



GUIDELINES FOR SUSTAINABLE DEVELOPMENT

Practical tools to establish a successful table tennis
non-profit organisation in developing countries



ittf.com // vincytabletennis.org

GUIDELINES OVERVIEW

This document is intended to provide associations and groups involved in the sport of table tennis with tools and resources to establish a non-profit organisation in low-income, developing countries. We used the Vincy Table Tennis Foundation in the Caribbean small island country of St. Vincent and the Grenadines as a model organisation, and also provide recommendations from experience working in other developing countries.



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ABBREVIATIONS

CIPO: Commerce and Intellectual Property Office

DNSS: Development of a National Sports Structure Program

IOC: International Olympic Committee

ITTF: International Table Tennis Federation

MoU: Memorandum of Understanding

NOC: National Olympic Committee

OS: Olympic Solidarity

SVGTTA: St. Vincent and the Grenadines Table Tennis Association

VTTF: Vincy Table Tennis Foundation



Introduction

Table tennis is a sport that can be played in any space, with limited resources by people of all ages, religions, genders and abilities. It requires no large sports hall and can be played in small spaces such as a classroom with a simple plywood board resting on school desks. Even rackets can be handmade out of wood. These attributes make the sport an extremely powerful vehicle for sport and community development in low-income countries.

The **International Table Tennis Federation** (ITTF) has long recognised the sport's potential in the realm of international development, and has implemented what is now one of the strongest development wings of any sport federation in the world.

There are many ways to get support from the ITTF to develop table tennis in your country. For example, coaching and umpire (i.e. referee) courses as well as tournament organisation, competition manager, para table tennis and women courses are offered to national table tennis associations on a rotational basis. Training camps and equipment packages for young, advanced and professional players are also available. Through the **Olympic Solidarity** (OS) subdivision of the **International Olympic Committee** (IOC), **National Olympic Committees** (NOCs) can apply for up to four (4) technical courses (each valued at USD 10,000) and one (1) **Development of a National Sports Structure** (DNSS) program (valued at USD 30,000) each year.

These and other programs offered through the ITTF are great opportunities for the development of table tennis as a widely played sport in any country. We strongly recommend that national table tennis associations contact the appropriate ITTF Continental Development Officer or their respective NOC.

 **ITTF Website**
WWW.ITTF.COM

 **ITTF Development Portal**
WWW.ITTF.COM/DET/GENERAL

Beyond the life of these programs, however, is the ability to maintain and sustain a strong national table tennis system. For example, many national associations and their members are unable to comply with basic requirements to complete training programs due to the lack of equipment such as tables, rackets and balls. The idea of establishing a non-profit organisation was born out of the recognition that there is a need for long-term, sustainable initiatives to complement and support existing short- and medium-term programs.

In St. Vincent and the Grenadines, a non-profit foundation was established in 2016 to promote, through table tennis, the holistic development of youth and adults in remote communities. After its first year of existence, the **Vincy Table Tennis Foundation** (VTTF) now has a presence in eight communities across four of the country's islands, with over 18 schools actively participating in weekly programs and over 80 teachers and community educators trained as basic and/or advanced table tennis coaches.

This report details our experience developing and implementing the Vincy Table Tennis Foundation, and is meant to provide associations and other groups with the tools and resources necessary to establish similar non-profit organisations in other developing countries.

**VTTF Website**WWW.VINCYTABLETENNIS.ORG

How It Works

It takes hard work, patience and at times money to establish a sound and functional non-profit organisation. Each step must be well planned and calculated, yet taken in an iterative manner; constantly evaluating and modifying your strategy to fit the context in which you operate.

The VTTF has developed a simple structure it applies to running all its programs in different communities across St. Vincent and the Grenadines, which may be helpful to you as you develop your organisation's programs and activities. The structure is based on the principles that for table tennis initiatives to be sustained there must be (1) adequate coaching knowledge; (2) local oversight of the programs; (3) the respectful use and maintenance of equipment; and (4) priority support for communities that see the benefit in these programs.



Training

- Provide regular "Train the Trainers" workshops for teachers and community members
- Do not distribute any equipment prior to training



Equipment

- Provide locally-made plywood tables to primary schools
- When possible, distribute professional boards to secondary schools



Local Coordinators

- Hire trained local coordinators responsible for training, support, monthly reporting
- Local coordinators are your go-to people in each community



Monthly Reporting

- Local coordinators and schools must submit monthly reports
- Helps monitor programs and gives Foundation/funders quantitative data to analyse



Sustainability

- Equipment is always loaned, not gifted
- Community and schools must demonstrate willingness and ability to participate

// Training

VTTF provides training courses to school teachers, educators and interested community members three to four times per year. In our case, a minimum of one (1) teacher per school or one (1) local resident per community must complete a two-day training course (ITTF Club Coach course) offered by an ITTF Certified Expert. This requirement can be altered to suit your given situation (e.g. if there are no ITTF certified experts in country), however we strongly recommend that training of some sort be provided prior to distributing any equipment to a school or community.

You may choose to speak with the national table tennis association in your country to help identify coaches with the adequate knowledge and expertise to provide these courses. The completion of the training not only shows local commitment and willingness to participate in the program (beyond a simple “hand-out”), but it ensures that basic table tennis knowledge can be adequately propagated to children and adults in the respective school or community.

// Equipment

Only once training has been completed does VTTF distribute equipment to schools or communities, which include tables, rackets and balls. Locally-made plywood table tennis boards are provided to primary schools while, when possible, all-weather professional tables are distributed to secondary schools. Community centres and other community spaces (such as bars and restaurants) are assessed on a case-by-case basis. This equipment is provided at no cost but is considered loan – it remains the property of VTTF. We sign agreements with our school and community partners, allowing us to give the equipment to another school or community if the equipment does not get used or is misused (See **Appendix 1**).



VTTF

VINCY TABLE TENNIS FOUNDATION



ITTF

INTERNATIONAL TABLE TENNIS FEDERATION



TIPS & SUGGESTIONS

- PROVIDE TRAINING OPPORTUNITIES TO SCHOOL TEACHERS AND COMMUNITY EDUCATORS BEFORE DISTRIBUTING EQUIPMENT.
- AVOID RESELLERS AND GO DIRECTLY TO MANUFACTURERS WHEN PURCHASING EQUIPMENT.
- USE DURABLE EQUIPMENT THAT WILL LAST SEVERAL YEARS. ESPECIALLY FOR SCHOOL PROGRAMS, WE RECOMMEND PLASTIC RACKETS.
- IF YOUR ORGANISATION CANNOT YET PURCHASE ALL THE EQUIPMENT NEEDED, KEEP IT SIMPLE! TABLES CAN BE MADE LOCALLY BY A CARPENTER AND THE NETS CAN BE A PIECE OF WOOD.

// Local Coordinators

VTTF supports each school and community through the assistance of a local coordinator. This is a paid position in which the coordinator commits to providing knowledge and support to teachers and community members, and helps organise competitions and events. The coordinator also produces monthly reports and progress updates to the Foundation, and informs our general administrator of any hurdles experienced. This local coordinator is our main contact in a given community, and represents one of the most critical aspects to ensuring the success and sustainability of that local program. We sign a commitment with all our coordinators detailing their roles, responsibilities and salary (See **Appendix 2**).

// Monthly Reporting

Local coordinators as well as each school participating in programs supported by VTTF are required to submit monthly reports detailing the table tennis activities they have undertaken (See **Appendices 3** and **4**). This reporting not only gives the Foundation the ability to monitor and evaluate each program and its local coordinator, but importantly it also provides current and potential funders with quantitative data to substantiate our impact in each community.

// Sustainability

As previously stated, VTTF loans equipment to schools and communities - they remain the property of the Foundation and can be re-acquired at any time. This can only be done under circumstances where a school or community does not comply with the organisation's rules, such as not submitting monthly reports, not using the equipment for table tennis purposes, or not properly maintaining it. The VTTF takes every measure to ensure donor funding gets used in an effective manner, and also that equipment and support goes to the communities and schools that can most benefit from their programs.

Tips & Suggestions

- CHOOSE LOCAL PROGRAM COORDINATORS WISELY; THEY MUST NOT ONLY HAVE A CERTAIN LEVEL OF TABLE TENNIS KNOWLEDGE BUT THERE MUST BE ESTABLISHED RELATIONSHIPS OF TRUST. THEY ARE YOUR MAIN CONTACT POINT IN EACH COMMUNITY, AND THE SUCCESS AND SUSTAINABILITY OF THAT PROGRAM IS HIGHLY DEPENDENT ON THEIR PERFORMANCE.
- TAKE AN ITERATIVE APPROACH TO STRUCTURING YOUR ORGANISATION BY CONSTANTLY ADAPTING AND MODIFYING ITS STRUCTURE BASED ON YOUR SPECIFIC CONTEXT.
- START SMALL, WITH ONE PROGRAM IN ONE SCHOOL OR COMMUNITY, AND STEADILY BUILD YOUR ORGANISATION UP.
- WHILE HAVING A VISION FOR THE FUTURE OF THE ORGANISATION IS NECESSARY, GIVE YOUR ORGANISATION ENOUGH TIME TO GROW. PATIENCE AND CONSISTENCY IS KEY, ESPECIALLY WHEN WORKING IN DEVELOPING COUNTRIES.
- SET UP "SMART" (SPECIFIC-MEASURABLE-ACHIEVABLE-RELEVANT-TIMELY) GOALS THAT YOU CAN MONITOR AND EVALUATE.

Incorporation & Legal Matters

The logistics behind establishing a non-profit organisation vary from country to country, yet there are commonalities in their use and benefits. Using the example of the VTTF, the following section provides recommendations on registering and incorporating a non-profit organisation. It is important to note however that this route may not be suitable for all groups, as it can at times be too costly and cumbersome.

The major benefit of setting up a non-profit organisation is the ability to raise significant capital from funding organisations and donors. This formal entity helps ensure (but does not guarantee) transparency, accountability and sustainability. Without these attributes, retaining long-term funding will become a major challenge to any newly established organisation. The goal is to gain and maintain the confidence of private funders, funding organisations, sports organisations, government ministries and others. To do this, it is imperative to develop an organisation that not only has a constitution to which it adheres but also an effective management system that can help ensure the proper use of funds raised.



VTTF

VINCY TABLE TENNIS FOUNDATION



Tips & Suggestions

- INVITE TO JOIN YOUR BOARD OF DIRECTORS INDIVIDUALS YOU TRUST THAT ARE NOT ONLY RESPECTED IN YOUR COMMUNITY/COUNTRY, BUT ALSO HAVE LARGE, COMPLEMENTARY NETWORKS OF CONTACTS.

// Board of Directors

A critical component of establishing any organisation is its key, core members. The executive team of your non-profit organisation - sometimes referred to as “Board of Directors” or “Trustees” - must be carefully and strategically selected as they are paramount to the organisation’s success.

While it is an asset for board members to have table tennis knowledge, what is more important is for them to understand the value that sport can have on the lives of individuals and on a community's development. It is highly beneficial to select individuals that have large and complementary (versus a redundant) network of contacts. They should have influence in their countries, yet care should be taken to ensure the organisation as a whole is not seen (or does not function) as politically slanted or motivated. This may require the board to be composed of individuals representing a spectrum of political backgrounds or to omit to the best of your ability persons that are known to be political. This should be assessed on a case-by-case basis. Above all there should be an established level of trust between board members themselves and between the Board and the larger community.

Tips & Suggestions

- SIGN A MEMORANDUM OF UNDERSTANDING WITH THE NATIONAL TABLE TENNIS ASSOCIATION IN YOUR COUNTRY, CLEARLY DEFINING EACH GROUP'S ROLES AND RESPONSIBILITIES. THERE IS AN OPPORTUNITY TO SHARE RESOURCES AND REDUCE COSTS BY WORKING TOGETHER, THUS HAVING A GREATER IMPACT IN THE COUNTRY.

// Collaboration with National Associations

In each country, national table tennis associations are responsible for organising competitions, coaching top players, maintaining facilities and equipment, and providing social interactions. These associations can be incorporated or unincorporated, but are typically managed by an elected management committee working in a volunteer capacity.

VTTF was created to work collaboratively with the **St. Vincent and the Grenadines Table Tennis Association** (SVGTTA) to supplement and complement their programs and activities. While the SVGTTA is focused predominantly on developing advanced and elite players, the VTTF targets the grassroots through school and community programs. The synergies are such that the VTTF helps develop players from a young age that can, in time, be more strongly associated to the SVGTTA as they move towards competitive levels.

We suggest a **Memorandum of Understanding** (MoU) be signed between the national table tennis association in your country and your non-profit organisation (see **Appendix 5**). This MoU should clearly define the roles and responsibilities of each organisation, as well as how they collaborate for greater impacts and reach.

// Legal Matters

Laws and regulations for registering and establishing a non-profit organisation vary from country to country. For example, in certain countries any organisation or corporation must have at least 51% of its directors be citizens to prevent organisations being formed without local ownership. The registration process will be different within each country, but generally would be through the Ministry of Commerce or a similar body. In the case of St. Vincent and the Grenadines, it is through the **Commerce and Intellectual Property Office** (CIPO).

We recommend seeking the assistance of a lawyer with a firm grasp of the process of incorporating or registering non-profit organisations. Lawyers may be open to providing their services pro bono or at a reduced rate given the nature of the endeavour. Many developing countries, through the Ministry of Commerce or a similar body, will have a constitution template for non-profit organisations.

Tips & Suggestions

- SEEK THE PRO BONO ASSISTANCE OF A LAWYER TO REGISTER YOUR NEW NON-PROFIT ORGANISATION.



Fundraising Strategies

There are many ways to obtain the financial and in-kind resources needed to bring table tennis to schools and communities in low-income countries. There are organisations and individuals around the world that are ready and willing to support initiatives that use sport as a vehicle for development, but your non-profit organisation must put in place certain measures to attract, acquire and maintain long-term funding.

Funders tend to be very selective of the groups they support. Beyond a good idea and the potential for positive impacts, your organisation must demonstrate that it has the ability to adequately manage funds and implement its programs and activities.

We believe the key to building trust with current and potential funders is results. Start small, with one program in one school or community centre. Develop the program in an iterative manner, testing to see what works and what can be modified, and importantly, track your progress (e.g. how many students attend your program every week?). Make every effort to promote your program via online and print news outlets, social media and in person wherever you go.

There are many different ways to raise capital for your newly established non-profit. While each organisation must evaluate its own strengths and weaknesses to determine the best fundraising approaches to use, we have provided an overview of five common routes used by non-profits: Individual donor support, grant writing, galas and events, selling products and services, and crowdfunding.

Tips & Suggestions

- MAKE YOUR MESSAGING CLEAR AND CONCISE, CAPTIVATING INDIVIDUALS WITH A FEW STATISTICS AND FACTS. GET THEM TO CARE ABOUT YOUR ORGANISATION AND ITS IMPACTS.

// Individual Donor Support

Do not underestimate the power your own network of contacts and that of your Board of Directors have to kick start your fundraising efforts. Your new non-profit organisation may not yet have a proven track record, but you have established relationships with individuals and groups that know you and your own abilities. Write personalised letters and emails to friends and family, make phone calls, and meet them to tell them about your newly formed organisation. They may be able to help you, or connect you with their own contacts involved in sports, community development or in the non-profit world.

Tips & Suggestions

- UTILIZE YOUR PERSONAL NETWORKS
- YOUR ORGANISATION MAY NOT YET HAVE A PROVEN TRACK RECORD, BUT YOU DO.
- PERSONALISE YOUR OUTREACH THROUGH LETTERS, PHONE CALLS AND IN PERSON MEETINGS.

// Grant Writing

Non-profit organisations rely to varying degrees on grants to carry out their programs and activities. There are thousands of grants available through private foundations, governments, and aid agencies, but there is also stiff competition from other non-profits vying for the same funding. What is most important is to do your research, find the grants that are most suited for your particular organisation, and ensure you comply with all the requirements before investing time and energy in developing the application. You may want to speak with other non-profits to find out from which organisation they have obtained funding, spend time looking up potential grants online, and speak to your local representatives and government officials who may know of funding opportunities.

Once you have identified to what grant you would like to apply, you need to decide who will help write and develop the application. Grant development is a very specific type of writing, one that requires particular attention to detail to ensure the application meets the exact requirements of the grant. Your organisation will have to evaluate if it has capacity to undertake this task internally. You may have to look outside the organisation if it does not, and identify appropriate persons to assist. Depending on the tasks and availability of the grant writers, this work may be done on a paid or volunteer basis. There are many advantages of working with or hiring a writer with experience developing successful grant applications, but it will be up to each organisation to decide what it prefers.

// Events

Another route non-profits can use to raise money is organising fundraising events, such as galas, parties, marathons, talent shows and sport competitions. Fundraising events are a great way to raise significant profits in a single day, but they do require a lot of planning and effort. If done correctly, they can also help you connect in a personal way with the larger community to share what your organisation has accomplished so far. They give current and potential sponsors and supporters the chance to meet your Board of Directors and staff, and importantly the individuals you are directly assisting through your programs. It is important to also take the opportunity during these events to publicly thank your current sponsors and supporters. Most donors appreciate being recognised for their contributions, however there are exceptions. You should always first confirm with each individual or organisation before making public their contributions.

Tips & Suggestions

- THANK YOUR SPONSORS AND SUPPORTERS PUBLICLY AND/OR PRIVATELY (SPEECHES, SPONSORED BANNERS, PRESS RELEASES, WEBSITES, ETC.), BUT ALWAYS CONFIRM THEIR PREFERENCES.
- TAKE ADVANTAGE OF SOME OF THE BENEFITS OF BEING AN INCORPORATED NON-PROFIT ORGANISATION, SUCH AS OBTAINING DUTY-FREE EXEMPTIONS ON IMPORTED GOODS.

// Products & Services

Although your organisation is not for profit, you should always apply a business approach to raising capital.

Auctions (silent or live) and raffles are common way of fundraising. The concept is simple: get local businesses to donate a product or service to your non-profit, and then sell those products and keep the earnings. Silent auction and raffles can also take place at fundraising events (see above) as a simple way to increase how much money can be earned.

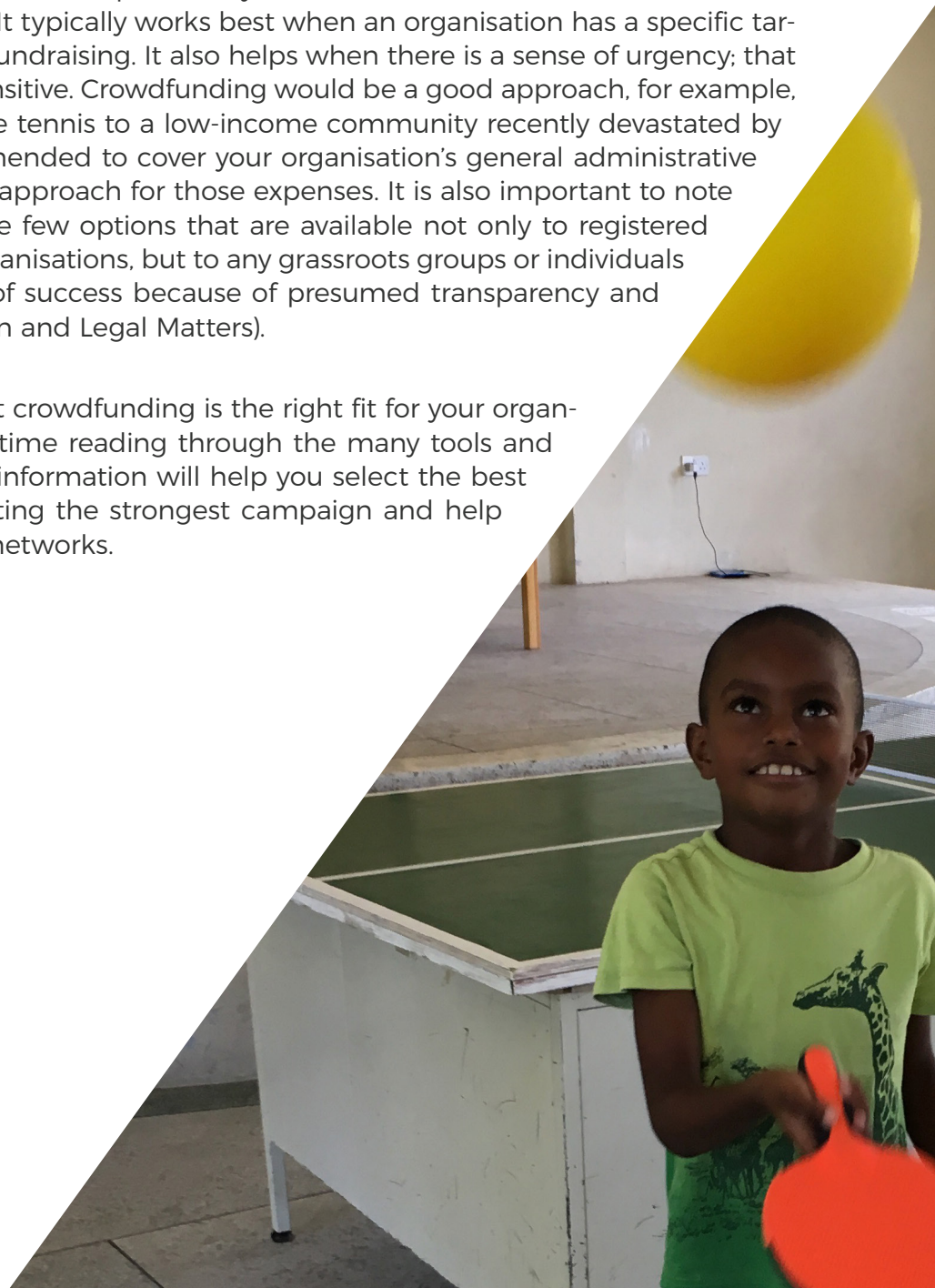
Ultimately there are many different products and services that can be sold. We recommend your organisation's board and staff brainstorm options that are not only accessible to you at a below market rates, but that also fill a need in your community/country.

// Crowdfunding

Crowdfunding is a relatively new fundraising strategy that allows individuals and groups to donate to a cause online. As the name implies, the concept is to have many individuals donate what they can - whether it be USD 1 or USD 10,000 - and collectively raise significant funds for a given organisation or group. With USD 34 billion raised in 2015 alone ([Forbes 2015](#)), crowdfunding now represents a powerful form of fundraising and one worth considering for your organisation. However, like any of the strategies listed above, it requires significant energy to be successful.

Similar to applying for grants, the first step is to do your research and determine if crowdfunding is the right strategy for you. It typically works best when an organisation has a specific target or goal towards which it is fundraising. It also helps when there is a sense of urgency; that is when raising funds is time sensitive. Crowdfunding would be a good approach, for example, to raise USD5,000 to bring table tennis to a low-income community recently devastated by a storm. It may be less recommended to cover your organisation's general administrative costs - a grant may be a better approach for those expenses. It is also important to note that crowdfunding is one of the few options that are available not only to registered and incorporated non-profit organisations, but to any grassroots groups or individuals - although to varying degrees of success because of presumed transparency and accountability (see Incorporation and Legal Matters).

Once you have determined that crowdfunding is the right fit for your organisation, we suggest you spend time reading through the many tools and resources available online. This information will help you select the best platform, give you tips on creating the strongest campaign and help you promote it to far-reaching networks.



Conclusion

Table tennis is a powerful vehicle for development in low-income countries and communities. Not only does it promote a healthy lifestyle, but it also teaches youth and adults alike important lessons in fair play, respect, discipline and concentration. These and other skills acquired through playing table tennis are highly transferrable life and professional competences. The sport is also relatively inexpensive to set up in a community, and can be played by persons of all genders, religions, abilities and ages.

This report provided foundational information to help associations and groups establish table tennis non-profit organisations in developing countries. It was modeled off of the **Vincy Table Tennis Foundation**, a non-profit organisation established in the small island Caribbean country of St. Vincent and the Grenadines. It detailed the possible structure of a table tennis organisation, and provided guidance on how to incorporate a similar organisation. It also gave an overview of the different strategies an organisation can use to raise funds to run sustainable programs and activities.

We encourage you to follow through on your ambitions to start a table tennis organisation in your country or community. Based on what we have witnessed, the benefits it can have to youth, adults and communities more broadly speaking are multiple and far reaching. We hope you use this report as a resource, and that it helps you overcome and avoid some of the hurdles we have faced.

Please feel free to contact VTTF if you have questions or require additional assistance. We are always happy to share our experiences and the tools we have developed with others seeking to kickstart similar initiatives.

Tips & Suggestions

- ESTABLISH USEFUL PARTNERSHIPS TO BROADEN THE SCOPE OF YOUR PROJECTS AND ORGANISATION.
- ALWAYS ENCOURAGE LEARNING BY DOING; DO NOT PERMIT PASSIVE AUDIENCES.
- CLARIFY ROLES, RESPONSIBILITIES, AND AUTHORITY FROM THE ONSET.
- ENSURE WOMEN ARE INTEGRAL TO ALL ASPECTS OF THE ORGANISATION, NOT JUST AS PARTICIPANTS IN THE PROGRAMS.
- INVOLVE PERSONS WITH DISABILITIES IN ALL ACTIVITIES AND OUTREACH AS MUCH AS POSSIBLE.
- USE ROLE MODELS; THEY ATTRACT PEOPLE AND MEDIA ATTENTION. ATHLETES WHO ARE WELL-KNOWN LOCALLY, REGIONALLY AND INTERNATIONALLY CAN BE EFFECTIVE AMBASSADORS AND CHAMPIONS.

 **VTTF**
INFO@VINCYTABLETENNIS.ORG

Appendix 1: Commitment with School

Commitment between

(Name of your non-profit) represented by **(Name of Executive Director)**, herein referred to as "Organisation"

and

(Name of school), herein referred to as "School"

The Organisation agrees to the following responsibilities:

1. Loan to the school the following equipment: **(X)** boards, **(X)** rackets and **(X)** gross of balls;
2. Offer coaching courses for teachers every **(X)** months;
3. Provide teacher refresher and evaluation courses every **(X)** years;
4. Visit the school at least **(X)** times per month (responsibility of the program's local coordinator);
5. Contact the school on a regular basis to provide support as needed (responsibility of the program's local coordinator).

The School agrees to:

1. Ensure the loaned equipment is treated with care and respect;
2. Allow a minimum of one teacher to participate in the coaching courses;
3. Let each class play table tennis at least **(X)** hours per month;
4. Have at least one team participate in the national interschool championships;
5. Provide monthly reporting to the program's local coordinator.

Date:

Signature:

(Organisation Executive Director)

Date:

Signature:

(School Principal)

Appendix 2: Commitment with Local Coordinator

Commitment between

(Name of your non-profit) represented by **(Name of Executive Director)**, herein referred to as “Organisation”

and

(Name of local coordinator) ITTF Level **(X)** Coach, herein referred to as “Coordinator”

The coordinator agrees to the following responsibilities:

1. Visit the following schools **(X) times** per month to assist teachers during PE classes and/or after-school programs: **(List school names);**
2. Contact each school weekly if no school visits scheduled;
3. Coach the following after school programs: **(List after school programs);**
4. Collect monthly reports from each participating school and submit them to the Foundation's General Administrator;
5. Send the Foundation's General Administrator a minimum of three (3) quality pictures of the program per month to use on social media;
6. Promote table tennis in the community;
7. Organise local competitions with the support of the Foundation;
8. Report any matters requiring attention to the Foundation's General Administrator or Executive Director.

The foundation agrees to pay the coordinator as follows:

1. USD **(X) per hour** for coordinating and monitoring local program (bullets 1, 2, 4, 5, 6 and 8 above);
2. USD **(X) per hour** coaching after school program (bullet 3, up to X hours per month).

Date:

Signature:

(Organisation Executive Director)

Date:

Signature:

(Local Coordinator)

11/11/2019

School Name:

[illegible]

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Name:

[illegible]

Appendix 5: MOU with National Association

Memorandum of understanding (MoU) between

(Name of country) Table Tennis Association represented by **(name of president)**, president, herein referred to as Association

and

(Name of non-profit organisation) represented by **(name of Executive Director)**, Executive Director, herein referred to as Organisation

This MoU describes the respective roles and responsibilities of the Association and Organisation, as well as ways in which they collaborate to help promote the sport of table tennis in **(name of country)**:

- The Association is recognised by the National Olympic Committee and the International Table Tennis Federation as the official table tennis association of **(name of country)**;
- The Association organises competitive table tennis for **(name of country)** within the country and internationally;
- The Association is responsible alongside the Ministry of Education for organising inter-school competitions;
- The Organisation ensures through the purchase of equipment, hiring local coordinators and providing coaching courses that table tennis is integrated into primary and secondary school curricula as well as into after school programs;
- The Organisation enables persons of all ages, gender and ability to play table tennis at a recreational level;

The Association and Organisation agree to:

1. Meet twice per year to discuss programs and activities.

The Organisation agrees to:

1. Publish all activities and equipment loans on their website **(insert website link)**;
2. Provide the Association with a yearly report of activities.

Date:

Date:

Signature:

Signature:

(Organisation Executive Director)

(Association President)