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22

MNA SURVEY REPORT

WORLD TAEKWONDO
GENERAL ASSEMBLY

THE GRAND SUITE, VERMILLION

14 MAY 2019

MANCHESTER, UNITED KINGDOM

Foreword

*"Peace in Mind,
Taekwondo at Heart"*



Dear World Taekwondo Family,

As we commemorate the 50th Founding Anniversary of World Taekwondo, we celebrate the incredible growth and development of this global organization. From humble beginnings with 35 representatives from 17 founding Member National Associations (MNAs), World Taekwondo has blossomed into the fourth largest international federation in the Olympic and Paralympic movements, with a global membership of 213 MNAs this year after the inclusion of our latest member, Namibia.

I would like to thank every single MNA and organizing committee for their generosity in hosting Taekwondo events in 2022. Taekwondo is not just a sport but also a means to promote peace and foster partnerships.

Given Taekwondo's remarkable global outreach with a representation of 53 MNAs in Africa, 44 in Asia, 52 in Europe, 19 in Oceania, and 45 in Pan America, we want to ensure that it continues to grow and thrive in a manner that is sustainable, inclusive, and promotes the highest standards of governance.

Foreword

In this regard, World Taekwondo is committed to promoting good governance practices among its members, and the MNA Survey Report provides a valuable tool to achieve this goal by identifying the most effective solutions for continuous improvement.

The MNA Survey will be aligned with global targets and principles, including but not limited to the IOC's Basic Universal Principles of Good Governance and ASOIF's Good Governance review.

The MNA Survey will serve as the bedrock of World Taekwondo's database of each member association. Every MNA has its distinct strengths and challenges, and World Taekwondo embraces such diversity. After all, you as the MNAs are the reasons why World Taekwondo exists.

I want to express my gratitude to everyone who has contributed to the development of Taekwondo worldwide. Taekwondo masters, athletes, coaches, technical officials, administrators, and volunteers all play a crucial role in making this sport a global phenomenon. Together, we can continue to promote peace, foster partnerships, and inspire individuals through the power of Taekwondo. Thank you for always having Peace in Mind, Taekwondo at Heart.

Sincerely yours,

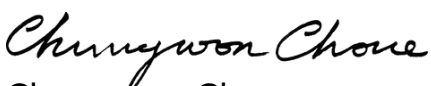

Chungwon Choue
President

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Introduction

1. Executive Summary

This document is a report of the 2022 MNA (Member National Association) Survey led by the WT Member Relations & Development Department (MRD) and supported by the WT GMS team.

This initiative is part of WT's effort to better understand and to help enhance the capacity of administration and governance of each MNA.

The survey questionnaire consisted of 31 questions, including 6 for background information and 25 measurable indicators covering five principles: Governance, Transparency, Integrity, Democracy, and Development. The 25 questions were scored on a 0-2 scale, with a maximum possible score of 50 points. Some of the questions required supporting evidence, such as file attachments or website links.

The survey was conducted online from October 7 to 21, 2022 in four languages: English, French, Spanish and Arabic.

Article 8.4 of the WT Statutes states that participation in MNA Survey is one of the membership requirements. Out of 212 WT MNAs, a total of 163 MNAs (77%) participated in the survey.

This year's report served as the basis for creating the MNA Ranking, which is set to be publicly released in the first half of 2024. MNAs who submitted the survey received an individual report with their results and rank, along with examples of good governance practices for reference.

WT recognizes the importance of assessing the state of good governance among MNAs to identify the most effective solutions for continuous improvement.

Introduction

2. Key Findings



77%
**Participation
Rate**

This report presents the results of the MNA Survey 2022, which assessed the performance of 163 MNAs out of 212, achieving a participation rate of 77%, a 4% increase compared to the previous report.



21.0/50.0
**Overall Mean
Moderated Score**
**MNA Survey
2022**

The survey evaluated the MNAs' performance based on five principles: Governance, Transparency, Integrity, Democracy, and Development. Each principle had five indicators scored on a 0-2 scale, for a maximum theoretical score of 10 points per principle, and a total score of 50 for the overall MNA Survey. The overall mean moderated score for the MNA Survey 2022 is 21.0.

The MNA Ranking, which is expected to be released in the first half of 2024, will be developed using this year's report as its foundation. Based on the moderated scores calculated from the responses and supporting evidence provided by the MNAs, 6 MNAs scored in the A1 Group (41-50 points), 26 in A2 (31-40 points), 46 in B1 (21-30 points), 60 in B2 (11-20 points), and 25 in the C Group (0-10 points) (see Table 1). The mean score for each principle can be observed in Table 2.

Table 1. Number of MNAs per group based on total moderated scores

Group	MNAs
A1 (41-50 points)	6
A2 (31-40 points)	26
B1 (21-30 points)	46
B2 (11-20 points)	60
C (0-10 points)	25
Total	163

Introduction

2. Key Findings

Table 2. Mean moderated score per section

Section	Mean Score*
Governance	4.9
Transparency	4.0
Integrity	3.1
Democracy	6.1
Development	2.9

*Out of a maximum of 10

The highest-scoring principle was Democracy, while the lowest-scoring principle was Development. The areas of Transparency, Integrity, and Development received lower scores, indicating a need for improvement. MNAs should prioritize these principles to enhance their performance and promote good governance. The high score in the Democracy principle is an encouraging sign and should be maintained to ensure a healthy and vibrant democratic system.

In conclusion, the results of the MNA Survey 2022 underscore the importance of improving the MNAs' performance and addressing areas that received lower scores. The survey provides a valuable benchmark for MNAs to assess their strengths and weaknesses and identify areas that need attention. Improving the performance in these areas will ultimately contribute to a more effective and accountable ecosystem that fosters the development of Taekwondo and positively impacts the well-being of athletes and the wider sports community.

1. Background

This section aims to gather information and statistics about the key figures involved in the development of Taekwondo in the MNAs. In particular, the goal is to gain a comprehensive understanding of the current state and capacities of Taekwondo development in the MNA as it relates to its role as the national governing body.

The questions are related to Taekwondo population, registered Taekwondo practitioners, year of Taekwondo introduction and pioneer master, public or private institutions adopting Taekwondo, source of income, and annual budget.



Question 1.1

What is the best estimated total population of Taekwondo practitioners in your country?

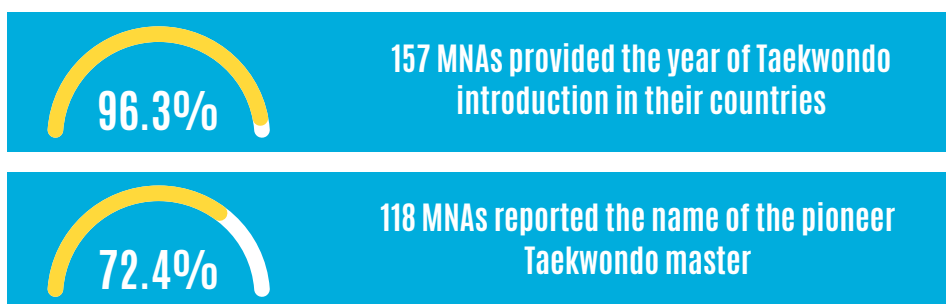
Question 1.2

What is the number of registered Taekwondo practitioners in your country?

Question 1.3

Which year was Taekwondo first introduced to your country? Who is the pioneer Master in your country?

Findings



Measures

- Maintain updated Taekwondo registry data for tracking changes in figures.
- Establish a strategy and monitor progress towards increasing the number of Taekwondo practitioners worldwide.

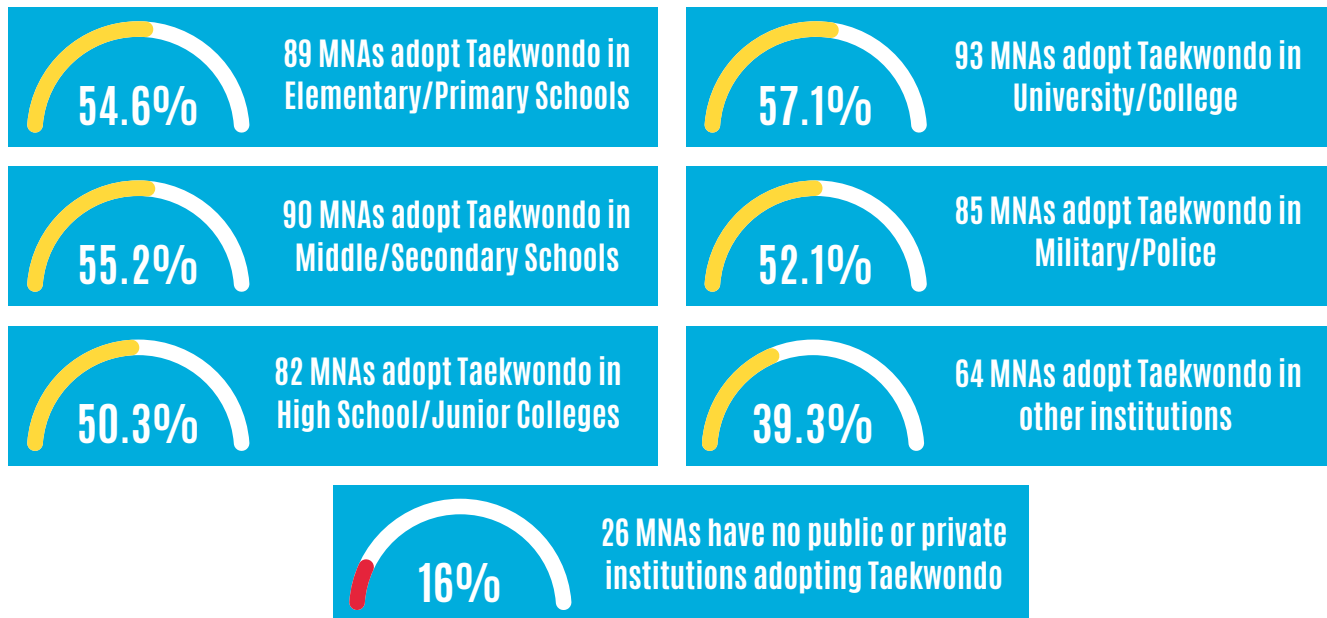
Reference for MNAs

- Keep a record of MNA historical data.
- Investigate and maintain an updated registry of Taekwondo practitioners in the country.
- Develop a strategic plan to increase Taekwondo practitioners based on insights and statistical analysis of registry data.
- Review and adjust the plan annually based on monitored progress and results.

Question 1.4

Which public or private institutions in your country adopt Taekwondo?

Findings



Measures

- Identify the reasons behind the low adoption rate in the 26 MNAs where Taekwondo is not adopted in any public or private institution.
- Encourage and facilitate partnerships between Taekwondo organizations and educational institutions to increase adoption rates.
- Develop and implement policies and programs to promote the benefits of Taekwondo in educational and other public and private institutions.

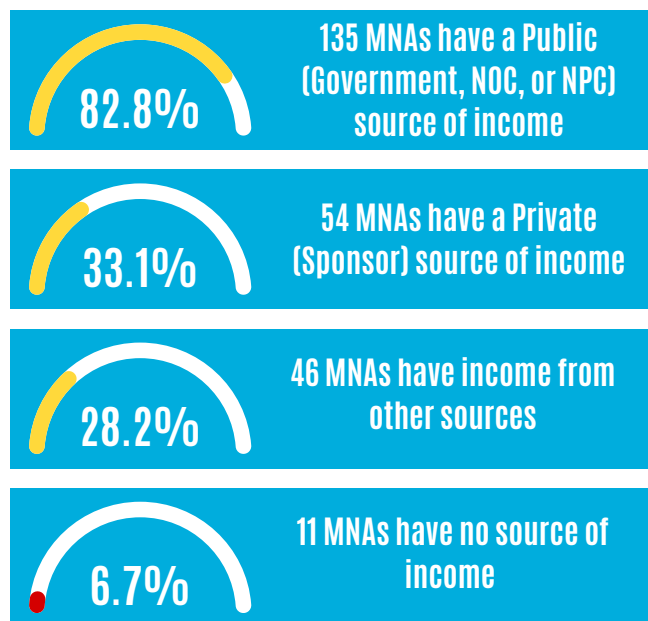
Reference for MNAs

- Encourage participation in Taekwondo programs in schools or institutions.
- Promote the benefits of Taekwondo to school administrators, teachers, and other decision-makers to increase adoption rates.
- Participate in Taekwondo events and competitions to showcase the benefits and value of the sport to the wider community.

Question 1.5

What is the source of income for MNA?

Findings



Measures

- Actively promote the WT Development Program and encourage MNAs with limited or no sources of income to apply for it.
- Strengthen partnerships to secure more sources of funding for MNAs.

Reference for MNAs

- Analyze the possibility of acquiring alternative funding sources such as grants, donations, or crowdfunding.
- Visit the following link at the WT website to explore the updated guidelines and application forms for the WT Development Program:
 - <http://www.worldTaekwondo.org/development-wt/program.html>

Question 1.6

What is the annual budget of MNA in USD?

Findings

- Responses to this question varied widely and some MNAs did not provide any information. It should be noted that this is a self-declared question and not externally verified.

Measures

- Based on the current results, develop objective multiple-choice indicators with a defined range of annual budget to allow for a comprehensive analysis and categorization.
- Compare and analyze the impact of the MNAs' annual budget on the total moderated score in the MNA Survey to identify any patterns or trends in the data.

Reference for MNAs

- Provide accurate and detailed information about the annual budget to allow for categorization, analysis, and comparison.

2. Governance

This section aims to provide an overview of the MNA's internal administration and how it functions as an organization. The results can be utilized to identify strengths and weaknesses in the MNA's governance and to inform future decision-making processes.

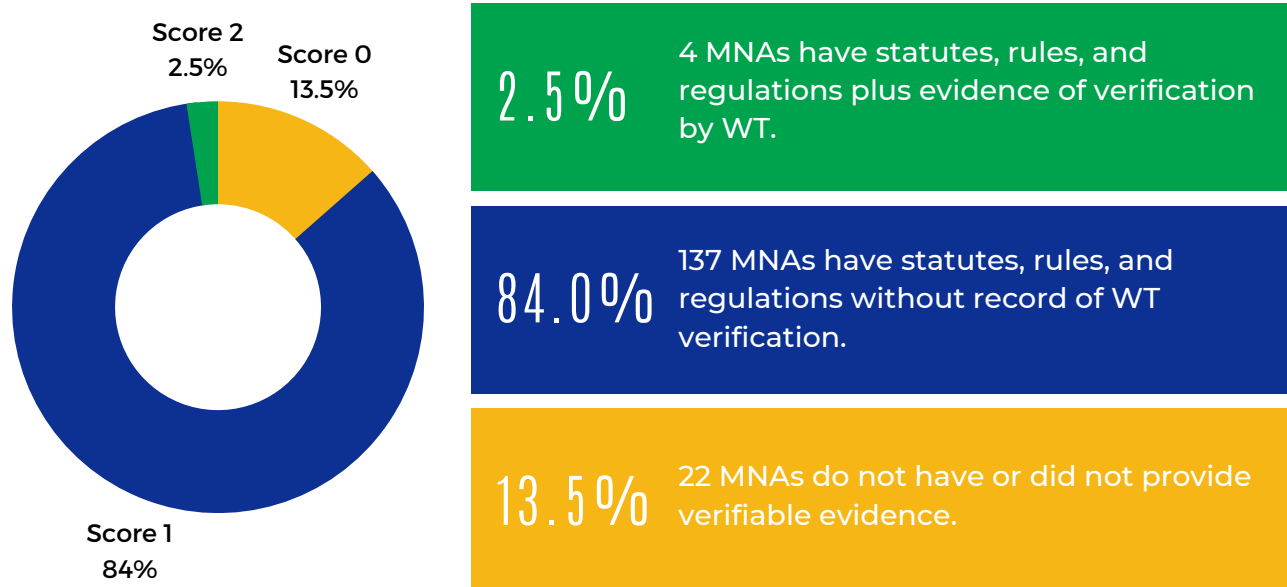


The questions cover information on MNAs' governing documents, organizational structure, policies, committees, and communication channels.

Question 2.1

MNA Statutes, rules, and regulations

Findings



Measures

- Request all MNAs to make their constitutions available in English for review (Article 3.2 WT Statutes).
- Review each MNA's constitution to check if the basic standards are met and provide verification accordingly. Store the data for future reference.

Reference for MNAs

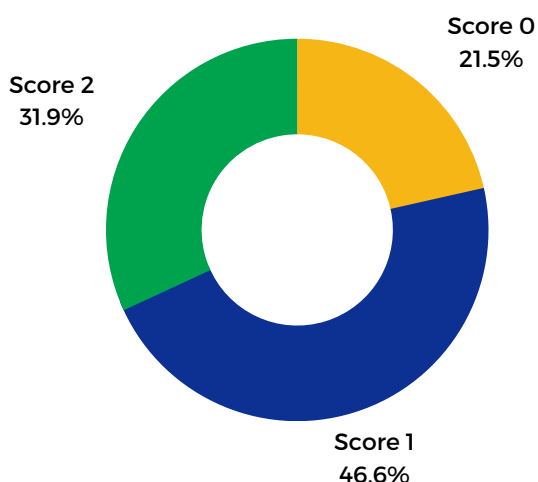
- Develop or revise the statutes and relevant regulations by this year. Contact WT for assistance, review, and final verification.
- Visit the following link at the WT website to check the most updated WT Statutes and ensure alignment with them:
 - <http://www.worldTaekwondo.org/rules-wt/rules.html?sc=05>
- Visit the following link at the WT website to access the WT Guidelines Model Statutes. Check the sample clauses and develop/revise the constitution accordingly if necessary:
 - http://www.worldTaekwondo.org/att_file/documents/Guidelines_Model-Statutes_MNA_20200114.pdf



Question 2.2

Organizational structure including staff, elected officials, committee structures/information

Findings



31.9%

52 MNAs provided a link to a published organizational chart.

46.6%

76 MNAs have organizational structure, but it is not published.

21.5%

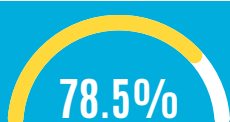
35 MNAs do not have or did not provide verifiable evidence.

Measures

- Request all MNAs to develop and publish their organizational structure on their website or social media.
- Request all MNAs to include information about staff, elected officials, and committees.

Reference for MNAs

- Develop the organizational structure and publish it on a website or social media page with information about staff, elected officials, and committees.
- Visit the following links at the WT website for reference:
- Organizational structure
 - <http://www.worldTaekwondo.org/about-wt/organization.html>
- Secretariat (Staff)
 - <http://www.worldTaekwondo.org/about-wt/office.html>
- Elected Officials
 - <http://www.worldTaekwondo.org/about-wt/council.html>
- Commissions and Committees
 - <http://www.worldTaekwondo.org/about-wt/committees.html>

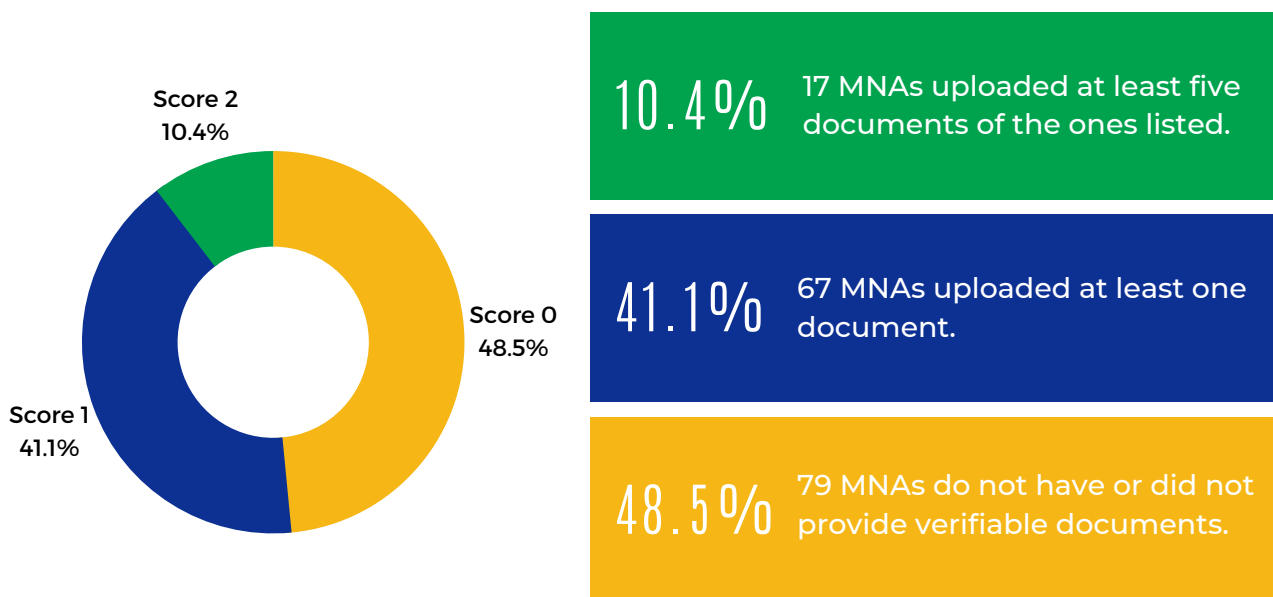


MNAs have organizational structure

Question 2.3

Number of documents that your MNA has from the following list (Disciplinary Actions and Appeals Code, Sustainability Policy, Strategic Plan, Bylaws on Betting, Anti-Corruption and/or Prevention on Manipulation of Competitions, Safeguarding Policy, Finance Rules, Anti-Discrimination Policy on racial, religious, or sexual orientation)

Findings



Measures

- Develop a plan to communicate the importance of the availability of these documents to all MNAs.
- Request all MNAs to make their existing documents accessible and available in English for review (Article 3.2 WT Statutes).

Reference for MNAs

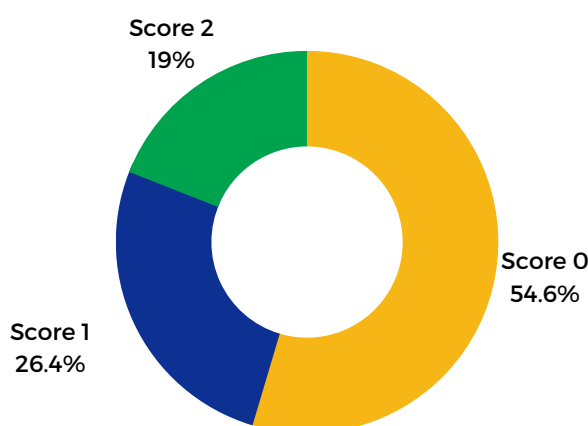
- If the listed documents are enforced by the local authority, provide a copy and/or a description accessible and available in English for review (Article 3.2 WT Statutes).
- Visit the following link at the WT website to access updated regulations and bylaws for reference and guidance.
 - <http://www.worldTaekwondo.org/rules-wt/rules.html?sc=06>



Question 2.4

Number of Committees that your MNA has from the following list (Para Taekwondo Committee, Integrity-related Committee [Ethics Committee and/or Anti-doping Committee], Women's Committee or related, Athlete Committee)

Findings



19.0%

31 MNAs provided evidence about the existence of at least three of the listed Committees.

26.4%

43 MNAs uploaded evidence of at least one Committee.

54.6%

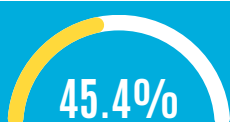
89 MNAs do not have or did not provide verifiable evidence.

Measures

- Emphasize the importance and encourage MNAs to establish committees for Para Taekwondo, Integrity, Women and Athlete to get advice and support on the relevant matters.
- Provide guidelines with information on how to establish committees and organize meetings including the process and Terms of Reference.

Reference for MNAs

- Visit the following link at the WT website to access WT's Commissions and Committees information for reference about their composition, functions, and objectives.
 - <http://www.worldTaekwondo.org/about-wt/committees.html>

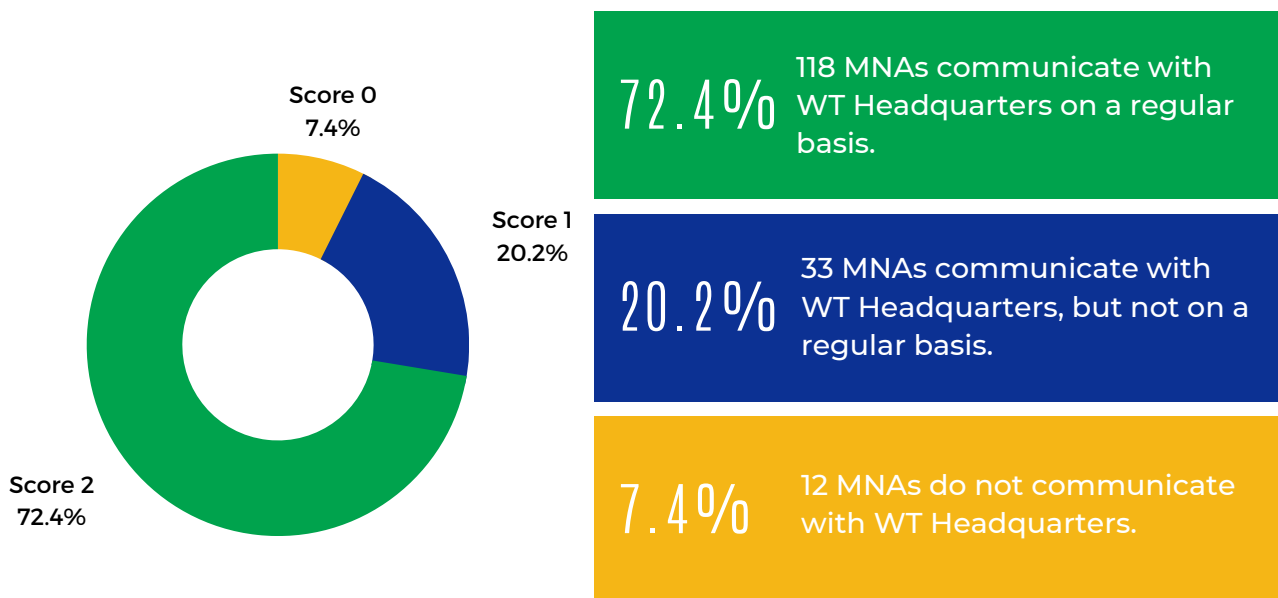


MNAs have at least one Committee

Question 2.5

Department or person responsible for communicating with WT Headquarters on a regular basis (checking inbox emails, etc.)

Findings



Measures

- Encourage all MNAs to establish regular communication with WT Headquarters. Provide support and resources for MNAs who may need assistance.
- Establish clear communication guidelines and expectations for the identified department or person responsible for communication with WT Headquarters.

Reference for MNAs

- Confirm that the contact information on the WT Website is correct and immediately notify the WT about any changes (Article 8.4.2.1 WT Statutes).
- Regularly check inbox emails coming from WT Headquarters, ask for assistance if necessary.



3. Transparency

This section aims to collect data about the transparency and accountability practices of the MNAs through an objective assessment offering insights into areas for improvement.

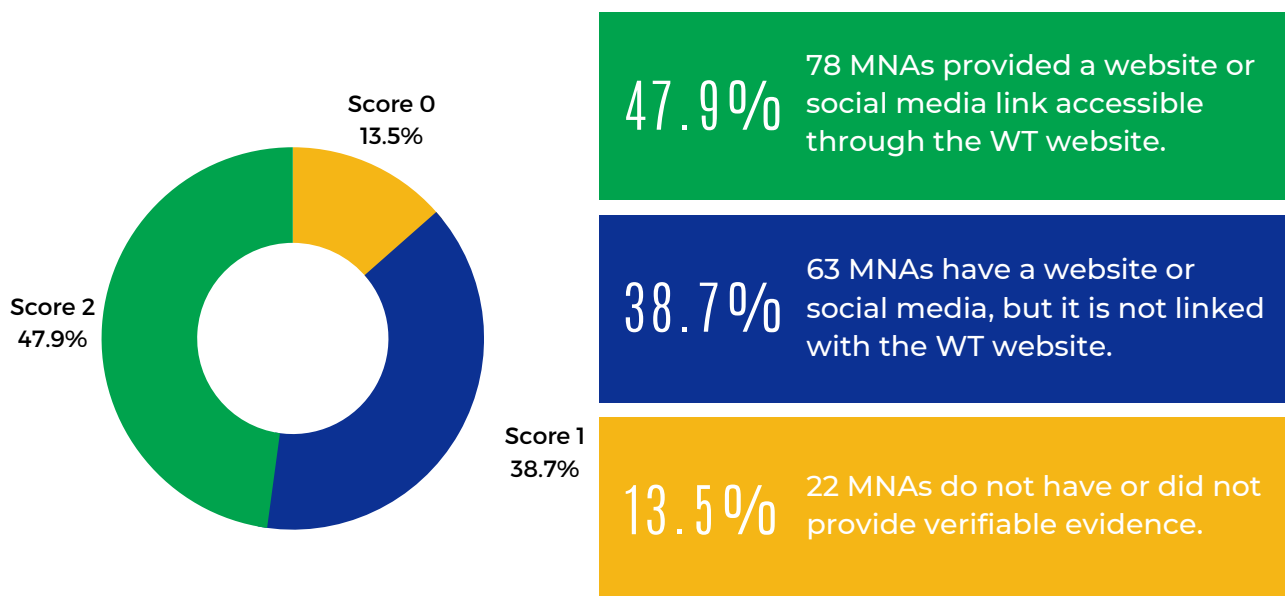


The questions address whether certain documents, such as statutes, rules and regulations, annual reports, audited financial reports, and minutes of meetings of the General Assembly or Executive Board, are available and easy to access through the MNA's website or social media channels.

Question 3.1

Website or Social Media (Facebook/Twitter, etc.)

Findings



Measures

- Use the link provided in the survey by the MNAs to update their information on the WT website.
- Provide resources or support for MNAs that do not have a website or social media to establish one or consider providing a platform on the WT website for them to share their news or updates.

Reference for MNAs

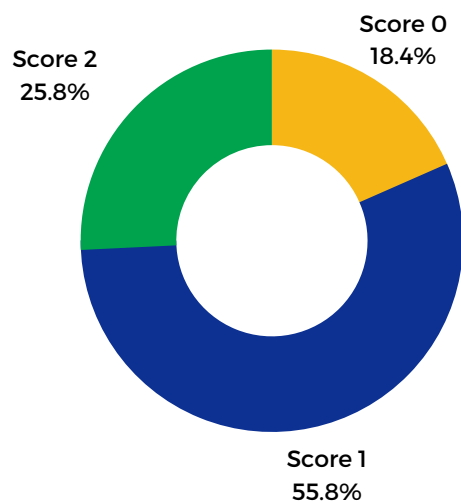
- MNAs that do not have a website or social media channel should consider establishing one to increase their visibility and to provide a platform for sharing news and updates.
- Visit the following link at the WT website to check if the MNA's website or social media link is available:
 - <http://www.worldTaekwondo.org/about-wt/cumna.html>.
- Contact Member Relations & Development Department at member@worldTaekwondo.org if the MNA's website and/or social media links are no available at the WT website.



Question 3.2

Publication of statutes, rules, and regulations

Findings



25.8%

42 MNAs provided a link to the website or social media with access to the statutes, rules, and regulations.

55.8%

91 MNAs have statutes, rules and regulations, but they are not available on the website or social media.

18.4%

30 MNAs do not have or did not provide verifiable evidence.

Measures

- Emphasize the importance of publishing statutes, rules, and regulations for transparency and accountability.
- Encourage MNAs to publish their statutes as well as other rules and regulations on their website or on social media pages.

Reference for MNAs

- Publish statutes, rules, and regulations on a website or on social media pages.
- Visit the following link at the WT website to access the most updated statutes, rules, and regulations for reference:
 - <http://www.worldTaekwondo.org/rules-wt/rules.html>

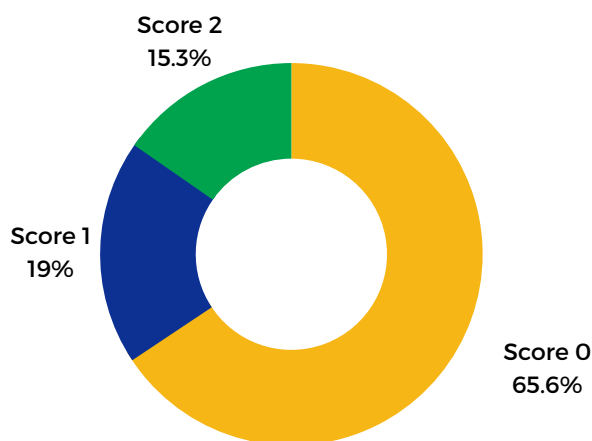


MNAs have published statutes, rules, and regulations

Question 3.3

Publication of Annual Report

Findings



15.3%

25 MNAs provided a link to the website or social media with access to the Annual Report.

19.0%

31 MNAs have an Annual Report, but it is not available on the website or social media.

65.6%

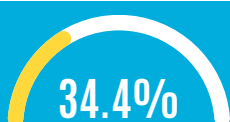
107 MNAs do not have or did not provide verifiable evidence.

Measures

- Communicate to all MNAs the importance of having and publishing an annual report.
- Request all MNAs to submit an annual report of their activities since it is part of their membership requirements (Article 8.4.2.4 WT Statutes).

Reference for MNAs

- MNAs that do not have an annual report should create one and publish it on their website or social media platforms.
- Visit the following link at the WT website to access the WT Annual Report for reference:
 - <http://www.worldTaekwondo.org/documents-wt/docu.html?cd1=05>

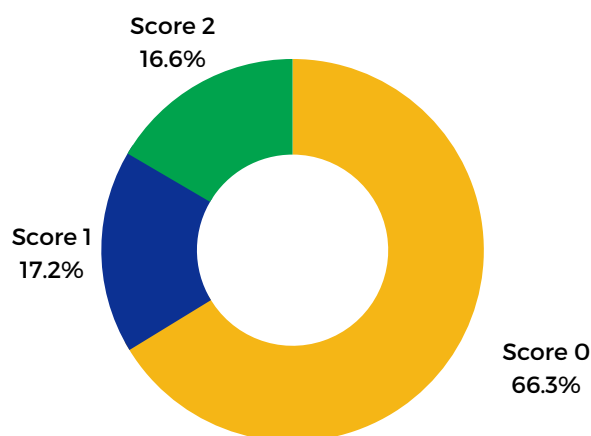


MNAs have an annual report

Question 3.4

Publication of Annual Financial Report following independent audit

Findings



16.6%

27 MNAs provided a link to the website or social media with access to the Annual Financial Report with independent audit.

17.2%

28 MNAs have an Annual Financial Report with independent audit, but it is not published.

66.3%

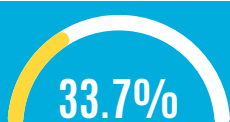
108 MNAs do not have or did not provide verifiable evidence.

Measures

- Communicate to all MNAs the importance of having audited financial reports to promote transparency, accountability, and trust among members.
- Encourage all MNAs to produce and publish the audited documents annually.

Reference for MNAs

- Obtain an audited financial report from a certified public accountant or auditor, ensuring that it complies with relevant laws and regulations.
- Publish the report on the organization's website or other relevant platforms, to provide transparency and accountability to other members, stakeholders, and the public.
- Visit the following link at the WT website to access the WT Annual Financial Report for reference:
 - <http://www.worldTaekwondo.org/documents-wt/docu.html?cd1=06>

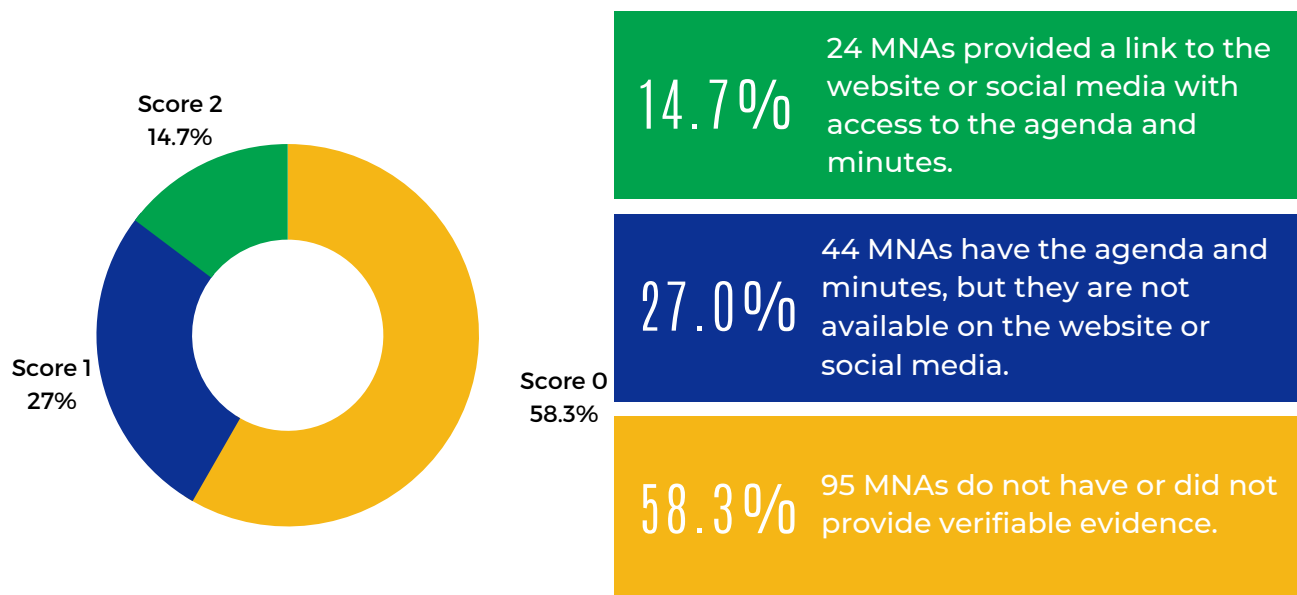


MNAs have have an annual audited financial report

Question 3.5

Publication of agenda and minutes of General Assembly, Executive Board or equivalent

Findings

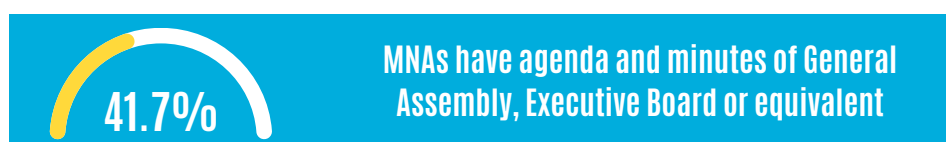


Measures

- Encourage MNAs to publish the agenda and minutes of General Assembly and decisions taken by Executive Board or equivalent.

Reference for MNAs

- Publish the agenda and minutes for all General Assembly, Executive Board or equivalent meetings in a timely manner and make them easily accessible to other members through a website or social media page.
- Visit the following links at the WT website for reference:
- General Assembly Agenda
 - <http://www.worldTaekwondo.org/documents-wt/docu.html?cd1=01>
- General Assembly Minutes
 - <http://www.worldTaekwondo.org/documents-wt/docu.html?cd1=02>
- Council Meeting Agenda
 - <http://www.worldTaekwondo.org/documents-wt/docu.html?cd1=03>
- Council Meeting Minutes
 - <http://www.worldTaekwondo.org/documents-wt/docu.html?cd1=04>



4. Integrity

This section aims to provide an insight into the MNA's commitment to integrity and fair play, as well as its ability to uphold established rules and regulations. The purpose is to identify areas for improvement to ensure that the MNAs are adhering to ethical standards, and to guide efforts to enhance the overall integrity of the sport.

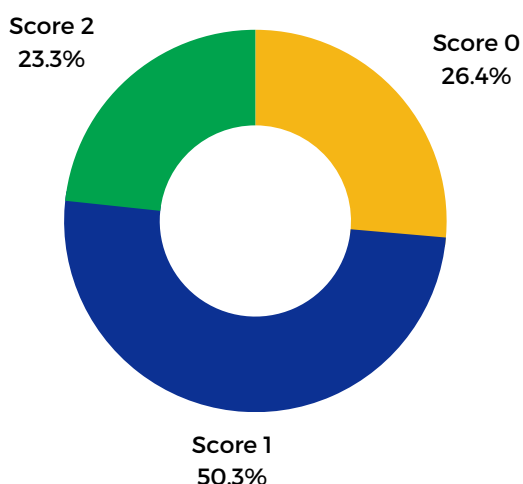


The questions focus on gender balance, ethics and integrity rules, monitoring and enforcement mechanisms, policies on harassment and abuse, and compliance with the World Anti-Doping Code.

Question 4.1

Appropriate gender balance in the Executive Board or equivalent

Findings



23.3% 38 MNAs have more than 30% of female representation in the Executive Board or equivalent.

50.3% 82 MNAs have female representation, but it is less than 30%.

26.4% 43 MNAs do not have or did not provide verifiable evidence.

Measures

- Set a clear target for gender balance in the Executive Board or equivalent, such as achieving at least 35% female representation within a specified timeframe.
- Implement measures to encourage and support MNAs to achieve the target, such as offering training or mentorship programs for female leaders and providing resources for promoting gender diversity.

Reference for MNAs

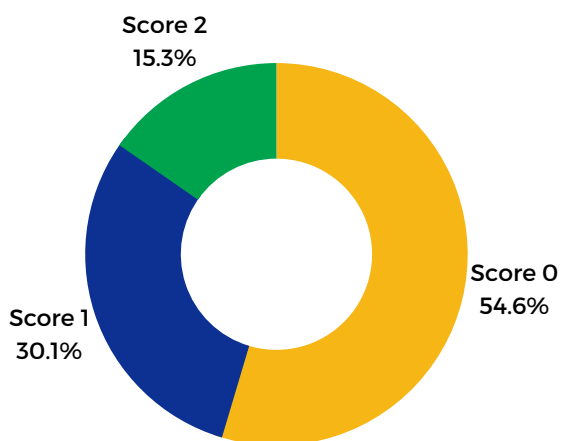
- Conduct a review of the current Executive Board or equivalent to identify areas where gender balance can be improved.
- Implement strategies to increase female representation, such as actively seeking out and encouraging qualified female candidates for leadership positions and providing support and resources for female leaders to help them succeed.



Question 4.2

Ethics/Integrity rules

Findings



15.3%

25 MNAs provided a link to the website or social media with access to the MNA's Ethics/Integrity rules.

30.1%

49 MNAs have a published document with the recognition of the Ethics/Integrity rules of the WT, NOC, or similar.

54.6%

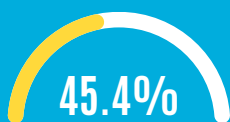
89 MNAs do not have or did not provide verifiable evidence.

Measures

- Conduct a review of the existing ethics/integrity rules among the MNAs.
- Provide guidelines, set basic standards, and encourage all MNAs to have their own published ethics/integrity rules.

Reference for MNAs

- Review the existing documents and determine if there are any references to ethics/integrity rules.
- MNAs that do not have published ethics/integrity rules should create and publish them on their website or other official communication channels.
- If the ethics/integrity rules are enforced by the local authority, provide a copy and/or a description accessible and available in English for review (Article 3.2 WT Statutes).
- Visit the following link at the WT website to access the WT Integrity Code for reference:
 - <http://www.worldTaekwondo.org/rules-wt/rules.html?sc=06>

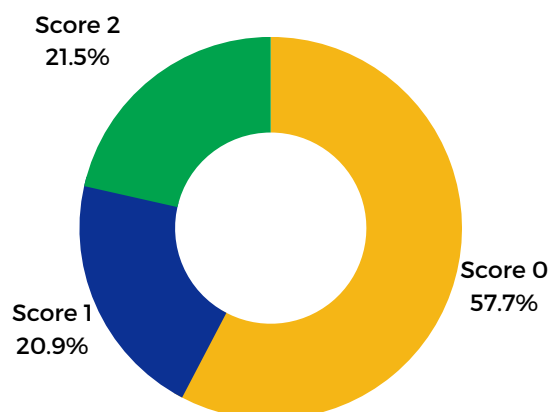


MNAs have or recognize ethics/integrity rules

Question 4.3

Ethics/Integrity monitoring and enforcement

Findings



21.5%

35 MNAs have a unit or committee tasked with hearing ethics/integrity complaints and issuing written decisions.

20.9%

34 MNAs indicated that such complaints are handled by a NOC, Sports Ministry, or other institutional disciplinary body.

57.7%

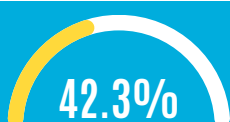
94 MNAs do not have or did not provide verifiable evidence.

Measures

- Provide education on WT current process for hearing ethics/integrity complaints and issuing writing decisions, which can be used as reference.
- Encourage all MNAs to have their own unit or committee to monitor and enforce ethics/integrity matters.

Reference for MNAs

- Establish an ethics/integrity committee or unit to handle complaints and issue written decisions if possible.
- If the process is handled by the local authority, provide evidence and/or a description accessible and available in English for review (Article 3.2 WT Statutes).
- Review and revise the existing process for handling ethics/integrity complaints to ensure it is fair, impartial, and transparent.
- Visit the following link at the WT website to access the WT Disciplinary Actions and Appeals Code and WT Integrity Code for reference:
 - <http://www.worldTaekwondo.org/rules-wt/rules.html?sc=06>

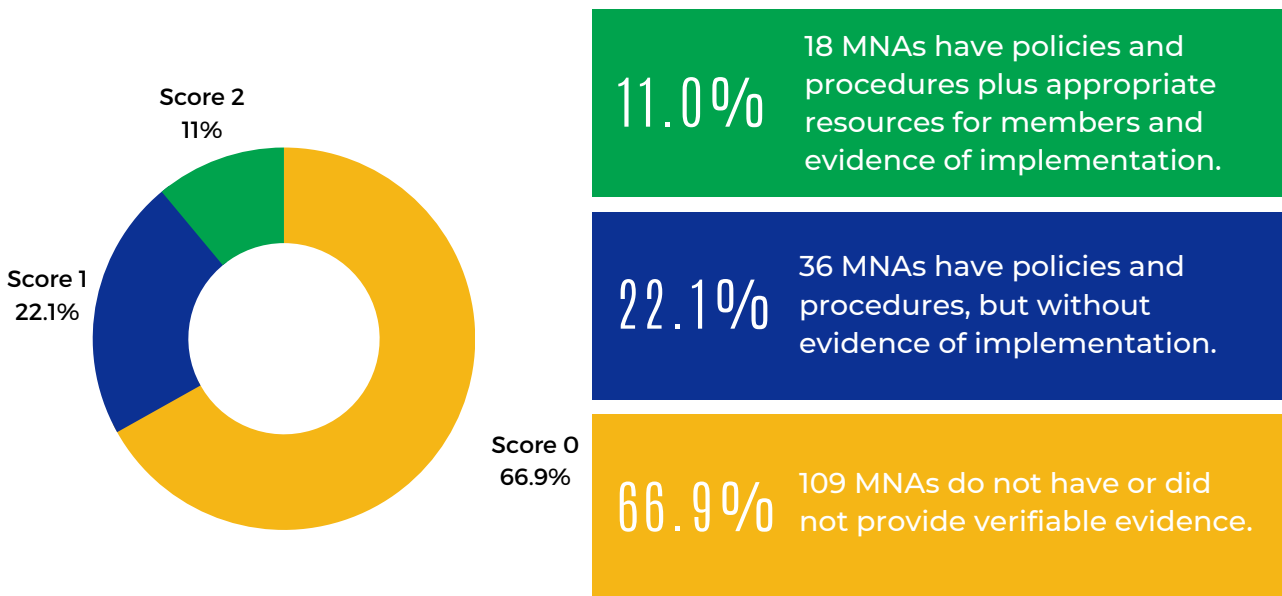


MNAs have have or recognize ethics/integrity monitoring and enforcement

Question 4.4

Programs or policies in place regarding safeguarding from harassment and abuse

Findings



Measures

- Communicate the importance of having clear policies and procedures in place to safeguard against harassment and abuse.
- Provide support and resources for MNAs who need assistance in developing and implementing such policies and procedures.

Reference for MNAs

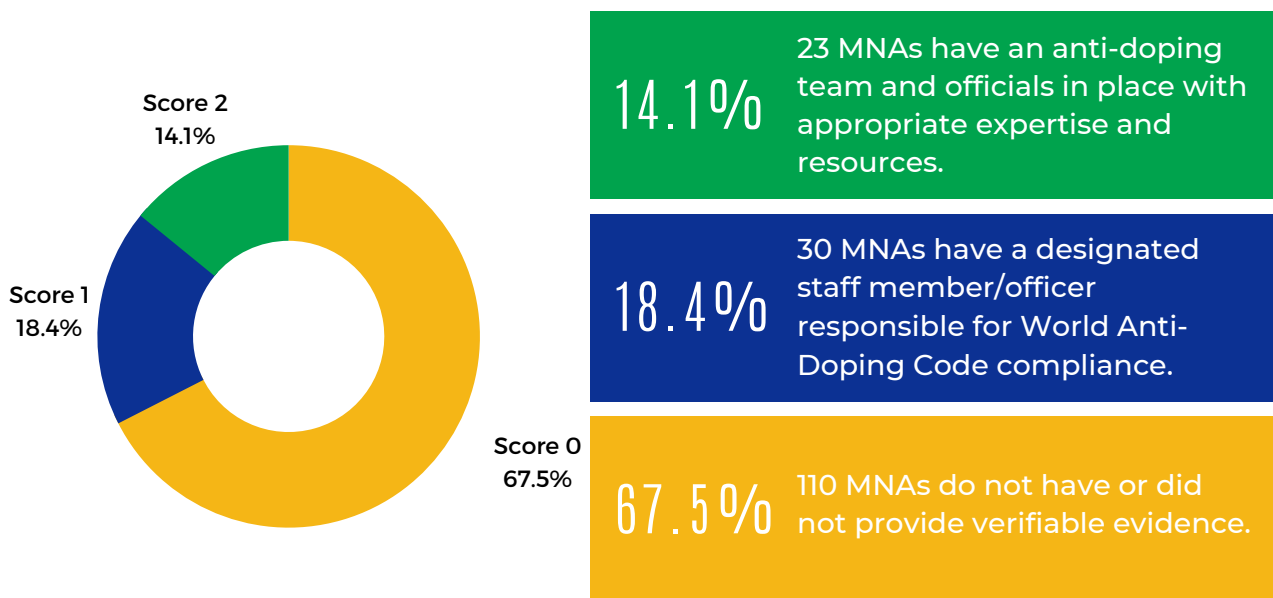
- Develop clear policies and procedures for safeguarding against harassment and abuse and ensure that appropriate resources are available for members.
- Implement these policies and procedures effectively, and regularly review and update them as needed.
- If the policies and procedures are enforced by the local authority, provide a copy and/or a description accessible and available in English for review (Article 3.2 WT Statutes).
- Visit the following link at the WT website to access the WT Safeguarding Policy for reference:
 - [www.worldTaekwondo.org/att_file/documents/WT%20Safeguarding%20Policy%20\(January%202023\).pdf](http://www.worldTaekwondo.org/att_file/documents/WT%20Safeguarding%20Policy%20(January%202023).pdf)



Question 4.5

Department or person responsible for compliance with the World Anti-Doping Code

Findings



Measures

- Provide resources and support to assist members in implementing a clear and concise policy on World Anti-Doping Code compliance, such as training programs and access to experts in the field of anti-doping.

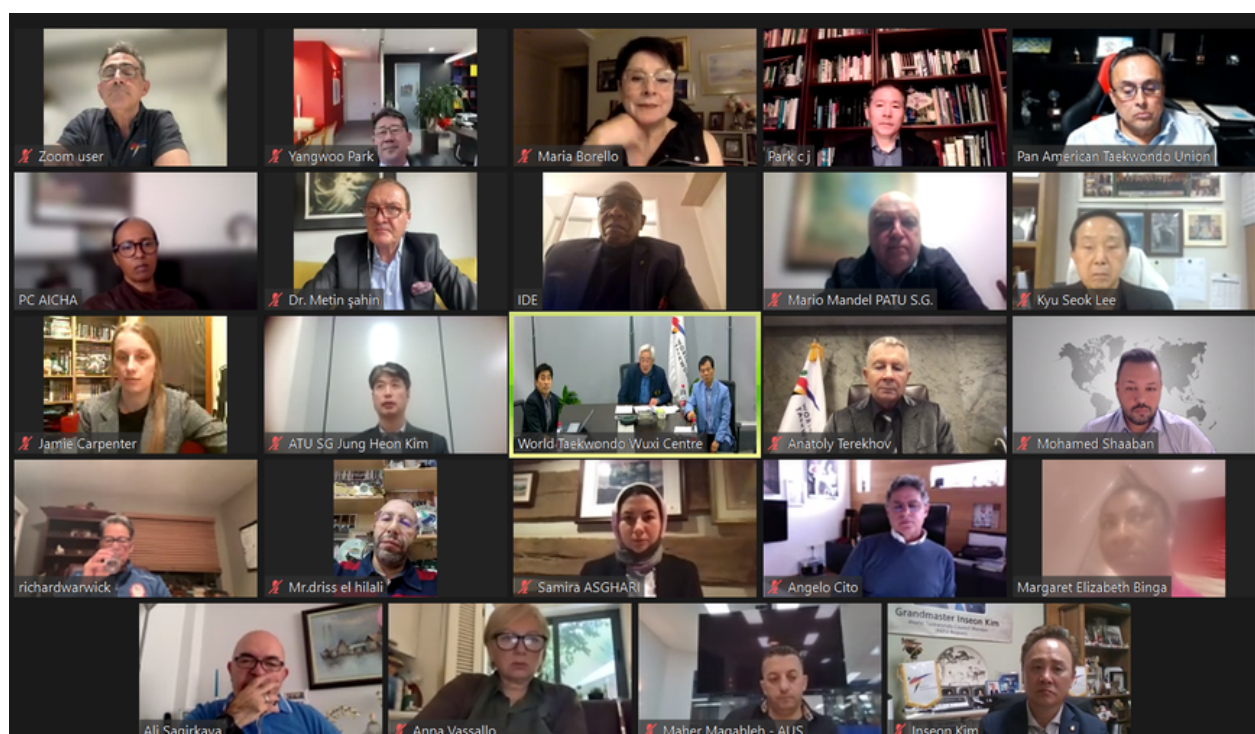
Reference for MNAs

- Designate a team, staff member, or officer to be responsible for World Anti-Doping Code compliance.
- Provide education or appropriate resources available for members to ensure compliance with the Code.
- If the responsibility for compliance with the World Anti-Doping Code relies on the local authority, provide evidence and/or a description accessible and available in English for review (Article 3.2 WT Statutes).
- Visit the following link at the WT website for reference on anti-doping resources:
 - http://www.worldTaekwondo.org/anti_doping-wt/about.html



5. Democracy

This section aims to determine the extent to which the MNAs uphold democratic principles, to identify areas that need improvement, and to recommend strategies to enhance democratic practices.

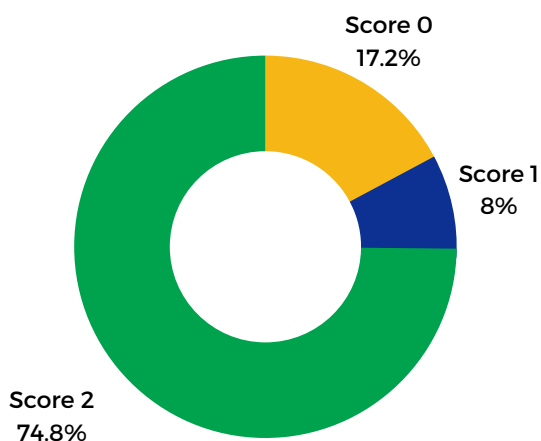


The questions cover the election process and its regulations, term limits for elected officials, regularity of governing body meetings, and equal opportunities for members to participate in the General Assembly.

Question 5.1

Election of the President and Executive board or equivalent

Findings



74.8%

122 MNAs have elections with a ratio of elected members higher than 50%.

8.0%

13 MNAs have elections, but the ratio of the elected members is less than 50%.

17.2%

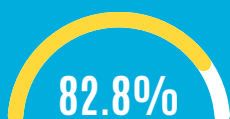
28 MNAs do not have or did not provide verifiable evidence.

Measures

- Examine the reasons why certain MNAs do not have an election process in place and encourage them to establish one to promote democracy.
- Encourage MNAs with a ratio of elected members lower than 50% to increase and maximize that ratio.

Reference for MNAs

- Ensure that verifiable evidence is provided regarding the ratio of elected members.
- Maximize the number of positions available for candidacy and election within the MNA to uphold democratic principles and fairness.

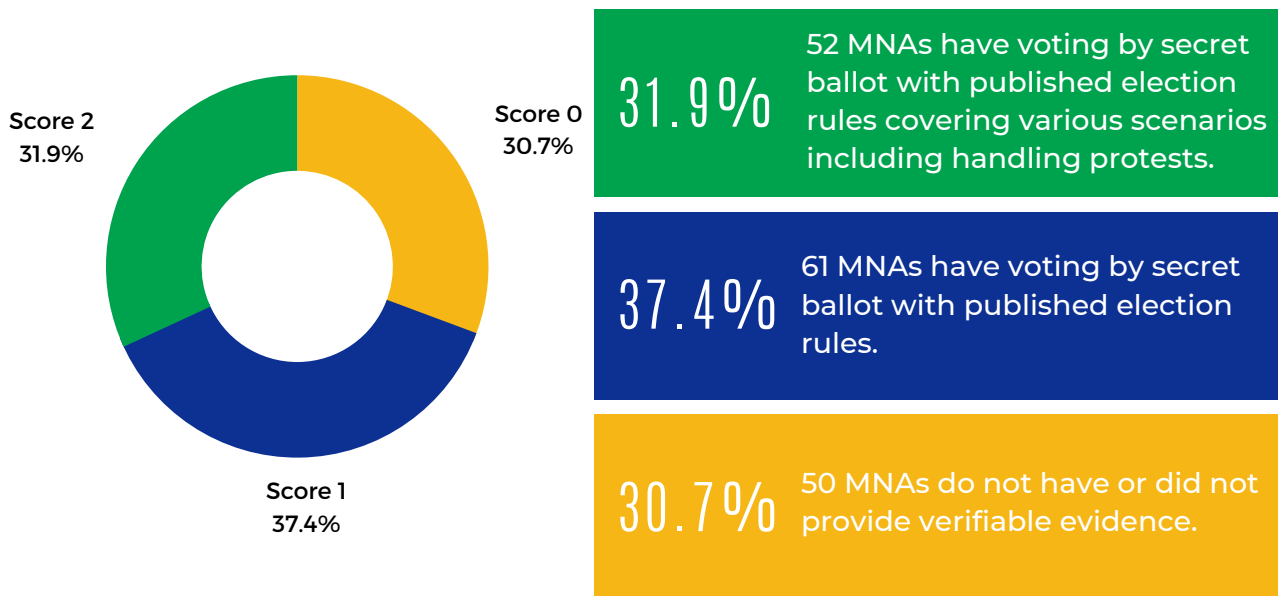


MNAs have elections of the President and Executive board or equivalent

Question 5.2

Election process with secret ballot under a clear procedure/regulation

Findings

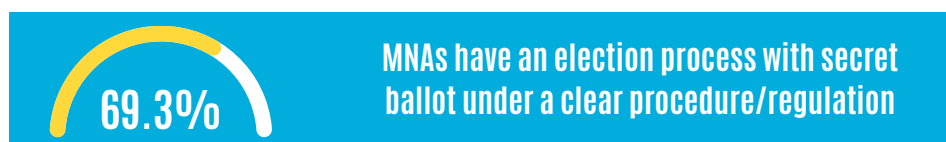


Measures

- Provide model regulations or guidelines on the election and encourage MNAs to establish a clear procedure where voting by secret ballot is considered.
- Encourage MNAs to publish their election rules covering various scenarios including handling protest.

Reference for MNAs

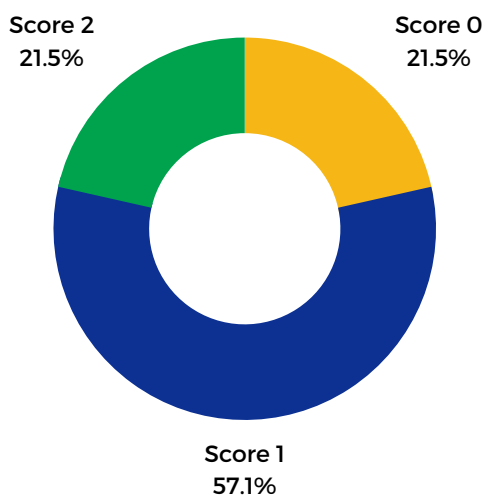
- Ensure that verifiable evidence of the procedure/regulation for election is provided for review. Publish the election rules and make them accessible for members.
- Contact WT for assistance in the creation or updating of the election procedures.
- Visit the following links at the WT website for reference:
- WT Statutes (Article 5.3, Article 5.8):
 - <http://www.worldTaekwondo.org/rules-wt/rules.html?sc=05>
- WT Election Bylaws:
 - <http://www.worldTaekwondo.org/rules-wt/rules.html?sc=06>
- WT's Election Procedure 2021:
 - http://www.worldTaekwondo.org/election/election_2021.html



Question 5.3

Term limit for elected official

Findings



21.5%

35 MNAs have term limits in place with a maximum of no more than 12 years in one role.

57.1%

93 MNAs have some term limits in place, but possibility of multiple re-elections to the same position.

21.5%

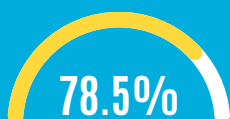
35 MNAs do not have or did not provide verifiable information.

Measures

- Review the evidence provided by the MNAs and encourage them to establish and implement term limits for elected officials to promote democracy, prevent abuse of power, and ensure diversity.

Reference for MNAs

- Participate in the discussion and implementation of term limits and support the establishment of reasonable limits that promote diversity and prevent long-term consolidation of power at any position.
- Visit the following link at the WT website to access the WT Statutes and refer to Article 5.8.5 and Article 5.8.6:
 - <http://www.worldTaekwondo.org/rules-wt/rules.html?sc=05>

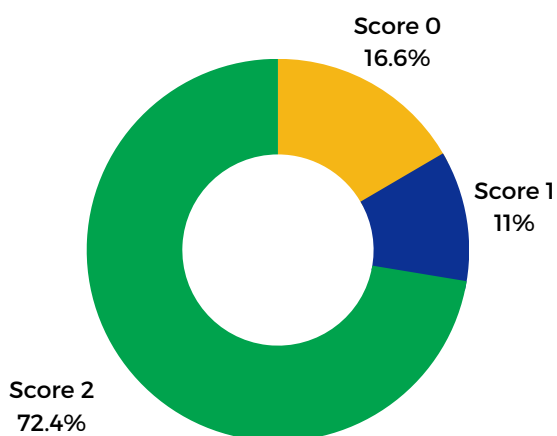


MNAs have term limits for elected officials

Question 5.4

Governing bodies meet regularly

Findings



72.4%

118 MNAs provided evidence indicating that the General Assembly or equivalent meets at least once every year.

11.0%

18 MNAs attached evidence indicating that the General Assembly or equivalent meets at least every two years.

16.6%

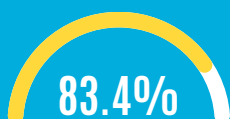
27 MNAs do not have or did not provide verifiable evidence.

Measures

- Encourage MNAs to establish a regular meeting schedule for their governing bodies to ensure adequate communication and decision-making opportunities.

Reference for MNAs

- If possible, organize and hold annual meetings of the governing bodies to ensure the most updated information is shared among stakeholders; and to promote active participation, communication, and effective decision-making.
- Visit the following link at the WT website to access the WT Statutes and refer to Article 5.1:
 - <http://www.worldTaekwondo.org/rules-wt/rules.html?sc=05>



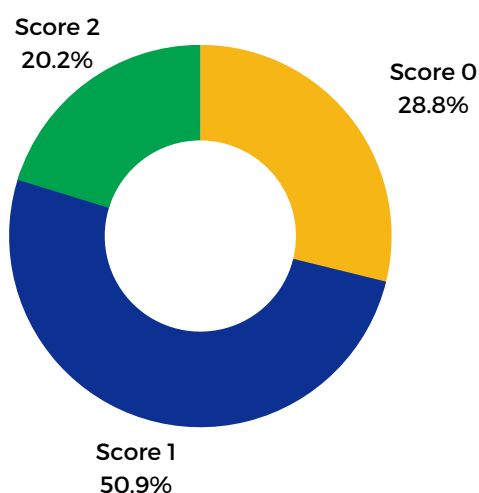
83.4%

MNAs have regular meetings of governing bodies

Question 5.5

Ensuring equal opportunities for members to participate in the General Assembly

Findings



20.2%

33 MNAs have policies and procedures to ensure equal opportunities of participation plus an online platform.

50.9%

83 MNAs have policies and procedures in place.

28.8%

47 MNAs do not have or did not provide verifiable evidence.

Measures

- Encourage MNAs to establish and implement policies and procedures that ensure equitable participation of all members to promote transparency, accountability, and good governance.
- Assist MNAs in the implementation of virtual meetings through video conference.

Reference for MNAs

- Support the implementation and use of an online platform that allows members who are unable to attend in person to participate.
- Investigate the possibility of supporting members to attend the General Assembly to avoid lack of representation and decision-making that does not reflect the views of the whole community.
- Visit the following link at the WT website for reference:
 - <http://www.worldTaekwondo.org/wtnews/view.html?nid=138389&sc=ne&w=virtual>



MNAs have policies and procedures to ensure equal opportunities for members to participate in the General Assembly

6. Development

This section aims to evaluate MNAs' efforts to promote Taekwondo growth and development, identifying gaps and opportunities for improvement, and evaluating development-focused initiatives.

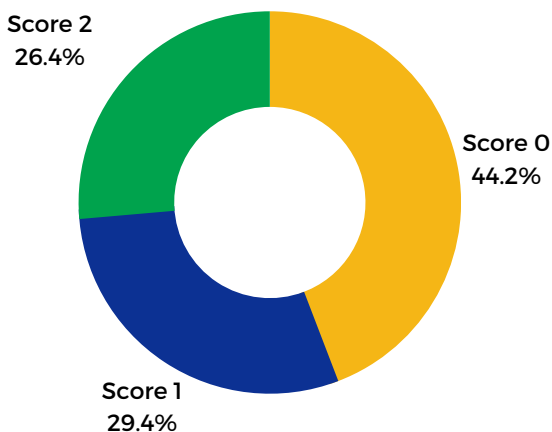


The questions address sport development programs, social responsibility policies, education programs, principles of sustainable development, and Para Taekwondo development at the national level.

Question 6.1

Sport development programs to grow grassroots development of Taekwondo in the country

Findings



26.4%

43 MNAs have sport development programs plus evidence of implementation.

29.4%

48 MNAs have some reference to sport development programs in official documents.

44.2%

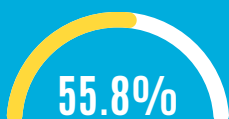
72 MNAs do not have or did not provide verifiable evidence.

Measures

- Evaluate the current state of sport development programs for Taekwondo and identify areas for improvement.
- Implement reporting requirements for MNAs to gather information of their participation in sport development programs.
- Analyze the reports and data to update the WT Development Program in accordance with the MNAs needs.

Reference for MNAs

- Prioritize participation and implementation of sport development programs for Taekwondo to promote grassroots development.
- Improve record-keeping and reporting mechanisms to track changes and identify areas that need attention.
- Visit the following link at the WT website to access the documents and guidelines of WT Development Programs for reference:
 - <http://www.worldTaekwondo.org/development-wt/program.html>

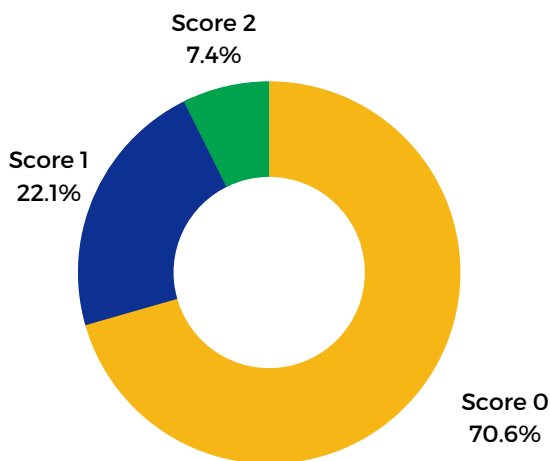


MNAs have sport development programs or refer to them in official documents

Question 6.2

Social responsibility policy and participation programs targeting hard to reach areas

Findings



7.4%

12 MNAs have a social responsibility policy and participation programs plus evidence of implementation.

22.1%

36 MNAs have some reference to a social responsibility policy or participation programs in official documents.

70.6%

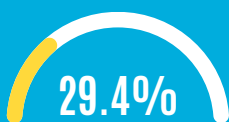
115 MNAs do not have or did not provide verifiable evidence.

Measures

- Encourage and support MNAs in the effective implementation of policies and programs targeting hard to reach areas.
- Expand the scope of WT Cares Program to set and activate WT Cares projects in other regions.

Reference for MNAs

- Prioritize the implementation of social responsibility policies and participation programs targeting hard to reach areas.
- Collaborate with local organizations and stakeholders to identify and reach out to communities in need of these programs.
- Visit the following link at the WT website to access the documents and guidelines of WT Cares Program for reference:
 - <http://www.worldTaekwondo.org/development-wt/program.html>

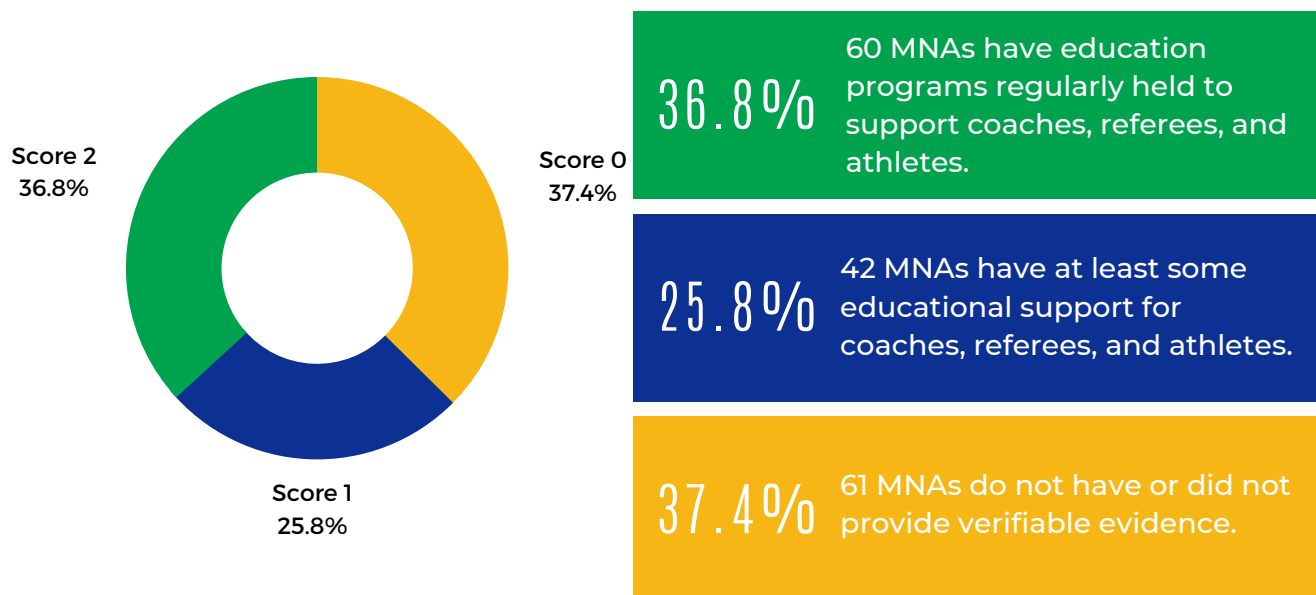


MNAs have social responsibility policies and participation programs or refer to them in official documents

Question 6.3

Education programs and assistance to coaches, referees, and athletes

Findings



Measures

- Provide workshops and educational materials to MNAs to support standardized and quality-basis national level education with correct and updated information.
- Implement reporting requirements for MNAs to include information about the implementation of education programs for coaches, referees, and athletes.

Reference for MNAs

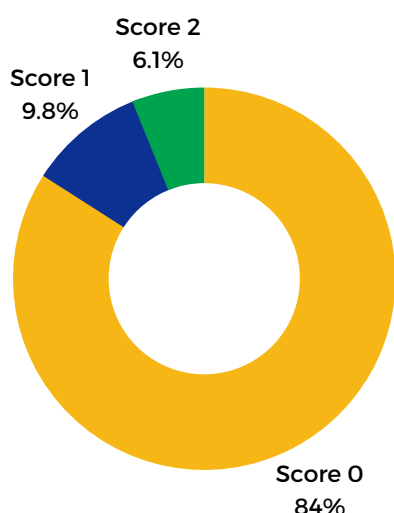
- Assess the current state of education programs for coaches, referees, and athletes and identify areas for improvement.
- Encourage MNA officials to participate in WT education programs and facilitate the sharing of acquired information within the country through seminars, webinars, certification courses, etc.
- Encourage stakeholders to attend education programs to be constantly updated with the latest information and keep consistency.
- Visit the following link at the WT website to access the WT education calendar with relevant documents for reference:
 - http://www.worldTaekwondo.org/calendar/educld_list.html?cldgn=03



Question 6.4

Respect principles of sustainable development and regard for the environment

Findings



6.1%

10 MNAs have official guidance on respecting principles of sustainable development and environment.

9.8%

16 MNAs have at least some reference to environmental responsibility in official documents.

84.0%

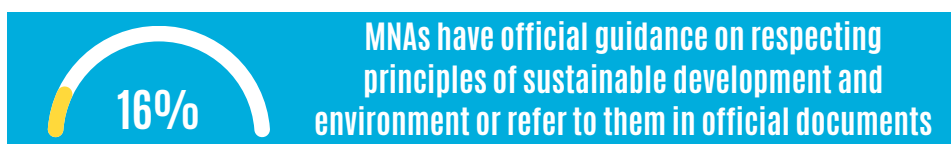
137 MNAs do not have or did not provide verifiable evidence.

Measures

- Develop and implement official guidance on sustainable development and environmental responsibility in Taekwondo.
- Encourage MNA participation to achieve the objectives set in each one of the three focus areas of the WT Sustainability Strategy.

Reference for MNAs

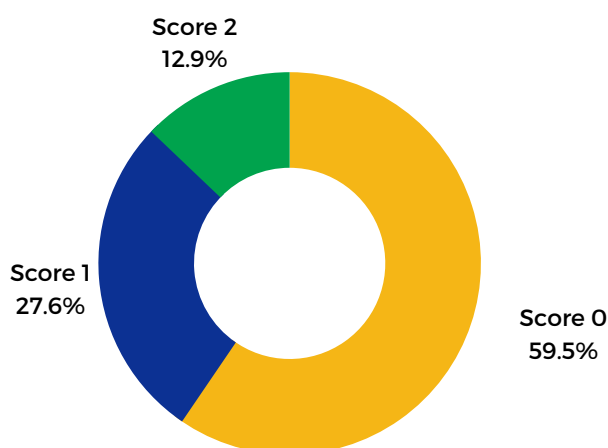
- Prioritize environmental responsibility in the practice and promotion of Taekwondo.
- Collaborate with local organizations and stakeholders to identify and implement sustainable practices in Taekwondo activities and events.
- Visit the following link at the WT website to access the WT Sustainability Policy and Recommendations for reference:
 - <http://www.worldTaekwondo.org/rules-wt/rules.html?sc=06>



Question 6.5

Para Taekwondo Development at a national level

Findings



12.9%

21 MNAs have policies and procedures to ensure Para Athletes exist in the membership plus evidence of implementation.

27.6%

45 MNAs have policies and procedures to ensure Para Athletes exist in the membership.

59.5%

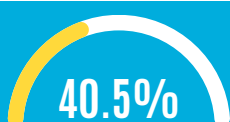
97 MNAs do not have or did not provide verifiable evidence.

Measures

- Provide official guidance and support to MNAs including resources such as education on rules and regulations, best practices guides, or access to experts in the field, for them to understand and implement inclusive practices.
- Set clear expectations for MNAs regarding inclusivity and diversity.

Reference for MNAs

- Develop and implement clear policies and procedures to ensure the inclusion of Para Athletes in the membership and provide opportunities for their development and competition (Article 8.4.4 WT Statutes).
- Collaborate with local organizations and stakeholders to identify and reach out to Para Athletes and prioritize their inclusion in Taekwondo activities and events.
- Visit the following link at the WT website to access Para Taekwondo rules and regulations:
 - <http://www.worldTaekwondo.org/rules-wt/rules.html?sc=03>
- Contact WT Para Taekwondo Department through para-tkd@worldTaekwondo.org for further information and support.



MNAs have policies and procedures to ensure Para Athletes exist in the membership and are provided with opportunities to develop and compete

Conclusion

The survey results provide valuable insights into the strengths and areas for improvement of MNAs in relation to the principles of governance, transparency, integrity, democracy, and development. The majority of MNAs are communicating with WT Headquarters, have statutes, rules, and regulations, and have a website or social media presence. However, there is room for improvement in certain areas, particularly in terms of sustainable development, social responsibility, anti-doping, and safeguarding.

Recommendation 1

- WT should prioritize the development of official guidance on respecting principles of sustainable development and the environment, as well as social responsibility programs.

Recommendation 2

- MNAs should establish a department or person responsible for compliance with the World Anti-Doping Code and implement programs or policies to safeguard against harassment and abuse.

Recommendation 3

- MNAs should regularly publish their statutes, rules, and regulations, and promoting transparency in their decision-making processes. It is also crucial that MNAs regularly hold meetings of their governing bodies and elections of their President and Executive board or equivalent.

Recommendation 4

- MNAs should prioritize the development of Taekwondo programs that promote inclusivity and accessibility to individuals of all ages, genders, and abilities. MNAs should also prioritize the development of grassroots programs to encourage the growth of Taekwondo at the local level.

The survey results provide valuable insights into the current state of MNAs in relation to the principles of good governance. The recommendations outlined above should be considered to ensure that Taekwondo continues to grow and thrive in a manner that is sustainable, inclusive, and promotes the highest standards of governance.

Appendix. List of Participating MNAs

Afghanistan	Eswatini	Madagascar	Somalia
Albania	Ethiopia	Malawi	South Africa
Algeria	Faroe Islands	Malaysia	South Sudan
Andorra	Finland	Maldives	Spain
Antigua and Barbuda	French Polynesia	Mali	Sri Lanka
Argentina	Gabon	Malta	Sudan
Armenia	Gambia	Martinique	Sweden
Australia	Georgia	Mauritius	Switzerland
Austria	Germany	Mexico	Syrian Arab Republic
Azerbaijan	Ghana	Mongolia	Thailand
Bahamas	Great Britain	Morocco	Timor-Leste
Bahrain	Greece	Myanmar	Togo
Bangladesh	Guam	Netherlands	Tonga
Barbados	Guatemala	New Caledonia	Tunisia
Belarus	Guinea	Nicaragua	Türkiye
Belgium	Guinea-Bissau	Niger	Uganda
Benin	Haiti	Nigeria	Ukraine
Bhutan	Honduras	Norway	United Arab Emirates
Bolivia	Hong Kong	Pakistan	United Republic
Bosnia and Herzegovina	Hungary	Palestine	of Tanzania
Botswana	Iceland	Panama	Uruguay
Brazil	India	Papua New Guinea	United States
Brunei Darussalam	Indonesia	Paraguay	of America
Bulgaria	Iraq	People's Republic	Uzbekistan
Burkina Faso	Ireland	of China	Vatican City
Burundi	Isle of Man	Peru	Venezuela
Cambodia	Israel	Philippines	Vietnam
Cameroon	Italy	Poland	Yemen
Canada	Jamaica	Portugal	Zimbabwe
Cape Verde	Japan	Puerto Rico	
Cayman Islands	Jordan	Qatar	
Chad	Kazakhstan	Republic of Korea	
Chinese Taipei	Kenya	Republic of Moldova	
Comoros	Kiribati	Russian Federation	
Congo	Kosovo	Rwanda	
Costa Rica	Kuwait	Saint Lucia	
Cote d'Ivoire	Kyrgyzstan	San Marino	
Croatia	Lao People's Democratic	Sao Tome and Principe	
Cuba	Republic	Saudi Arabia	
Czech Republic	Latvia	Senegal	
Denmark	Lebanon	Serbia	
Djibouti	Lesotho	Seychelles	
Egypt	Libya	Sierra Leone	
El Salvador	Lithuania	Slovakia	
Equatorial Guinea	Luxembourg	Slovenia	
Estonia	Macau	Solomon Islands	

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MNA SURVEY REPORT

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