in 1989, Harnosand, Sweden. Since then, Virtus has supported the delivery of elite sport competitions for athletes with an intellectual impairment at regional, national and global levels. In September 1992 ahead of the Barcelona 1992 Paralympic Games, the first Paralympic Games for 'Persons with mental handicap' were held in Madrid, at which 70 nations competed. In 1996, a small demonstration programme for athletes with an intellectual disability was included in the Paralympic Games in Atlanta before a larger programme including athletics, swimming, men's basketball and table tennis was included in Sydney 2000. Since London in 2012, athletes with an intellectual impairment have been eligible to compete at the Paralympic Games in athletics, swimming and table tennis

Virtus, now has its sight on, more involvement in the Paralympic movement at Tokyo, Paris 2024, LA2028 and beyond, through the quadrennial Virtus Global Games held in the year prior to each Paralympic Games.

# CONTENTS

Virtus President's Message	4
Virtus Member Organisations	6
Reviewing our progress	8
Brand Story	10
Defining our purpose	12
The Virtus Emblem	14
Strategic priorities	16
Strategic priority - 1	19
Strategic priority - 2	21
Strategic priority - 3	23
Goals	24

# VIRTUS PRESIDENT'S MESSAGE

Dear Virtus family and friends,

It is my great pleasure to showcase the Virtus Strategic Plan for 2021 - 2024. We will be embarking on the next four-year journey, taking us into our 35th year with a global brand reputation, a changed world of running and delivering events post-COVID, more strategic partnerships and a new outlook on increasing inclusion in sport for people with an intellectual impairment.

With your support, we will work together to deliver these three Strategic Priorities:

ONE: Deliver exceptional services

TWO: Maximise influence and reach

THREE: Strengthen organisational health

In 2020, we saw more member organisations than at any time in our past. We support more athletes, nations, sports, and we had the most extensive competition programme than ever before.

These past four years have been an incredible time for our family. Just as we see the performance of Virtus athletes increase year on year, behind the scenes, we continue to set new organisational records and standards.

We have comprehensive governance structures with up to date policies and procedures, active and relevant committee structures and a focussed team of staff and volunteers working at the heart of the organisation to support everything that we do.

We also have in place partnership agreements with International Federations of sports and many more of our competitions enjoy the formal sanction approval of our partner organisations. Additionally, this is backed by a sound financial base which has seen revenue grow year on year to an all-time high in 2019.

Such growth does not come easily and is only possible when we come together to work towards a common aim and with common purpose. The next four-year journey between 2021 and 2024 may be affected by the global COVID-19 situation. It is, therefore, critical that we each play a contributing role to meeting the needs of our athlete members and to actively support the delivery of these strategic priorities.

Our new plan has been developed through many months of consultation with all parts of the organisation and our partners. It will guide and inspire our work over the coming years as we strive for a more equitable world for people with an intellectual impairment.

***I thank everyone involved for taking the time to be involved in this process. I am also grateful to our Members, who continue to help Virtus build and growth. I look forward to the next chapter in our development together.***



**Marc Truffaut, President**



*President - Marc Truffaut (FRA)*

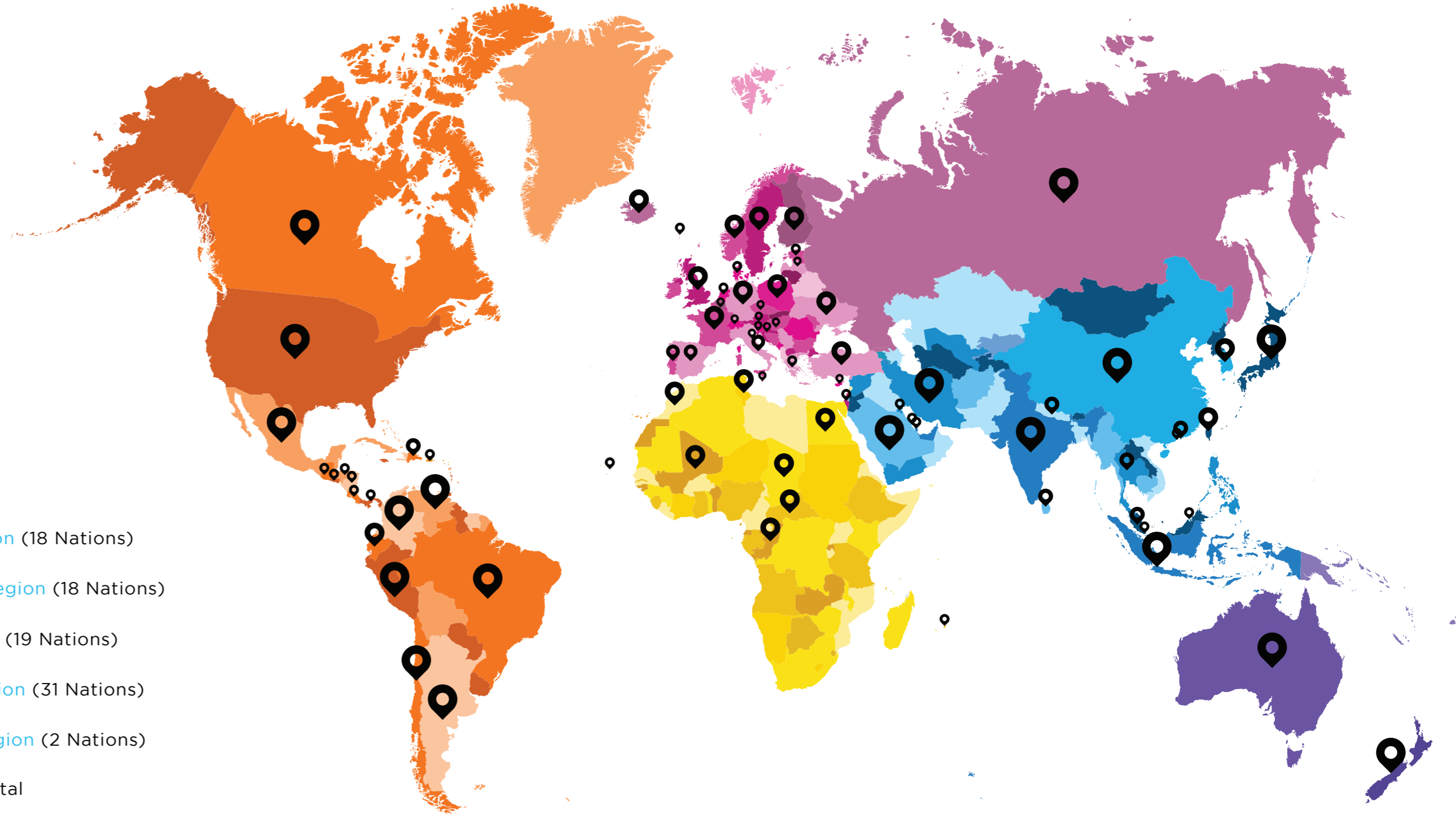
# Virtus National Member Organisations

National Member Organisations are the driving force behind Virtus. They lead the development of sport for people with an intellectual impairment across their country. Many are affiliated to their National Paralympic Committee, some are government organisations, but all share a vision of improving inclusion in sport for people with an intellectual impairment.

## REGIONS

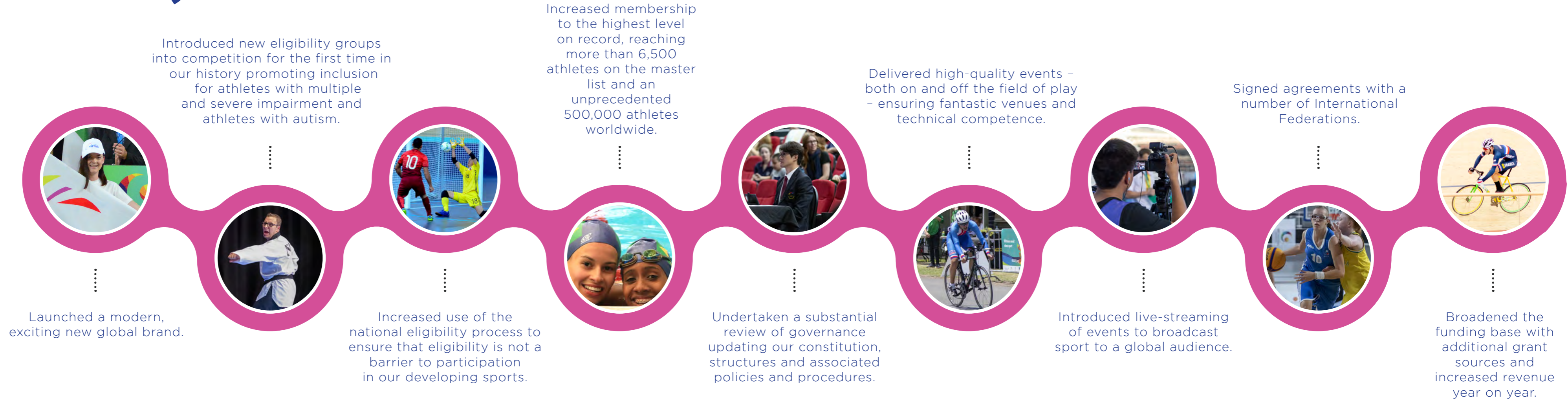
-  Africa region (18 Nations)
-  Americas region (18 Nations)
-  Asia region (19 Nations)
-  Europe region (31 Nations)
-  Oceania region (2 Nations)

88 Nations in Total



# REVIEWING OUR PROGRESS (2017-2020):

2017-2020 saw many significant moments as we worked tirelessly to grow and build the organisation. After celebrating our 30th anniversary in 2016, we wanted to ensure the organisation was in the best possible position to meet the challenges of the future, and most importantly, to deliver on our Vision.



A full overview of our activities and achievements can be found in Appendix 1.



# BRAND STORY

To people who know us, formerly as INAS - the International Federation for Athletes with Intellectual Impairments - know that Virtus athletes are elite performers in their chosen sports.

As an organisation with members worldwide, Virtus is the global body that **Governs, Advocates, Organises** and **Promotes** elite Sport for Athletes with an Intellectual Impairment.

The aim of the re-brand is to help us make the invisible, visible. The Virtus brand is fresh, exciting and has a modern look, which above all else places the talent and ability of athletes at its core.

Our key audiences are athletes, fans, our members, the Para-sport family and the media. We are working hard to increase awareness across the wider public and other International Federations of sport.

\*There are approximately 178-256 million people in the world with an intellectual impairment. We are looking to attract global partners who will stand with us and help bring sport inclusion to the world stage.

Source: World Health Organisation (WHO) Report on Disability 2011.

# DEFINING OUR PURPOSE

The Virtus vision defines our common goal - it connects every part of our family whilst our mission defines how we will achieve it. The governing board has redefined both elements to ensure clarity.

## Virtus Vision Statement

*“An inclusive world for people with an intellectual impairment”*

VISION

MISSION

## Virtus Mission Statement

*“Driving the development of elite sport worldwide for athletes with an intellectual impairment”*





# THE VIRTUS EMBLEM

The Virtus emblem comprises eight elements:

Representing the characteristics of Virtus athletes and our organisational values.

Representing our organisational role purpose.

  
**Integrity**  
through fair play.

  
**Courage**  
in effort.

  
**Excellence**  
through performance in sport and competition.

  
Strength of  
**Character**  
on and off the field of play.



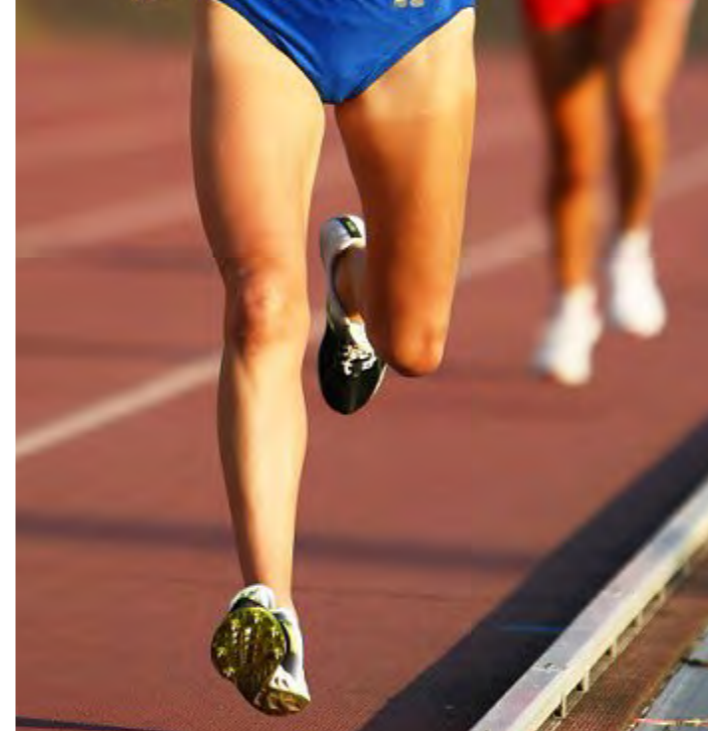
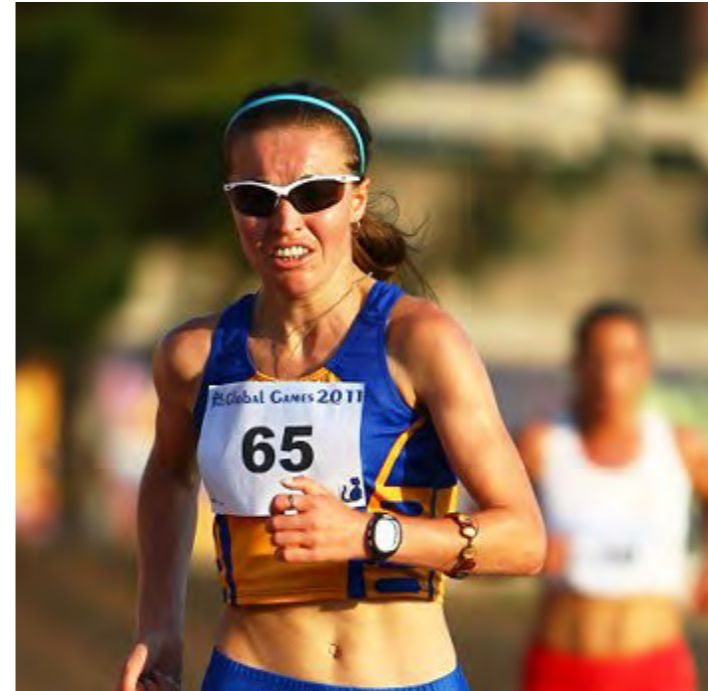
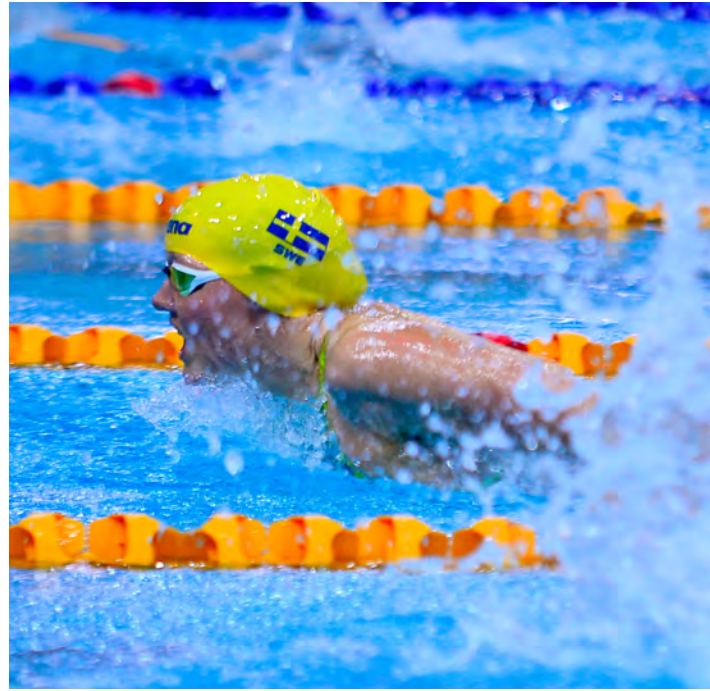
  
**Promote**  
high standard sporting achievement of Virtus athletes globally.

  
**Govern**  
sport globally for elite athletes with an intellectual impairment.

  
**Advocate**  
for equity and opportunity within sport.

  
**Organise**  
professional competitions and member services.





# STRATEGIC PRIORITIES 2021 - 2024

In March 2020, the Governing Board identified three priorities which are central to our work and critical to successfully delivering our Mission.

They will guide our work and drive our organisation in the next phase of our growth.

***“Driving the development of elite sport worldwide for athletes with an intellectual impairment”***





# STRATEGIC PRIORITY 1

## DELIVER EXCEPTIONAL SERVICES

As the world governing body of sport for athletes with an intellectual impairment, we will champion best practice, deliver projects to create lasting change and promote world-leading sport and competition.

### Objectives:

- Create and deliver robust member services.
- Launch the Virtus Academy – a global hub of educational guides, training, expertise and best practice.
- Ensure the highest standards and best practice for safe delivery of Virtus World Championships and other events.
- Deliver an outstanding Global Games – the world’s biggest event for elite athletes with an intellectual impairment.
- Drive participation in Virtus events worldwide.
- Increase competitive opportunities for youth-age athletes fostering a lifelong passion for sport.
- Embed and grow the emerging I12 and I13 eligibility categories across the competition programme.



## STRATEGIC PRIORITY 2

# MAXIMISE INFLUENCE AND REACH

We will substantially grow the Virtus brand, extend membership and maximise strategic partnerships to ensure sport is inclusive of people with an intellectual impairment.

### Objectives:

- Expand and embed the reach of the Virtus brand at the global, regional and national levels.
- Foster partnerships with high impact groups and campaigns which align with the Virtus vision, e.g. UNESCO.
- Increase membership and support existing members to be more active.
- Work in partnership with the International Federations of sport and other organisations to maximise inclusion and opportunity.
- Ensure that the rights of athletes with intellectual impairments are recognised and embedded within the global sports landscape.
- Capitalise on the IPC's commitment to increase representation of athletes with an intellectual impairment at the Paralympic Games and in para competition.



## STRATEGIC PRIORITY 3

# STRENGTHEN ORGANISATIONAL HEALTH

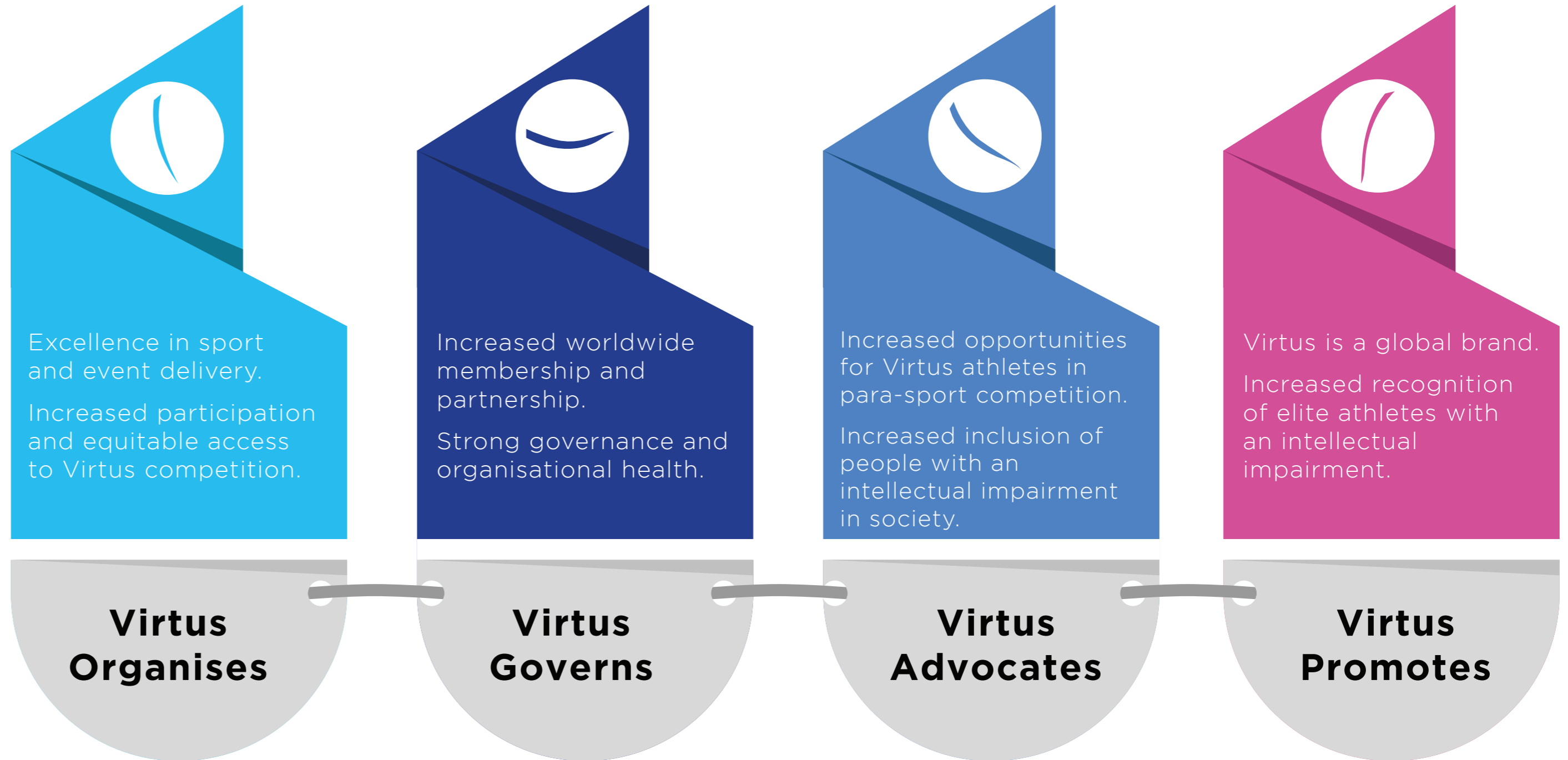
We will strengthen the organisation to ensure it can globally drive effective and lasting positive change for athletes with an intellectual impairment.

### Objectives:

- Grow the Virtus team to deliver exceptional services.
- Identify new and sustainable revenue streams.
- Maximise sponsorship and corporate support.
- Drive the most appropriate Regional structures to deliver our mission.
- Embed continuous development and improvement through research and innovation.
- Foster a culture of sustainability and anti-discrimination in everything we do.

# GOALS

Through these strategic priorities, objectives and continuous evaluation of delivery, Virtus will achieve the following goals in pursuit of our Vision and Mission.





MEMBER OF THE  
**INTERNATIONAL  
PARALYMPIC  
COMMITTEE**

[www.virtus.sport](http://www.virtus.sport)



@SportVirtus



@SportVirtus



@virtus.sport

Virtus World Intellectual Impairment Sport, "Virtus" is the brand name of the International Federation for athletes with intellectual impairment and is a founding member of the International Paralympic Committee. Registered as a Charitable Incorporated Organisation in the UK (1173901)