



# VIBF

Virtus International  
Basketball Federation

## STRATEGIC PLAN 2025-2028

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# BACKGROUND

## Legal Name and Address

Virtus International Basketball Federation CIC  
Company number: 16232040  
Mailbox 13 Alison Business Centre, 39 Alison Crescent, Sheffield, S2 1AS  
United Kingdom

## Time Period in Existence

The predecessor to VIBF, the Virtus Basketball Committee, has existed within Virtus for over 30 years.

## Demonstration of need

“Around 15 per cent of the world’s population, or estimated 1 billion people, live with some form of disability. They are the world’s largest minority.”  
Source: World Health Organisation.

“2-3% of the world population have an intellectual impairment. That’s between 178-256 million people worldwide.” Source: WHO Report on Disability 2011.

## How do we service that need

The Virtus International Basketball Federation is responsible for organising and conducting both Regional and World 3x3 and 5x5 Basketball Championships for athletes with an intellectual impairment.

## Successful Past Events

- ▶ 1992 – Madrid (Parallel) Paralympic Games, Madrid, Spain
- ▶ 1994 – INAS-FID World Basketball Championships, Greece
- ▶ 1996 – INAS-FID World Basketball Championships, Lisbon, Portugal
- ▶ 1998 – INAS-FID World Basketball Championships, Sao Paulo, Brazil
- ▶ 2000 – Sydney Paralympic Games, Sydney, Australia
- ▶ 2002 – INAS-FID World Basketball Championships, Madeira, Portugal
- ▶ 2004 – INAS-FID Global Games, Bollnäs, Sweden
- ▶ 2006 – INAS-FID World Basketball Championships, Yokohama, Japan

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- ▶ 2008 – INAS-FID World Basketball Championships, Rome, Italy
  - ▶ 2009 – INAS-FID Global Games, Czech Republic
  - ▶ 2010 – INAS-FID World Basketball Championships, Tondela, Portugal
  - ▶ 2011 – INAS-FID Global Games, Italy
  - ▶ 2013 – INAS-FID World Basketball Championships, Ankara, Turkey
  - ▶ 2015 – INAS-FID Global Games, Guayaquil, Ecuador
  - ▶ 2017 – INAS-FID World Basketball Championships, Italy
  - ▶ 2018 – INAS-FID European Regional Basketball Championships
  - ▶ 2019 – Virtus Global Games, Brisbane Australia
  - ▶ 2020 – Virtus Regional Basketball Championships (cancelled due to COVID)
  - ▶ 2021 – Virtus World Basketball Championships (cancelled due to COVID)
  - ▶ 2022 – Virtus Asia/Oceania Regional Games, Brisbane, Australia
  - ▶ 2022 – Virtus European Regional Games, Krakow, Poland
  - ▶ 2023 – Virtus Global Games, Vichy, France
  - ▶ 2024 – Virtus European Regional Basketball Championships, Zakopane, Poland

#### Future Events

- ▶ 2025 – Virtus World Basketball Championships, Astana, Kazakhstan
- ▶ 2026 – Virtus Americas Regional Games, Peru
- ▶ 2026 – Virtus Asia/Oceania Regional Games, Bangkok, Thailand
- ▶ 2026 – Virtus European Regional Games, Poland
- ▶ 2027 – Virtus Global Games, Cairo, Egypt
- ▶ 2028 – Virtus African Regional Basketball Championships, Venue TBC
- ▶ 2028 – Virtus Americas Regional Basketball Championships, Venue TBC
- ▶ 2028 – Virtus Asia/Oceania Regional Basketball Championships, Venue TBC
- ▶ 2028 – Virtus European Regional Basketball Championships, Venue TBC
- ▶ 2029 – Virtus World Basketball Championships, Venue TBC

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- ▶ 2030 – Virtus Africa Regional Games, Venue TBC
  - ▶ 2030 – Virtus Americas Regional Games, Venue TBC
  - ▶ 2030 – Virtus Asia/Oceania Regional Games, Venue TBC
  - ▶ 2030 – Virtus European Regional Games, Venue TBC
  - ▶ 2031 – Virtus Global Games, Venue TBC
  - ▶ 2032 – Virtus African Regional Basketball Championships, Venue TBC
  - ▶ 2032 – Virtus Americas Regional Basketball Championships, Venue TBC
  - ▶ 2032 – Virtus Asia/Oceania Regional Basketball Championships, Venue TBC
  - ▶ 2032 – Virtus European Regional Basketball Championships, Venue TBC
  - ▶ 2032 – Brisbane Paralympic Games, Brisbane, Australia
  - ▶ 2033 – Virtus World Basketball Championships, Venue TBC
  - ▶ 2034 – Virtus Africa Regional Games, Venue TBC
  - ▶ 2034 – Virtus Americas Regional Games, Venue TBC
  - ▶ 2034 – Virtus Asia/Oceania Regional Games, Venue TBC
  - ▶ 2034 – Virtus European Regional Games, Venue TBC
  - ▶ 2035 – Virtus Global Games, Venue TBC

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## VISION

Basketball becomes an inclusive world for people with an intellectual impairment.

## MISSION

Drive the development of Basketball worldwide for athletes with an intellectual impairment.

## VALUES

Our organisational values

▶	Integrity	Integrity through fair play
▶	Courage	Courage in effort
▶	Excellence	Excellence through performance in sport and competition
▶	Character	Strength of character on and off the field of play

## WHO WE SERVE

Formed in 1986, Virtus (formerly INAS) has grown from 14 members to a membership of more 500,000 athletes from more than 90 nations across the world throughout Europe, Africa, Asia, North and South/Central America and Oceania.

Intellectual impairment is a global (or umbrella) term for a range of cognitive and developmental conditions.

Within intellectual impairment, there are three eligible groups for Virtus competition:

- ▶ II1 – Athletes with an intellectual disability
- ▶ II2 – Athletes with an intellectual disability and significant additional impairment
- ▶ II3 – Athletes with autism

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## ORGANISATIONAL ROLE AND PURPOSE

▶	Promote	Promote high standard basketball achievement of VIBF athletes globally
▶	Advocate	Advocate for equity and opportunity within sport
▶	Govern	Govern basketball globally for athletes within an intellectual impairment
▶	Organise	Organise professional competitions and member services

## UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

The work in the basketball community undertaken by VIBF is consistent with the following United Nations Sustainable Development Goals:



# SITUATIONAL ANALYSIS (SWOT)

## strengths

- ▶ **Legacy of Competitions:** Strong history of successful global and regional basketball events for athletes with intellectual impairments.
- ▶ **Global Reach:** Representation across more than 90 nations with a robust membership base exceeding 500,000 athletes.
- ▶ **Alignment with Sustainable Development Goals:** Demonstrates commitment to inclusivity and equity, resonating with global priorities.
- ▶ **Structured Objectives:** Clear focus areas including athlete development, women's participation, and governance.
- ▶ **Existing Partnerships:** Connection to established bodies like Virtus, positioning VIBF to leverage experience and networks.

- ▶ **IPC and FIBA Recognition:** Potential to gain credibility and expand reach by securing official recognition.
- ▶ **Paralympic Inclusion:** Advocating for the inclusion of 3x3 Basketball for intellectual impairment in the Paralympic Games (eg, Brisbane 2032).
- ▶ **Global Advocacy:** Increasing awareness about intellectual impairment through basketball on international platforms.
- ▶ **Women's Development:** Growing global interest in women's sports provides a chance to elevate female participation and leadership in basketball.

## opportunities

## weaknesses

- ▶ **Emerging Entity:** Limited independent operational history under the new VIBF branding.
- ▶ **Financial Dependence:** High reliance on external funding sources such as grants, donations, and fundraising.
- ▶ **Limited Awareness:** Global awareness of VIBF and its initiatives are less compared to other sports organisations.
- ▶ **Infrastructure Gaps:** Developing hosting capacity and standardisation for events may take time.

- ▶ **Competitive Recognition Landscape:** Other organisations vying for attention and resources within the IPC and FIBA ecosystems.
- ▶ **Economic Instability:** Global economic fluctuations affecting funding, sponsorships, donations and support from governments and agencies.
- ▶ **Operational Challenges:** Risks in delivering consistent, high-quality events across diverse global regions.
- ▶ **Political and Social Barriers:** Geopolitical tensions could hinder regional collaboration and event planning.
- ▶ **Invisibility of intellectual impairment:** The non-observable nature of these impairments can lead to insufficient support, resulting in missed opportunities and potential disparities in access, participation, and competitive equity within the IPC and FIBA ecosystems.

## threats



## STRATEGIC GOALS AND OBJECTIVES

	STRATEGIC GOAL	OBJECTIVES
1	Serve our athletes and members in order to advance Basketball for athletes with an intellectual impairment within Virtus, IPC and FIBA	<ul style="list-style-type: none"> <li>▶ Collaborate with Virtus National Member Organisations in advancing their organisational strengths and capabilities in order to serve Basketball for athletes with an intellectual impairment</li> <li>▶ Optimise communications with Virtus National Member Organisations and athletes, in order to facilitate cooperation opportunities between members</li> <li>▶ Engage with Virtus National Member Organisations and athletes to further the interests and voice of athlete community</li> <li>▶ Review and further develop the VIBF Classification Code and work with Virtus National Member Organisations and other stakeholders to improve understanding of classification</li> </ul>
2	Showcase athlete excellence through successful events such as Regional Championships, Regional Games, World Championships and Global Games	<ul style="list-style-type: none"> <li>▶ Provide optimal conditions for a universal group of VIBF athletes and members to achieve excellence</li> <li>▶ Increase global engagement and understanding of VIBF to maximise impact for members, athletes and the Virtus</li> <li>▶ Leverage the legacy impact of the Regional Championships, Regional Games, World Championships and Global Games</li> </ul>
3	Working collaboratively with both FIBA's Zones and National Federations, and IPCs Regions and National Paralympic	<ul style="list-style-type: none"> <li>▶ Reinforce integrity in all competitions</li> <li>▶ Develop grassroots basketball</li> </ul>

	Committees, continue to develop the game of basketball in all Virtus National Member Organisations, within all Virtus Regions, for athletes, coaches, and technical officials	<ul style="list-style-type: none"> <li>▶ Provide Virtus National Member Organisations with tools to enter schools for both 3x3 and 5x5 disciplines</li> <li>▶ Develop the next generation of talent</li> <li>▶ Structure a clear international pathway for young players</li> <li>▶ Provide clarity of international competition structures and qualification processes</li> <li>▶ Build event hosting capacity and legacy</li> <li>▶ Apply a consistent VIBF standard (from bidding to delivery)</li> <li>▶ Elevate our athletes' experience at international events</li> </ul>
4	Focus development opportunities on women in basketball including athletes, coaches, and technical officials	<ul style="list-style-type: none"> <li>▶ Increase female players' participation</li> <li>▶ Develop female coaches and technical officials</li> <li>▶ Maximise the impact of women's competition in both 3x3 and 5x5 disciplines</li> </ul>
5	Continue to build a professional organisation that rigorously pursues excellence in support of basketball for athletes with an intellectual impairment	<ul style="list-style-type: none"> <li>▶ Innovate systems, processes, and capabilities to advance VIBF as a diverse and inclusive high-performance organisation</li> <li>▶ Maximise the opportunities of the newly established legal entity to advance organisational culture, member, athlete and stakeholder engagement, and community outreach</li> <li>▶ Mobilise VIBF's volunteer network of expert individuals and organisations to enhance our ability to serve our athlete community</li> </ul>

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## MEASUREMENTS OF SUCCESS

### Strategic Goal 1: Serve athletes and members to advance basketball for athletes with intellectual impairment

#### Recognition Metrics:

- Achievement of official recognition by IPC and FIBA by the end of 2025.
- Number of Virtus National Member Organisations actively supporting basketball by 2026.

#### Engagement Metrics:

- Increase in athlete participation in regional and world championships by 20% annually.
- Positive feedback score of at least 80% from Virtus National Member Organisations regarding communication effectiveness.

#### Classification Improvements:

- Revision and dissemination of the VIBF Classification Code with a 90% adoption rate by member organisations by end of 2026.

### Strategic Goal 2: Showcase athlete excellence through events

#### Event Success Metrics:

- Number of regional and world championships successfully conducted without major logistical or compliance issues.
- Average athlete satisfaction rating of at least 85% for events hosted.

#### Impact Metrics:

- Media coverage reach (eg, social media impressions, news mentions) for each event, aiming for a 10% increase per event.
- Number of participating countries at each event growing by 10% year over year.

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### Strategic Goal 3: Develop basketball across Virtus National Member Organisations

#### Development Metrics:

- Number of collaborative grassroots basketball programs launched with FIBA and IPC, aiming for 15 new programs annually.
- Number of young players entering structured international pathways, with a 10% year-on-year growth.
- Number of countries participating in international competition from all Zones, with a 10% year-on-year growth rate.

#### Training and Integrity Metrics:

- Number of certified coaches and technical officials trained annually, aiming for 25 new certifications each year.
- Integrity compliance in competitions, maintaining 100% adherence to ethical standards.

### Strategic Goal 4: Focus on women in basketball

#### Participation Metrics:

- Growth in female athlete participation by 15% annually in both 3x3 and 5x5 disciplines.
- Increase in the number of female coaches and technical officials trained, targeting 20 new certifications annually.

#### Visibility Metrics:

- Number of women-specific competitions hosted annually, with at least one major event per region.
- Media coverage metrics for women's competitions, with a goal of achieving parity with men's coverage by 2028.

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## Strategic Goal 5: Build a professional and inclusive organisation

### Organisational Growth Metrics:

- Number of volunteer experts engaged and retained annually.
- Progress in system improvements (eg, operational efficiency gains of 10% annually measured via cost and time tracking).

### Inclusivity Metrics:

- Increase in membership diversity across regions and demographics, with annual reporting on diversity metrics.

### How to Measure

- **Timing:** Align annual measurements with reporting cycles (eg, year-end reviews, event post-mortems).
- **Methodology:** Use surveys, event audits, participation data, financial analysis, and independent reviews for accuracy.
- **Responsibility:** Assign specific committees or working groups to track progress for each strategic goal.

# ACTION PLANS

## YEAR ONE – 2025

BEGIN / END	ACTION	OUTCOME	RESOURCES
<b>Organisational Development</b>			
Q1 2025	Finalise the establishment of the VIBF as a legal entity	Official registration of VIBF	Legal advisors, administrative team
Q4 2025	Conduct the first VIBF Congress in Cairo, Egypt, to ratify General Statutes, Internal Regulations, and confirm the Inaugural President and Vice President	Governance structure operationalised	Venue logistics, Nomination Committee
<b>Event Execution</b>			
Q3-Q4 2025	Host the 3x3 and 5x5 World Championships in Astana, Kazakhstan	Successful international competition showcasing athlete excellence	Event management team, sponsors
<b>Engagement and Advocacy</b>			
Q2 2025	Submit applications for recognition to IPC and FIBA	Completed applications with supporting documentation	Strategic consultants, application team
Ongoing	Enhance global awareness through marketing campaigns focusing on inclusivity and athlete stories	20% growth in global engagement metrics	Marketing team, media partners

Women in Basketball			
Q4 2025	Host the first international workshop for women in basketball, targeting players, coaches, and technical officials	Increased female participation and representation	Experts, venue logistics
Regional Development			
Q1-Q4 2025	Collaborate with both FIBA's Zones and National Federations, and IPCs Regions and National Paralympic Committees in order to continue to develop the game of basketball for players, coaches, and technical officials	Increased regional engagement and athlete participation	Regional coordinators, local organising committees

## YEAR TWO – 2026

BEGIN / END	ACTION	OUTCOME	RESOURCES
<b>Recognition milestones</b>			
Q1 2026	Secure IPC and FIBA recognition and integrate their guidelines into VIBF operations	Formal recognition by both organisations	Liaison team, compliance audits
<b>Paralympic Advocacy</b>			
Q1-Q2 2026	Present a case for the inclusion of 3x3 Basketball for athletes with intellectual impairments in the Brisbane 2032 Paralympic Games	Positive reception and preliminary support from IPC	Advocacy team, stakeholder engagement
<b>Regional Development</b>			
Q2-Q4 2026	Organise 3x3 and 5x5 Regional Basketball Championships in Africa, Americas (Peru), Asia/Oceania (Thailand) and Europe (Poland)	Increased regional engagement and athlete participation	Regional coordinators, local organising committees
Q1-Q4 2026	Collaborate with both FIBA's Zones and National Federations, and IPCs Regions and National Paralympic Committees in order to continue to develop the game of basketball for players, coaches, and technical officials	Increased regional engagement and athlete participation	Regional coordinators, local organising committees



Capacity Building			
Q2-Q4 2026	Launch grassroots basketball development programs in collaboration with Virtus National Member Organisations	15 new grassroots programs established	Development grants, training materials
Women in Basketball			
Q3 2026	Organise a dedicated Women's Basketball Global Conference to elevate female athletes, coaches, and officials	Increased visibility and empowerment for women in basketball	Sponsorships, keynote speakers

## YEAR THREE – 2027

BEGIN / END	ACTION	OUTCOME	RESOURCES
<b>Global Games integration</b>			
Q4 2027	Conduct the 3x3 and 5x5 World Championships as part of the Virtus Global Games in Cairo, Egypt	Seamless integration of basketball into the Virtus Global Games	Event management team, global partners
<b>Youth Development</b>			
Q1-Q4 2027	Implement the International Pathway Program for young players, providing structured competition opportunities	20% increase in youth participation	Coaches, mentorship programs
<b>Regional Development</b>			
Q1-Q4 2027	Collaborate with both FIBA's Zones and National Federations, and IPCs Regions and National Paralympic Committees in order to continue to develop the game of basketball for players, coaches, and technical officials	Increased regional engagement and athlete participation	Regional coordinators, local organising committees

## YEAR FOUR – 2028

BEGIN / END	ACTION	OUTCOME	RESOURCES
<b>Paralympic Legacy Building</b>			
Q2-Q4 2028	Conduct regional basketball championships in Africa, Americas, Asia, Europe, and Oceania focusing on legacy impact for Brisbane 2032	Enhanced regional readiness for Paralympic inclusion	Regional partners, event teams
<b>Athlete Experience Enhancement</b>			
Q1-Q3 2028	Standardise competition structures and qualification processes to ensure equity and consistency	Clear and transparent competition pathways	Technical committees, stakeholder consultations
<b>Organisational Excellence</b>			
Q4 2028	Conduct a strategic review of VIBF operations and update the strategic plan for 2029–2033	Updated strategy aligned with global goals	Strategic consultants, internal review teams
<b>Regional Development</b>			
Q1-Q4 2028	Collaborate with both FIBA's Zones and National Federations, and IPCs Regions and National Paralympic Committees in order to continue to develop the game of basketball for players, coaches, and technical officials	Increased regional engagement and athlete participation	Regional coordinators, local organising committees

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