



ITTF - Oceania
STRATEGIC PLAN
2021 - 2024

Table Tennis. For All. For Life.



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Foreword



Anthony Ho
President
2017 - July 2021

It gives me great pleasure to see the progress ITTF-Oceania as a continent has made in its strategic direction following its first documented 4 year strategic plan in 2017.

We were the first table tennis continent to provide a Strategic plan in 2017 and probably the first to review and present a revised Strategic Plan for the 2021 to 2024 period.

As the saying goes "If we fail to plan, we plan to fail" and for any plan we need to be SMART. And that means the plan should be Specific, Measurable, Assignable, Relevant and Time-based.

With the experiences of the ongoing COVID-19 pandemic, we have also had to take a good look at contingencies and risks in our planning especially in what can be achieved during these more uncertain times and also the future direction of our sport.

We all understand that the Strategic Plan is a living document that is subject to change and I hope all our stakeholders and especially our Member Associations (MAs) will embrace the Strategic Plan that will not only assist each MA within Oceania in their goals but will also greatly enhance the mission, vision and values of all stakeholders and ITTF-Oceania as a whole.



Graeme Ireland
Acting President
August 2021

As Deputy President, it was my sad duty to accept the role of Acting President after the tragic passing of our President, Anthony Ho, in July 2021.

Anthony led ITTF-Oceania for many years and his knowledge and skill were respected internationally.

We need to work to complete the Strategic Plan and work towards Anthony's vision for the growth of table tennis for all MAs in Oceania.

I hope all our stakeholders - especially our MAs - will embrace the Strategic Plan and collaborate with ITTF-Oceania for the betterment of table tennis in the continent as a whole.



Introduction

ITTF-Oceania needs to build on the foundations provided by the 2017 – 2020 Strategic Plan, while managing the short-term challenges of COVID-19.

ITTF-Oceania Management Committee members from each region within Oceania, Oceania Athletics, ITTF, staff and administrators were invited to contribute to the Strategic Plan.

Those who contributed included:

• **Anthony Ho (Deceased)**

President of ITTF-Oceania/ITTF Board of Directors Working Group Member from 9 October 2020 – 29 July 2021

• **Graeme Ireland**

Acting President of ITTF-Oceania /ITTF Board of Directors/ITTF Technical Commissioner Working Group Member from 18 August 2021

• **Sarah Sandley**

Deputy President ITTF-Oceania Management Committee

• **Joh Fifita**

ITTF-Oceania Management Committee Member/Secretary Tonga Table Tennis Federation Working Group Member from 18 August 2021

• **Scott Houston**

ITTF-Oceania Management Committee/CEO Table Tennis Australia

• **Gerald Huioutu**

ITTF-Oceania Management Committee/ President Tahiti Table Tennis Federation Working Group Member from 9 October 2020 – 9 June 2021

• **James Ji**

ITTF-Oceania Management Committee /ITTF Board of Directors/President Guam Table Tennis Federation

• **Xuan (Carolyn) Li**

Treasurer of ITTF-Oceania Management Committee/ ITTF Board of Directors/Acting Secretary Fiji Table Tennis Association

• **Mounir Bessah**

ITTF Member Relations Director

• **Yvonne Mullins**

Executive Director Oceania Athletics/ OSFO Executive Committee Member

• **Barry Griffiths**

ITTF-Oceania CEO

Our Strategic Plan embodies all stakeholder views and is representative of the diverse needs of our region. This is our roadmap for development until the end of 2024 as we continue to make our vision: "Table Tennis. For All. For Life" a reality!



ITTF Oceania - What We Do

ITTF-Oceania was founded in 1977 and is the governing body for the sport of table tennis in our region. Our main function is to govern and develop the sport for the benefit of players, coaches, officials and administrators as well as representing our 24 Member Associations (MAs).

The majority of work in Oceania is undertaken on a voluntary basis and Oceania has no professional table tennis players, so the operating environment is challenging.

An Oceania Game



Member Associations as affiliated members of a sport in Oceania.

Bounce it Back (Schools Programme)



Participants from Tonga and Fiji with 52% of participants being female.

*Due to the impact of COVID-19, we have used data from 2019.

Events



Smash Down Barriers (Table Tennis Disability Programme)



Participants from 3 countries, with 28% of participants having a disability. 15 Pacific Island staff members employed.

Development



Increasing Capacity



Gender



Pacific Engagement



Vision, Mission & Values



VISION

Table Tennis.
For all.
For life.



MISSION

Providing the platform and tools to inspire table tennis growth in Oceania through: Showcasing the sport in our regions, collaborative work between all stakeholders and transparent progressive leadership.



VALUES

Respect
Inclusion
Enjoyment
Professionalism



RESPECT - for the game of table tennis and for each other's cultures, perspectives and contributions.

INCLUSION - embracing diversity at all levels of the sport, accessible for people of all ages, abilities, backgrounds, and cultures.

ENJOYMENT - finding pleasure, fitness and friendship from engaging with table tennis.

PROFESSIONALISM - providing strong processes, transparency and good governance.



Strategic Context

COVID-19

The Oceania continent will emerge slowly from COVID-19 during the period covered by this strategic plan. Generally slow vaccination rates, coupled with insufficient health infrastructures have led to ongoing national border closures and lockdowns to keep the virus at bay. This will continue to affect hands-on development work with MAs as well as Oceania events. ITTF-Oceania has moved as much of its governance, training and development work as possible online and thanks ITTF and MAs for their ongoing assistance and understanding.

RESOURCE DEPENDENCY

ITTF-Oceania is financially dependent on ITTF, which provides the majority of funding for table tennis in our region. Whilst we are grateful to the ITTF for this support and acknowledge them as our most important stakeholder, we also recognise that it is desirable for us to complement and expand this with other sources of revenue that support our work. The Strategic Plan lays out some of the ways we will go about this, for example:

- Promote both Bounce it Back (BiB) and Smash Down Barriers (SDB) programmes with local governments, ministries of education and commercial sponsors. These are powerful programmes that can provide huge benefits for our Pacific members and at the same time generate revenue for us.

Player numbers and high-performance pathways for both able-bodied players and people with disabilities

Australian athletes performed well at the 2021 Paralympics. However, taking the region as a whole, at a high-performance level, there is a widening gap between Oceania and other continents. This plan proposes to address this with a dual focus on strengthening the infrastructure and systems that are required to gain more volunteers and players across Oceania, as well as strengthening the region's high-performance and competitive pathways e.g.:

- A continued focus on professional governance and administrative capacity is critical to the development of our MAs and will result in improved outcomes in terms of both participation (player numbers) and high-performance.
- With the school focus of our BiB programme and also the ITTF development and event funding, we will create improved participation and high-performance pathways for able-bodied players, people with disabilities officials and volunteers.
- With US \$100,000 value-in-kind training opportunities provided annually by the ITTF, we will have further high-performance opportunities for Oceania players.
- Create a higher profile by investing in media and communications. This will help to raise awareness of table tennis and support the growth of player numbers.

Our Four Strategic Priorities

It is important to reflect the significant impact that COVID-19 has had on our operations in 2021 with the cancellation or postponement of numerous Oceania events and activities as a result of lockdowns and travel restrictions. The impact of COVID-19 is likely to be ongoing through to 2024.

1

OPERATIONS AND GOVERNANCE

To strengthen and enable the organisational capacity and capability of ITTF-Oceania through empowering staff and volunteers for our members.

2

HIGH PERFORMANCE & DEVELOPMENT

Support Member Associations in the development of all forms of table tennis players through innovation and the implementation of development initiatives for players, coaches, officials and administrators.

3

EVENTS

Establish and grow events including National, Regional and ITTF-Oceania events.

4

MEDIA AND COMMUNICATION

Raising the profile of table tennis in Oceania and keeping stakeholders informed.



1. Operations & Governance

To strengthen the organisational capacity and capability of ITTF-Oceania, so that we can be of more service to our MAs.

- Support MAs to develop stronger, more transparent leadership through good practice governance structures, policies and procedures.
- ITTF-Oceania to develop stronger, more transparent leadership through good practice governance structures, policies and procedures.
- Create a regional structure that provides strong representation from all MAs.
- Comply with the ITTF Code of Ethics and the ITTF Handbook.
- Manage finances responsibly and transparently with budgets for each Strategic Priority area.

KEY OUTCOMES

Increase the number of MAs with paid administrative staff in 2022 from 5 to 7.

Update constitution and policies in 2022.

Establish 3 Pacific regions of Melanesia, Micronesia and Polynesia in 2022.

Comply with the ITTF Code of Ethics and the ITTF Handbook.

Generate a sustainable surplus from 2023 onwards.

2. High-Performance & Development

Support MAs in the growth of table tennis through innovation and the implementation of development opportunities for players, coaches, officials, administrators and volunteers.

- To increase the capacity of MAs to deliver inclusive participation programmes and promote healthy lifestyles through table tennis.
- To provide clear pathways for players, coaches, officials, administrators and volunteers to transition from community to high-performance.
- Promote inclusion, active healthy lifestyles and other social responsibility programmes through table tennis in schools, disability organisations and community engagement activities.
- Target ITTF MAs with low activity to join the high-performance and development activities.
- Target volunteers, particularly former players, to assist the development and mentoring of players, coaches, officials and administrators.

KEY OUTCOMES BY 2024

Increase MAs with administrative staff from 5 to 7 and development staff from 8 to 10.

Increase capacity as follows:
14 MAs competing at the Pacific Games
15 ITTF Certified Level 1 Coaches.
10 ITTF level 1 umpires (basic umpires).
6 ITTF level 2 umpires (national umpires).

Increase participation as follows:
8 MAs conducting BiB programmes
10 MAs with staff trained in BiB programmes
3 SDB programmes.

Engage 18 MAs in at least 1 HPD activity.



3. Events

Establish and grow events including National, Regional and ITTF-Oceania events.

- Increase hosting capacity for national, regional and continental events: technical, infrastructure and commercial.
- Ensure that the best players are consistently playing in the most important events starting from the regional level.
- Create attractive, entertaining, exciting and inclusive events that are engaging and relevant in local markets.
- Support an increasing number of MAs to conduct an annual national championship.
- Explore opportunities and partnerships to include all ages and abilities.
- Explore implementing Oceania Rankings (and systems) across all ITTF age groups.

KEY OUTCOMES BY 2024

12 MAs participate in the Oceania Championships.
18 MAs to participate in Melanesia, Micronesia and Polynesia regional events.

Increase prize money and event presentation.

Live streaming and live results for all events.
Have a promotion/entertainment plan for all events.

Make events more inclusive by adding para categories and age groups to events.
Minimum of 3 additional opportunities and partnerships established by 2024.

18 MAs conduct a national championship.

Implement an Oceania ranking system if feasible.

4. Media & Communication

Raise the profile of table tennis in Oceania and keep stakeholders informed.

- Promote table tennis across all media to engage fans and stakeholders.
- Promote 'local heroes' to inspire the next generation of table tennis players and improve brand awareness of table tennis.
- Increase brand awareness of table tennis to participants, sponsors and governments.
- Increase live streaming and live results of all events.
- Create a database that captures players, officials, coaches and volunteers. Promote our news, events and activities to our database.

KEY OUTCOMES

Promote table tennis as a 'sport for all' across all media and communications.

Promote 'local heroes' from each region of Melanesia, Micronesia and Polynesia by 2022.

Promote the SDB and BiB brands across all media to support the growth of these programmes. Increase social media posts and articles by 50% and engagement by 50% by 2024.

All ITTF-Oceania events to have live streaming and live results by 2022.

Establish a database of players, coaches, officials and fans. Appoint a staff member/contractor to manage this key area.



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