



Singapore Table Tennis Association FY2026 – 2031 Multi Year Sports Plan



STTA Multi-Year Sport Plan 2026 to 2031

Our Vision ●● **TO MAKE TABLE TENNIS THE MOST POPULAR SPORT IN SINGAPORE** ●●

Our Purpose ●● **TO DEVELOP WORLD CLASS TABLE TENNIS PLAYERS & PROMOTE TABLE TENNIS VIGOROUSLY** ●●

Mission: Developing world class table tennis players by identifying, nurturing and motivating aspiring table-tennis talents to become the best that they could be

VALUES: EXCELLENCE ● INCLUSIVE ● INTEGRITY ● FRIENDSHIP & RESPECT ● MERITOCRACY ● TRANSPARENCY ● NURTURING ● ACCOUNTABILITY

		FY26/27	FY28/29	FY30/31
Targets	High Performance	1. 1 AG podium 2. 4 SEAG Gold	1. 3 OG qualification 2. 4 SEAG Gold	1. 1 AG podium 2. 4 SEAG Gold
	Sport Development	1. Host at least 5 local tournaments 2. Host SEA Youth C'ships (FY26) 3. Achieve approx. 320 ZTC athletes	1. Host at least 6 local tournaments 2. Host SEA Championships (FY28) 3. Achieve approx. 340 ZTC athletes	1. Host at least 8 local tournaments 2. Achieve approx. 360 ZTC athletes

1

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Athlete Cohort

1. Relocation of Yishun ZTC to Seng Kang or Canberra in FY26/27
2. Programme customization and enhancement (JDSSP)
3. Establish MOU with foreign clubs for increased training and competition opportunities.
4. Maintain incentive schemes to retain quality players
5. Implement new incentive scheme to retain top tier players

Coaching

1. Closer partnership with SSP to streamline coaching quality, consistency, and seamless transition for players.
2. Identify and attract suitable / potential Singaporean HP coaches.
3. Attract and hire foreign world class coaches to raise the bar of the entire HP coaching standards in STTA

Competitions

1. Organisation of SEA Youth C'ships in 2026
2. Organisation of SEA C'ships in 2028
3. Continue to host Invitational Junior, Cadet & Hopes (regional youth level). STTA strives to improve the level and quality of organization of the event.
4. Increase competition opportunities and quality by sending local players to play in foreign leagues (Asia, Europe)
5. Continually strive for strategic competition exposure to earn world ranking points, and achieve major competition qualification

Facilities

1. Ensuring quality DTE in the relocated ZTC – quality coaching and robust athlete identification
2. Prepare for relocation to TPID in 2028/29 – priority in providing quality DTE for STTA's high performance programme

Business Cap, Sponsorship and Partnerships, System Management

1. Expansion of facilities resulting in increased intake (ZTC/JDS/YTS)
2. Conduct biennial fundraising
3. Engage and maintain good rapport with current sponsors and donors whilst sourcing potential sponsors and donors
4. Manage STTA membership system



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Mission: Developing world class table tennis players by identifying, nurturing and motivating aspiring table-tennis talents to become the best that they could be
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Targets

	FY26/27	FY28/29	FY30/31
High Performance	1. 1 AG podium 2. 4 SEAG Gold	1. 3 OG qualification 2. 4 SEAG Gold	1. 1 AG podium 2. 4 SEAG Gold
Sport Development	1. Host at least 5 local tournaments 2. Host SEA Youth C'ships (FY26) 3. Achieve approx. 320 ZTC athletes	1. Host at least 6 local tournaments 2. Host SEA Championships (FY28) 3. Achieve approx. 340 ZTC athletes	1. Host at least 8 local tournaments 2. Achieve approx. 360 ZTC athletes

1

2

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Athlete Cohort

FY26/27

- Foundation (ZTC): 320
- Development (JDS, SWS, YTS): 140~150
- Excellence (IS/NT): 20

FY28/29

- Foundation (ZTC): 340
- Development (JDS, SWS, YTS): 140~150
- Excellence (IS/NT): 22

FY30/31

- Foundation (ZTC): 360
- Development (JDS, SWS, YTS): 150~160
- Excellence (IS/NT): 24

Coaching

FY26/27

- Foundation (ZTC): 12 coaches (~10% PR/Singaporeans)
- Development (JDS, SWS, YTS): 14 coaches (~10% PR/Singaporeans)
- Excellence (IS/NT): 6 coaches (~10% PR/Singaporeans)

FY28/29

- Foundation (ZTC): 12 coaches (~15% PR/Singaporeans)
- Development (JDS, SWS, YTS): 14 coaches (~15% PR/Singaporeans)
- Excellence (IS/NT): 6 coaches (~15% PR/Singaporeans)

FY30/31

- Foundation (ZTC): 12 coaches (~20% PR/Singaporeans)

Competitions

FY26/27

- Major games podium (as above)
- Host 5 local / age group competitions
- Host 1 regional age group invitational
- Host 1 SEA Youth C'ships

FY28/29

- Major games podium & qualification (as above)
- Host 6 local / age group competitions
- Host 1 regional age group invitational
- Host 1 SEA C'ships

FY30/31

Facilities

1. Relocation of Yishun ZTC to Seng Kang or Canberra in FY26/27
2. Provision of quality DTE at TPID after the relocation to ensure continued high-performance success.

Business Cap, Sponsorship and Partnerships, System Management

1. Higher revenue from program fees by about 1% by FY31 due to increase in headcount and subject to availability of facilities and funding for coaches
2. Continue to receive Donation & Sponsorship income at the same or increased level
3. Continue to receive Membership fees from Individual Members

Performance Targets FY26 to FY31

		FY26/27		FY28/29		FY30/31	
High Performance	1. To continue winning medals at Major Games and Championships	World	WTTTC – Top 16 WTTTC – Top 8	World	WTTTC – Top 16 WTTTC – Top 8 OG – 3 qualification – added to match slide 2	World	WTTTC – Top 16 WTTTC – Top 8
		Asian	2026 AG – 1 medal	Asian	Asian Table Tennis Championships – Top 8	Asian	2030 AG – 1 medal
		SEA	2027 SEA Games – 4 Gold	SEA	2029 SEA Games – 4 Gold	SEA	2031 – 4 Gold
Sport Development	1. Develop local TT talents, Local Coaches and Technical Officials 2. Vibrant Competitions Calendar	1. Host at least 5 local tournaments 2. Host SEA Youth C'ships (FY26) 3. Achieve approx. 320 ZTC athletes 4. Conduct coaching course / CCE courses / Umpire Courses 5. Implement NROC requirement for side coaching		1. Host at least 6 local tournaments 2. Host SEA Championships (FY28) 3. Achieve approx. 340 ZTC athletes 4. Conduct coaching course / CCE courses / Umpire Courses		1. Host at least 8 local tournaments 2. Achieve approx. 360 ZTC athletes 3. Conduct coaching course / CCE courses / Umpire Courses 4. Achieve approx. 3,400 participants in competitions, including 565 specific individuals 5. At least 6 Full members with active table tennis initiatives/programmes	
Business Cap, Sponsorship and Partnerships, System Management	1. Maintain current sources of revenue and explore new income stream	1. Continue to receive Donation & Sponsorship income at the same or increased level 2. Receive Membership fees from Individual Members		1. Higher revenue collected from program fees due to increase intake 2. Continue to receive Donation & Sponsorship income at the same or increased level 3. Continue to receive stable source of income from Members		1. Higher revenue collected from program fees due to increase intake 2. Continue to receive Donation & Sponsorship income at the same or increased level 3. Continue to receive stable source of income from Members	

Athlete Cohort Numbers

Athlete Cohort	Expanding athlete participation whilst enhancing training quality to achieve quality athlete pipeline for sustained high-performance outcomes				
Key Focus	1. Increasing quantity and quality of athlete pipeline through maintaining / bettering training programme by retaining and attracting quality coaches 2. Work towards providing ideal coach to athlete ratio for each programme				
KPI	FY26/27		FY28/29		FY30/31
	• ZTC: 320 • Development: 140~150 • Excellence: 20		• ZTC: 340 • Development: 140~150 • Excellence: 22		• ZTC: 360 • Development: 150~160 • Excellence: 24
FDES Stages	Stage Description	Athlete Cohort			
		Current	FY26/27	FY28/29	FY30/31
Foundation	Learn to Play; Demonstrating competence in sports from training, competition and talent identification	300	ZTC: 320	ZTC: 340	ZTC: 360
Development	Sport specific commitment, with introduction to high performance environment and preparation for international competition excellence	Approx 140 JDS – 104 YTS – 20 SWS – 20	Total: 140~150 JDS – 104 YTS – 20 SWS – 24	Total: 140~150 JDS – 104 YTS – 20 SWS – 24	Total: 150~160 JDS – 104 YTS – 24 SWS – 24
Excellence/ Sustainability	Pursuit of international podium success at Regional, Asian and World	Total: 18 NT – 8 IS – 10	Total: 20 NT – 10 IS – 10	Total: 22 NT – 11 IS – 11	Total: 24 NT – 12 IS – 12

Coaching

Coaching	Expanding our coaching team whilst enhancing coaching competencies to drive sustained high-performance outcomes		
Key Focus	1. Expand coaching capacity across all training stages whilst upgrading selected coaches through targeted professional development 2. Build and develop coach educator capability 3. Systematically identify and attract suitable local coaches through targeted recruitment strategies		
KPI	FY26/27	FY28/29	FY30/31
	• All JDS,SWS and YTS coaches to be NROC Level 2 • Professional Development of selected coaches (Gao Ning, Sun Beibei) • Foundation (ZTC): 10 coaches (~10% PR/Singaporeans) • Development (JDS, SWS, YTS): 12 coaches (~10% PR/Singaporeans) • Excellence (IS/NT): 5 coaches (~10% PR/Singaporeans)	• Professional Development of selected coaches (Hao Anlin, Wang Qiong, Cui Wei) • Foundation (ZTC): 12 coaches (~15% PR/Singaporeans) • Development (JDS, SWS, YTS): 14 coaches (~15% PR/Singaporeans) • Excellence (IS/NT): 6 coaches (~15% PR/Singaporeans)	• Professional Development of selected coaches • Foundation (ZTC): 12 coaches (~20% PR/Singaporeans) • Development (JDS, SWS, YTS): 14 coaches (~20% PR/Singaporeans) • Excellence (IS/NT): 6 coaches (~20% PR/Singaporeans)

FDES Stages	Stage Description	Coach Cohort			
		Current	FY26/27	FY28/29	FY30/31
Foundation	Learn to Play; Demonstrating competence in sports from training, competition and talent identification	11	12	12	12
Development	Sport specific commitment, with introduction to high performance environment and preparation for international competition excellence	12	14	14	14
Excellence/ Sustainability	Pursuit of international podium success at Regional, Asian and World	4	6	6	6

Competitions

Competitions	1. Providing systematic competition exposure to develop resilient, experienced athletes capable of achieving sustained high-performance success 2. To sustain competitive sharpness via strategic competition exposure, earn world ranking points, and achieve major competition qualification		
Key Focus	• Continually strive for strategic competition exposure to earn world ranking points, and achieve major competition qualification • Hosting of regional / international competitions to bring together elite Table Tennis players from other parts of the world to Singapore		
KPI	FY26/27	FY28/29	FY30/31
	• Organisation of SEA Youth C'ships 2026 • Qualification for AG26 and LA28 • Major games podium	• Organisation of SEA C'ships 2028 • Qualification for LA2028 • Major games podium	• Major games qualification and podium

FDES Stages	Competitions		
	FY26/27	FY28/29	FY30/31
Foundation	5 competitions per year (local)	6 competitions per year (local)	8 competitions per year (local)
Development	JDS – 6 to 8 competitions SWS, YTS – up to 8 competitions	JDS – 6 to 8 competitions SWS, YTS – up to 8 competitions	JDS – 6 to 8 competitions SWS, YTS – up to 8 competitions
Excellence/ Sustainability	IS, NT – 8 to 12 competitions	IS, NT – 8 to 15 competitions	IS, NT – 8 to 15 competitions

Facilities

Facilities	Delivering consistently excellent training environments and adequate facility access to optimise athlete development and performance outcomes.
Key Focus	• Provision of optimal (adequate) training facilities for all athletes training in the programme (2 athletes to 1 table) • Provision of IF requirement (specification and quality) for IS and NT • Maintain the number of ZTC programmes in Singapore at 6

FDES Stages	Facilities		
	FY26/27	FY28/29	FY30/31
Foundation	6 centres / locations	6 centres / locations	6 centres / locations
Development	2 centres / locations (SSP & OCBC Arena Hall 6)	2 centres / locations (TPID & SSP)	2 centres / location (TPID & SSP)
Excellence/ Sustainability	1 centre / location (OCBC Arena Hall 6)	1 centre / location (TPID)	1 centre / location (TPID)

Business Cap, Sponsorship and Partnerships, System Management

Business Capability	Maintain current sources of revenue and explore new income stream		
Key Focus	• Increase in the number of program trainees. • Sponsorship, donation drives and Fund Raising Golf/Dinner events. • Management of Full, Ordinary and Individual membership fees collection.		
KPI	FY26/27	FY28/29	FY30/31
	• Continue to receive Donation & Sponsorship income at the same or increased level • Receive Membership fees from Individual Members	• Higher revenue collected from program fees due to increase intake • Continue to receive Donation & Sponsorship income at the same or increased level • Continue to receive stable source of income from Members	• Higher revenue collected from program fees due to increase intake • Continue to receive Donation & Sponsorship income at the same or increased level • Continue to receive stable source of income from Members
Current	Targets for FY26 – FY31		
	FY26/27	FY28/29	FY30/31
Programme fee received based on current headcount 300	Programme fee received based on increased headcount to 320	Programme fee received based on increased headcount to 340	Programme fee received based on increased headcount to 360
Current donation & sponsorship about \$400k biennially.	Maintain donation & sponsorship at about \$400k biennially; Rally donations towards OTSF	Maintain donation & sponsorship at about \$400k biennially; Rally donations towards OTSF	Maintain donation & sponsorship at about \$400k biennially; Rally donations towards OTSF
Current membership fees at about \$20k	Maintain membership fees at about \$20k	Maintain membership fees at about \$20k	Maintain membership fees at about \$20k

Annex A - SPLISS Model

The **SPLISS (Sports Policy factors Leading to International Sporting Success)** model is a research-based framework that identifies nine key pillars critical for achieving elite sporting success at the international level.

The model emphasises that success requires comprehensive, holistic strategies that address coaching, facilities, athlete development, and competition exposure simultaneously rather than focusing on isolated elements. It helps to systematically identify gaps across all critical success areas and prioritise resource allocation.

SPLISS model: De Bosscher, V., De Knop, P., van Bottenburg, M., Shibli, S. (2006). A conceptual framework for analysing sports policy factors Leading to international sporting success. European Sport Management Quarterly, 6(2), 185-215.

