

ITTF
FOUNDATION



Strategic Plan 2022-2025



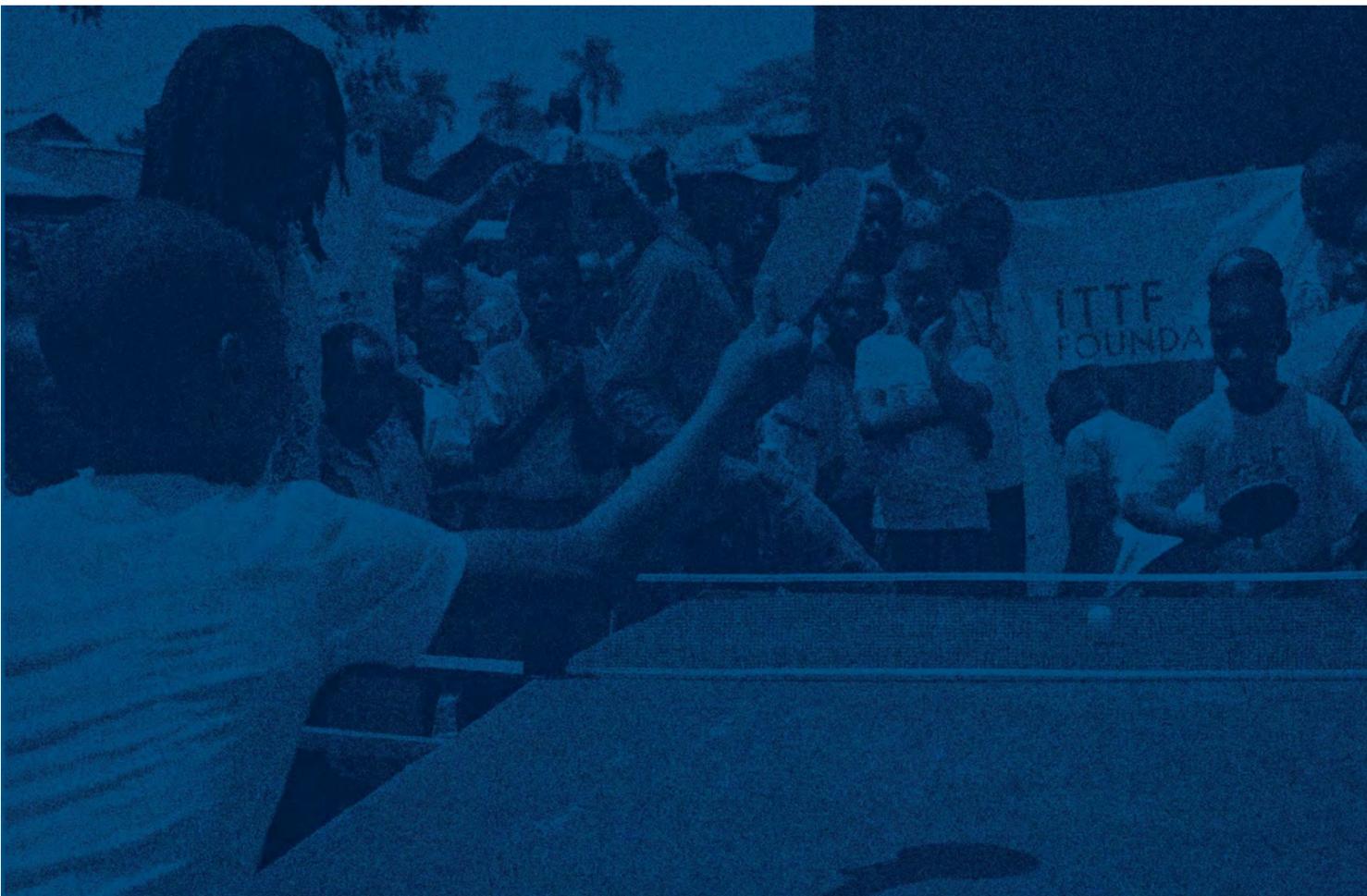
ITTFFOUNDATION.org



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Table Tennis. For All.
For a Better Life.



**Using the power of table tennis
to deliver sustainable social change.**

Strategic Plan
2022-2025



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Executive Summary

Since its founding in 2018, ITTF Foundation has engaged in a wide range of activities to promote table tennis for development, including working with local organisations, campaigning, or providing emergency relief.

Our work is crucial to advancing the UN Sustainable Development Goals agenda and strengthening our position as the pioneer in establishing the best practices for using sports to foster positive lasting impacts in the world. To achieve that, we prepared this strategic plan with transparency and inclusion in mind. This strategic plan 2022-2025 aims to communicate the organisational growth plans and objectives the Foundation envisions over the next three years.

The Foundation team has elaborated the plan in close guidance of the Governing Board and considering the opinion of ITTF group officials and staff, ITTF Member Associations, important stakeholders in the field of sport for development, the ITTF Foundation project partners, as well as corporate associates and sponsors, and general followers.

The Foundation's strategic plan, in line with the ITTF Strategic Plan 2018–2024, spans a year longer than the ITTF's to provide the Foundation with ample time to develop its next plan based on the ITTF's. Our work will be centred around four strategic priorities:

1. Programmes
2. Organisation & Governance
3. Promotion
4. Fundraising & Partnerships

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4 
STRATEGIC PRIORITIES



PROGRAMMES are designed and implemented to achieve the following purposes:

- Making the benefits of table tennis more accessible to those who need it the most.
- Support and guide humanitarian projects using table tennis to contribute to the UN SDGs.
- Advocate for the social, mental and physical health benefits of table tennis.
- Promote peaceful behaviour among conflicting individuals, groups, regions or nations through table tennis.
- Leave a positive social legacy of table tennis events in host locations.



PROMOTION will raise the profile of the ITTF Foundation and improve the communication about the work done by the ITTF through:

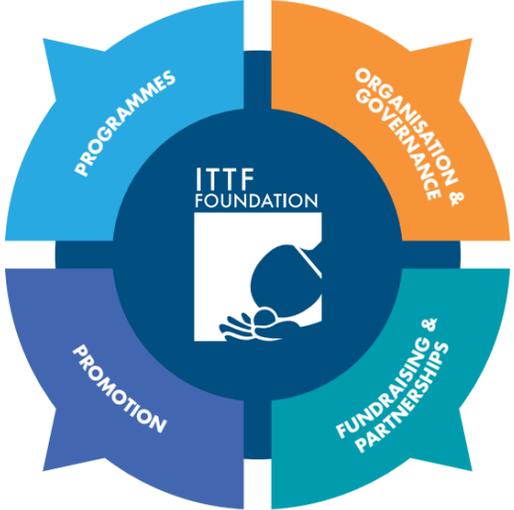
- Adapting the ways of communication to suit different, versatile stakeholder groups.
- Promote the positive impact of table tennis, and increase alignment with CSR objectives of key stakeholders table tennis to inspire increased CSR contribution.
- Streamline communications across the Foundation's media platforms to increase engagement with donors, sponsors and grant-making organisations.
- Increase ownership of the Foundation and its work among current and former players to help promote the benefits of table tennis as a tool for development through a diverse, involved network of ambassadors.
- Encourage our network of ambassadors to actively participate improving their communities through table tennis.



ORGANISATION & GOVERNANCE

will create robust decision-making structures and policies to establish:

- A transparent, agile and accountable working organisation, supported by effective processes;
- A diverse, motivated and sustainable workforce.



FUNDRAISING & PARTNERSHIPS

will be key to ensure:

- financial independency of the Foundation
- work alongside the strongest partners to deliver best results
- Positive impact of table tennis is made accessible to more people, more often, more efficiently.





7 GOALS



PROGRAMMES

- 1 We will strengthen and improve existing ITTF Foundation programmes and projects by developing coherent theories of change, impact measurement and capacity building.
- 2 We will expand existing Foundation activities

ORGANISATION & GOVERNANCE

- 3 We will increase the recognition of the Foundation as an international organisation with strong governance.

PROMOTION

- 4 We will have repositioned ourselves, establishing a strong identity as a not-for-profit organisation with powerful impact stories and case studies demonstrating the changes we have made in the communities in which we operate.
- 5 We will enhance equitable, timely access to Foundation programmes/projects.

FUNDRAISING & PARTNERSHIPS

- 6 We will get to a position whereby the amount of income generated by additional sources is expanded and diversified, thereby reducing the reliance on the Federation and existing funding partners. Our vision is to create a sustainable set of income streams that not only support the organisation's financial goals but also increase awareness of who we are and the impact we have.
- 7 We will increase the number of multi-year sponsors, donors, partners and grant givers across all income streams to meet our strategic goals and deliver impact to more people.



PROGRAMMES

By 2025 we will achieve the following objectives:

1. The impact of all Foundation programmes is increased, and all Foundation activities are aligned with the Kazan Action Plan.
2. Table tennis will have left a positive social legacy of 7 major events in their host locations.
3. Capacity building based on actual needs is included in all Foundation programmes.
4. More positive benefits of table tennis for health are explored, and the benefits of table tennis are explored and published for at least one non-Parkinson-related disease.
5. Access to table tennis is eased with a focus on those having difficult access to the sport, and a sense of unity among the worldwide table tennis community is created.
6. Activities in the field of sustainability are expanded.
7. Activities in the field of diversity are expanded.



Top key performance indicators

- 5 Priority UN SDGs are identified, and the contribution of programmes and projects are measured annually.
- Impact reports are published on a quarterly and annual basis
- 25% of all ITTF Member Associations have signed the Brighton + Helsinki Declaration.
- Minimum 5 DBF projects are self-sustainable.
- All Dream Building Fund projects have participated in at least one capacity building offered by the ITTF Foundation during their project cycle.
- 3 World Parkinson's Table Tennis Championships are held.
- World Table Tennis Day Promoters from a total of 50 Member Associations have promoted World Table Tennis Day within their regions.
- Legacy projects of ITTF and WTT events are operationalized and are added as a mandatory part of WTT Grand Smash events as well as the World Table Tennis Championships.
- 1 conference about the positive benefits of playing table tennis for healthy by 2024.



ORGANISATION & GOVERNANCE

By 2025 we will have achieved the following objectives:

1. The role and responsibility within the ITTF Group are clearly defined. Working procedures and policies, and codes among the ITTF group are clear and adapted to the Foundation's needs, and the fulfilment of codes and policies is overseen.
2. Accountability and transparency in business operations are optimised, and strategic progress is shared with external and internal stakeholders in due time.
3. The environmental impact of all our activities is measured, and critical areas to reduce the ecological footprint and enhance the positive social impact are defined.
4. Individuals across the Foundation are empowered to implement the strategic plan and other policies with appropriate accountability and responsibility, ensuring effective operations between and within the other parties of the ITTF Group and with external partners.
5. The Foundation clearly understands its resources and uses them appropriately to evaluate its performance.
6. A meaningful engagement of stakeholders is established, and their interests are understood and considered.



Top key performance indicators

- The number of codes the ITTF Foundation adheres to and monitors regularly is raised from 0 to 3, including ITTF Codes of Ethics and ITTF Code of Conduct.
- The evaluation of working procedures, efficiency of policies and fulfilment of codes are raised from 0 to 4 (annual evaluations).
- Reviews of the good governance principles are raised from 0 to 3 (2023, 2024 and 2025).
- 2 accrediting organisations have awarded the Foundation transparency and good governance certifications.
- 1 strategy to reduce the ecological footprint and enhance the positive social impact is launched.
- ITTF Foundation values are established, communicated in each report and presentation, and demonstrated in the office.
- The number of business performance reviews is raised from 0 to 4
- 75% of all relevant stakeholders answer a survey regarding the next strategic cycle 2026 – 2029.



PROMOTION

By 2025 we will achieve the following objectives:

1. ITTF Foundation is internationally recognised by 5 international organisations using sport for development, health or inclusion.
2. Internal and external communication strategies are established, providing clear and engaging information to promote table tennis to deliver sustainable social change/the use of table tennis for development, health and inclusion.
3. We have created a strong case for support that can be adapted and utilised across all income streams.
4. We have developed the Foundation's messaging to support fundraising, ensuring the need and impact of the messaging are prevalent.
5. Communication strategies, both internally and externally, are established, and providing clear and engaging information for funders is developed.
6. More equitable access to information about the ITTF Foundation and the possibilities to get involved is secured.



Top key performance indicators

- 4 partnerships with key actors in the Sport for Development/of Health/for Peace and Development Cooperation are formalised.
- The number of Social Media followers is raised from 28,000 to 50,000.
- 30% of all ITTF Member Associations share at least one ITTF Foundation key message with their local members per year. The v3 toolkits available for free download on ittfoundation.org are translated at least into French, Spanish and Arabic.
- Double the number of countries with ITTF Member Associations represented at the World Parkinson's Table Tennis Championships compared to 2021.
- Minimum 1 WTTD online stream had at least 50,000 viewers.



FUNDRAISING & PARTNERSHIPS

By 2025 we will achieve the following objectives:

1. A more diverse range of income streams is activated, enabling us to secure restricted and unrestricted funds. Income streams to include grant givers, sponsors, donors, and event campaigns.
2. We focus on 2-3 key existing events that could be monetised and develop fundraising activities aligned with them.
3. We have translated World Table Tennis Day into a fundraising opportunity
4. We have tested an existing project with a digital fundraising ask
5. We have conducted a network mapping exercise and understand the networks available to the Foundations that can give large gifts and become major donors
6. We have adopted an intentional, integrated and personalised approach to relationship stewarding with all existing and prospective grant givers
7. We have established an agreed way of working with the Commercial teams at WTT and ITTF to ensure the Foundation is represented (when appropriate) in commercial asks



Top key performance indicators

- Retention of 75% of grant givers.





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