

# MNA Survey 2020 Report



## Foreword



I wish you well as we bring a very challenging 2020 to a close. I believe that we have reasons to look forward to 2021 with a renewed sense of optimism and hopefully, normalcy.

This past year, we have had to adapt and reset from within. With this objective in mind, we at World Taekwondo conducted a survey to better understand our Member National Associations and the global Taekwondo community.

I am grateful to the 185 out of 210 MNAs that took time to respond to the survey, despite the difficulties that you are facing. This is an impressive achievement and I sincerely look forward to the full participation of all MNAs in future surveys. I also wish to thank Member Relations & Development Commission for such a great initiative and GMS team for the contributions to data collection.

Based on the analysis of the survey replies, World Taekwondo will be able to align our governance standards across all levels and enhance our events and development programmes. Eventually, the MNA Survey will serve as one of the pillars that guide World Taekwondo and our stakeholders.

Thank you once again for your active participation. Stay safe and I look forward to the re-emergence of our beloved sport soon.

*Chungwon Choue*

Dr. Chungwon Choue  
President, World Taekwondo



The background features a large red shape that curves across the top and middle. Below it, a yellow shape curves across the bottom. Grey shapes are interspersed between the red and yellow areas. A small blue triangle is visible on the right side. In the top-left corner, there is a partial green circle.

# ≡ Introduction

# I. Introduction

## 1. Executive Summary

This document is the report of the 2020 MNA (Member National Association) Survey which is aimed to better understand the needs of the MNAs for the World Taekwondo (WT) to provide better assistance and support. Moreover, the survey is part of the WT's efforts to enhance governance of the MNAs.

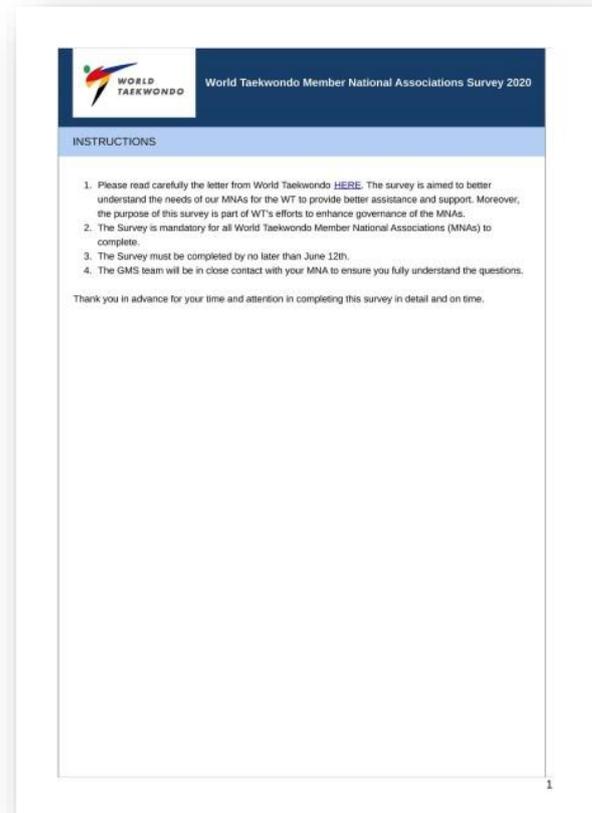
The survey was conducted online from 1 June to 20 July 2020 in 4 languages: English, French, Spanish and Arabic.

The survey questionnaire consisted of 40 questions with 7 Categories: Background, Governance, Transparency, Democracy, Anti-Doping, Humanitarian and GMS (Global Membership System).

Article 16.1 of the WT Statutes states that participation in MNA survey is one of the requirements of MNAs. 88% of MNAs which are 185 MNAs among 210 WT MNAs participated and completed the survey.

The survey was led by WT Member Relations & Development Department ("MRD") and supported by WT GMS team in reaching out to all MNAs in their own local languages.

WT believes that it is critical to understand where MNAs stand today in terms of governance so that WT can find the most appropriate solutions to enhancement of MNA governance.



## 2. Key Findings

- ❑ Taekwondo is adopted by Elementary/Primary Schools in 93 MNAs (50%), Middle/Secondary School in 87 MNAs (47%), High School/Junior College in 91 MNAs (49%), and Military/Police in 44 MNAs (24%). This result is inspiring as the figure shows the practical value as well as education value of Taekwondo.
- ❑ 181 MNAs (98%) have Statutes or Constitution.
- ❑ 144 MNAs (77%) have been identified receiving support from Government/NOC/NPC.
- ❑ Equipment support is still what MNAs need most. (91 MNAs, 49%)
- ❑ 101 MNAs (55%) replied that Para Taekwondo is active in their country.
- ❑ Coach education seminar is organized in 158 MNAs (85%), Referee education seminar is organized in 159 MNAs (86%), Athlete education seminar is organized in 140 MNAs (76%) and Official/Administrator seminar is organized in 72 MNAs (39%). This result is inspiring as it was found that more MNAs are already conducting their own education programs than WT expected.
- ❑ 160 MNAs (86%) have a website and/or social media page. This result is quite encouraging because it means that platform for publishing important documents is already available.
- ❑ 109 MNAs (59%) publish summary of reports/decisions taken by Executive Board and Committee meetings on their website/social media. Out of those 109 MNAs, 55 MNAs of them publish some decisions from board and committee meetings, 29 MNAs publish all major decisions from board and committee meetings, 25 MNAs publish all major decisions/reports from board and committee meetings promptly in a designated section on their website/social media.
- ❑ 137 MNAs (74%) have term limits for elected official in place. Out of those 137 MNAs, 60 MNAs of them have term limits with a maximum of 4 years x 3 cumulative terms in same role with waiting period of one term before running for same/different role.
- ❑ 39 MNAs' (21%) General Assembly (GA) meets at least once every year and other representative governing bodies meet multiple times per year with decisions and calendar published, 76 MNAs' (41%) GA meets at least once every year and other representative governing bodies meet multiple times per year, 49 MNAs' (27%) GA and other representative governing bodies meet at least once every year and 21 MNAs' (11%) GA meets at least once every 2 years.
- ❑ 144 MNAs (78%) provide Anti-Doping Education for athletes and/or athletes support personnel.
- ❑ THF: 32 MNAs (17%) run or support projects for refugees in their country and support 18,093 refugees in total, so an average of 583 refugees per country.
- ❑ THF: 98 MNAs (53%) are interested in collaborating with THF and developing a project for refugees in their country and 73 MNAs (40%) are interested in organizing a fundraising activity for refugees.
- ❑ GMS: 139 MNAs (75%) want a Competition Management System, closely followed by National Athlete Ranking System at 124 MNAs (67%). Online/Offline Education & Certification and National Belt Grading & Certification were requested by 101 (54%) & 76 (41%) MNAs were looking for website functionality.

The background features a large red shape that curves across the top and middle. Below it is a yellow shape, and at the bottom is a grey shape. A small blue shape is visible on the right side. In the top left corner, there is a green circular shape.

## II. Category

## II. Category

### 1. Background

This section is aimed to discover more information on MNAs particularly on their capacities to fulfil fundamental functions as the national governing body of Taekwondo.

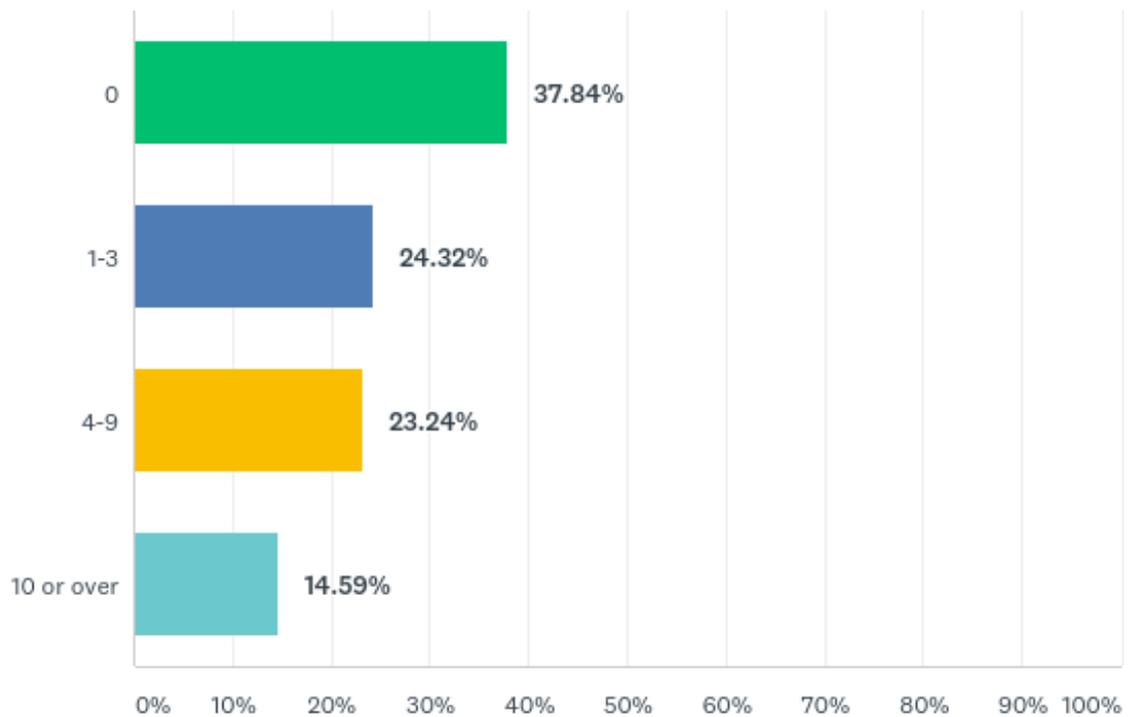
The questions are about Size of MNA secretariat, Annual Revenue, Funders, Communications, Number of elite athletes, Adoption of Taekwondo in public sectors, Education, Demand for development program and Para Taekwondo



## Question 1.1

**How many full-time equivalent paid administration staff (excluding President and SG) are there in your association?**

ANSWER CHOICES	RESPONSES	
0	37.84%	70
1-3	24.32%	45
4-9	23.24%	43
10 or over	14.59%	27
TOTAL		185



### Findings

70 MNAs (38%) were found that they have no personnel to do daily operations and communications, meaning that more than one third of MNAs have no administrative staff to handle daily operations and communications with WT.

### Measures

- MRD identifies at least one key person of each MNA for daily communications.
- Consider assigning coordinators on language and regional basis to help communicate with MNAs.
- On a long term, consider supporting to hire MNA administrator for communications with WT and CU.

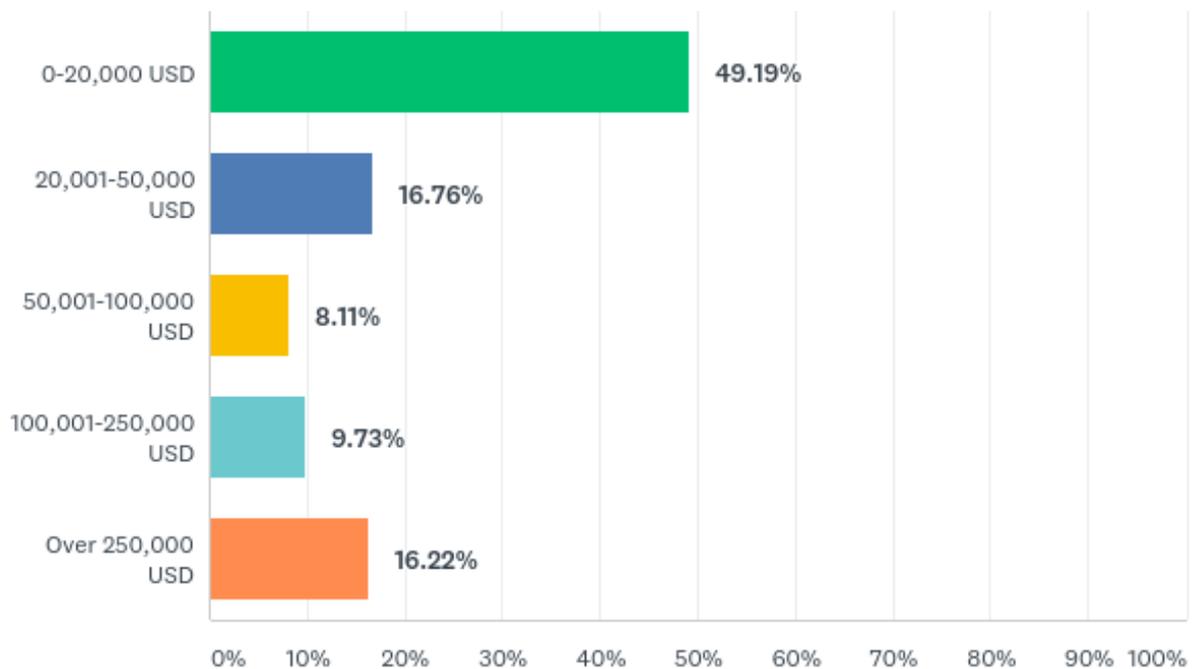
### Reference for MNA

- Nominate one contact person for regular communication with WT and send the contact details to ensure MNA administration is running in alignment with WT.

## Question 1.2

**What is the approximate total annual revenue from all sources of your association?**

ANSWER CHOICES		RESPONSES		
0-20,000 USD (1)		49.19%	91	
20,001-50,000 USD (2)		16.76%	31	
50,001-100,000 USD (3)		8.11%	15	
100,001-250,000 USD (4)		9.73%	18	
Over 250,000 USD (5)		16.22%	30	
TOTAL			185	
BASIC STATISTICS				
Minimum	Maximum	Median	Mean	Standard Deviation
1.00	5.00	2.00	2.27	1.53



### Findings

91 MNAs (49%) have less than annual budget of USD 20,000 having difficulty in conducting activities and participating in competitions and General Assembly.

### Measures

- Identify the list of 91 MNAs and put them in priority list in operating 2021 WT Development Program.

### Reference for MNA

N/A

### **Question 1.3**

**What is the approximate amount of governmental funding (USD) of your association?**

**[Subjective Question]**

#### **Findings**

37 MNAs (20%) have not been receiving any governmental funding.

#### **Measures**

- Public funding serves as key resources for MNAs, so share the know-hows of building partnership with public authorities to secure more funding in collaboration with successful MNAs (peer-to-peer program).

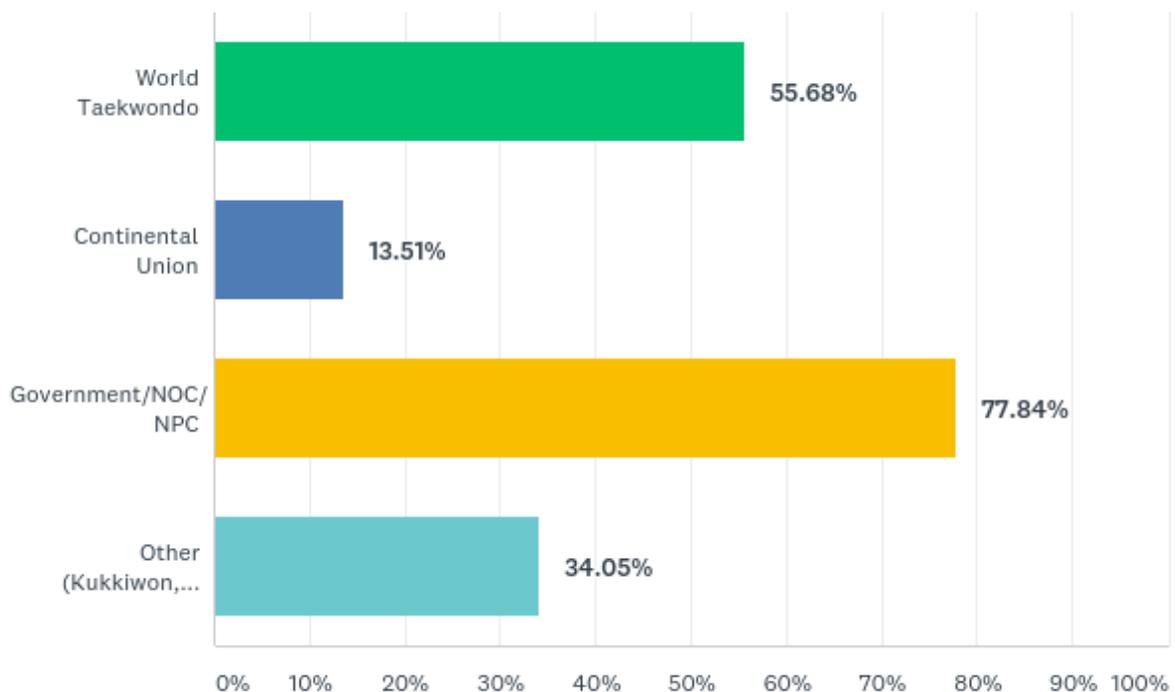
#### **Reference for MNA**

- Identify the challenges in getting governmental funds.

## Question 1.4

**Which of the following institutions has provided support (funding, value-in-kind, etc.) to your association? (You can choose more than one answer)**

ANSWER CHOICES	RESPONSES
World Taekwondo	55.68% 103
Continental Union	13.51% 25
Government/NOC/NPC	77.84% 144
Other (Kukkiwon, IOC/IPC, Embassy, etc.)	34.05% 63
Total Respondents: 185	



### Findings

144 MNAs (77%) have been identified receiving support from Government/NOC/NPC but the question does not serve informative enough.

### Measures

- ❑ In 2021 MNA Survey, it is proposed to change the question to better identify different sources of income. MNAs also responded that main source of income comprises of hosting competition, education program, affiliation fee (dojang/club), support from government/NOC/NPC, sponsor, Dan/Poom certificate, GMS membership fee, sponsorship from private entities.

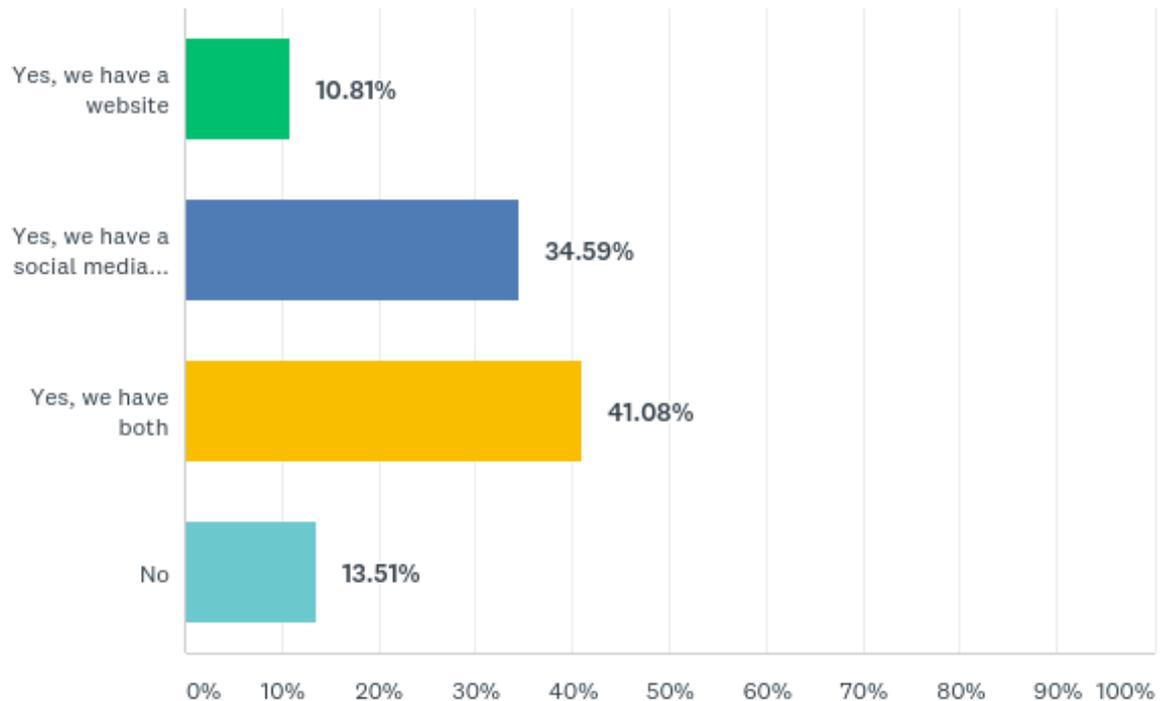
### Reference for MNA

N/A

## Question 1.5

**Does your association have a website and/or social media (Facebook, Twitter, etc.)?**

ANSWER CHOICES	RESPONSES	
Yes, we have a website	10.81%	20
Yes, we have a social media page(s)	34.59%	64
Yes, we have both	41.08%	76
No	13.51%	25
TOTAL		185



### Findings

160 MNAs (86%) have a website and/or social media page. This result is quite encouraging because it means that platform for transparency and promotions are available.

### Measures

- Update WT's website with updated information on the MNA's website and social media page.
- Send recommendations to the 26 MNAs who have not yet set up their social media pages.

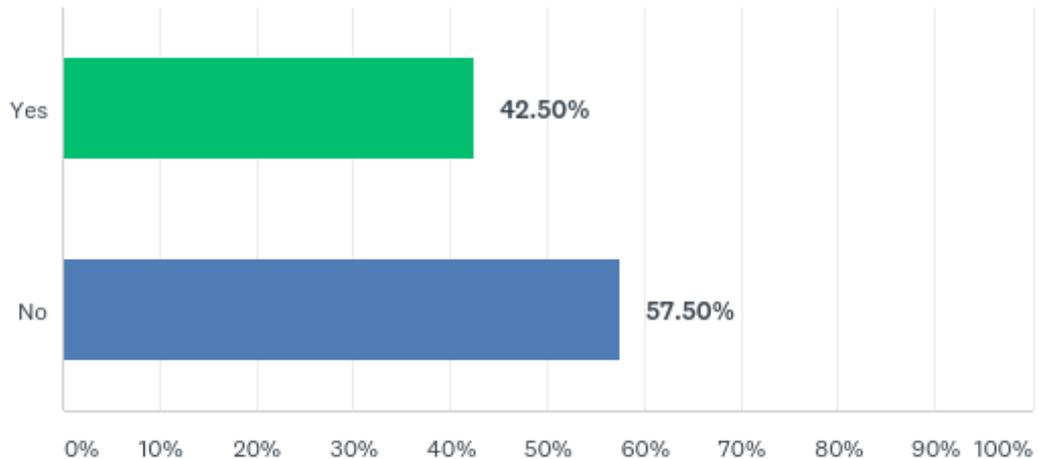
### Reference for MNA

- Create MNA's own website or social media page to better communicate with its members and stakeholders as well as with umbrella organizations such as WT and Continental Union.

### Question 1.5.1

If yes, is it linked to the WT website/social media?

ANSWER CHOICES	RESPONSES	
Yes	42.50%	68
No	57.50%	92
TOTAL		160



#### Findings

92 MNAs' (58%) website is not linked to the WT website/social media.

#### Measures

- Send the guideline to 92 MNAs to create link or banner of WT site and social media pages for the visitors of the MNAs can also have access to WT sites and social media pages.

#### Reference for MNA

- Create link WT website and social media pages for the members to be kept updated.
  - <http://www.worldtaekwondo.org/index.html>
  - <https://www.facebook.com/WorldTaekwondo1>
  - <https://www.instagram.com/worldtaekwondo.pr/>
  - <https://twitter.com/WorldTaekwondo1>
  - <https://www.youtube.com/user/worldtaekwondo>

## Question 1.6

**What is the estimated total size of Taekwondo population in your country (please give your best estimate if no data is available)?**

**[Subjective Question]**

### Findings

Although this figure is only best estimate rather than exact figures, the data is still valuable to better understand the capacities of the MNAs.

### Measures

- Store this data and keep updating every year to see the change of figures.
- Establish the strategy to increase the number of Taekwondo practitioners.

### Reference for MNA

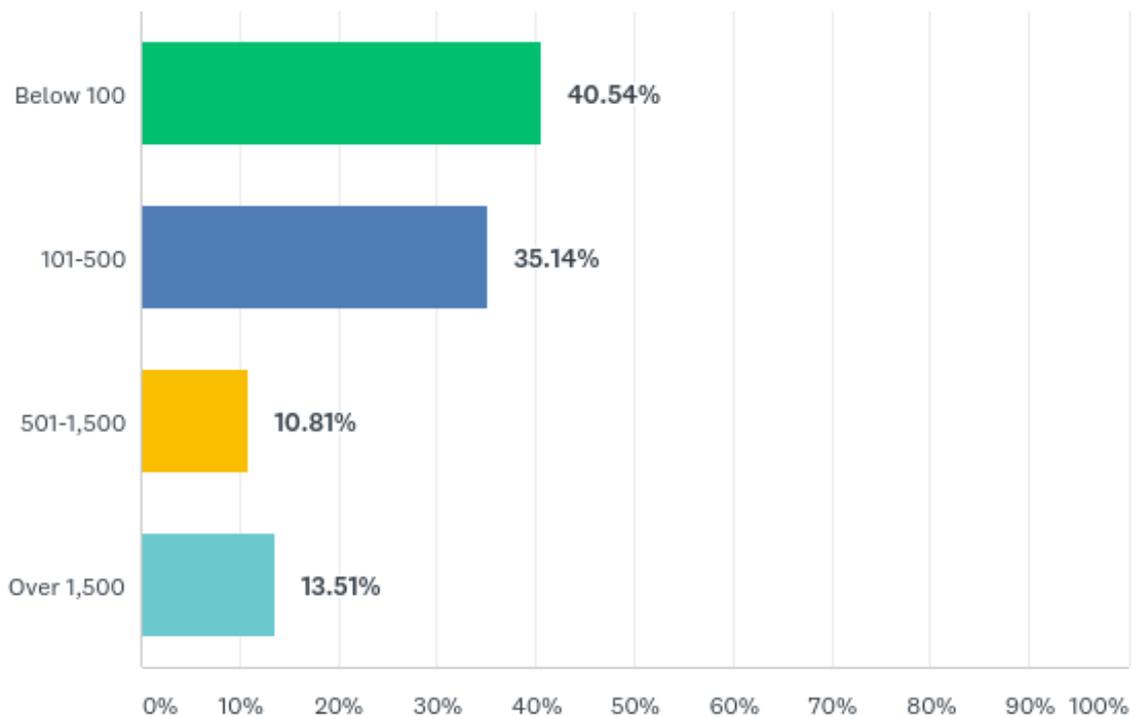
N/A



## Question 1.7

**What is the number of senior Kyorugi athletes competing in your country who are registered with your association (please give your best estimate if no data is available)?**

ANSWER CHOICES	RESPONSES
Below 100	40.54% 75
101-500	35.14% 65
501-1,500	10.81% 20
Over 1,500	13.51% 25
TOTAL	185



### Findings

140 MNAs (75%) have less than 500 registered senior Kyorugi athletes, among them 75 MNAs responded that they have less than 100 registered senior Kyorugi athletes.

### Measures

- Encourage CUs to support MNAs with less than 100 Kyorugi athletes financially and administratively with the fund provided by WT.

### Reference for MNA

N/A

## **Question 1.8**

**What is the number of registered clubs (dojangs) in your country (please give your best estimate if no data is available)?**

**[Subjective Question]**

### **Findings**

95 MNAs (51%) responded that there are less than 50 registered clubs within their country.

### **Measures**

- WT to introduce Geup Certificate system to be more directly involved in the development of club level athletes.

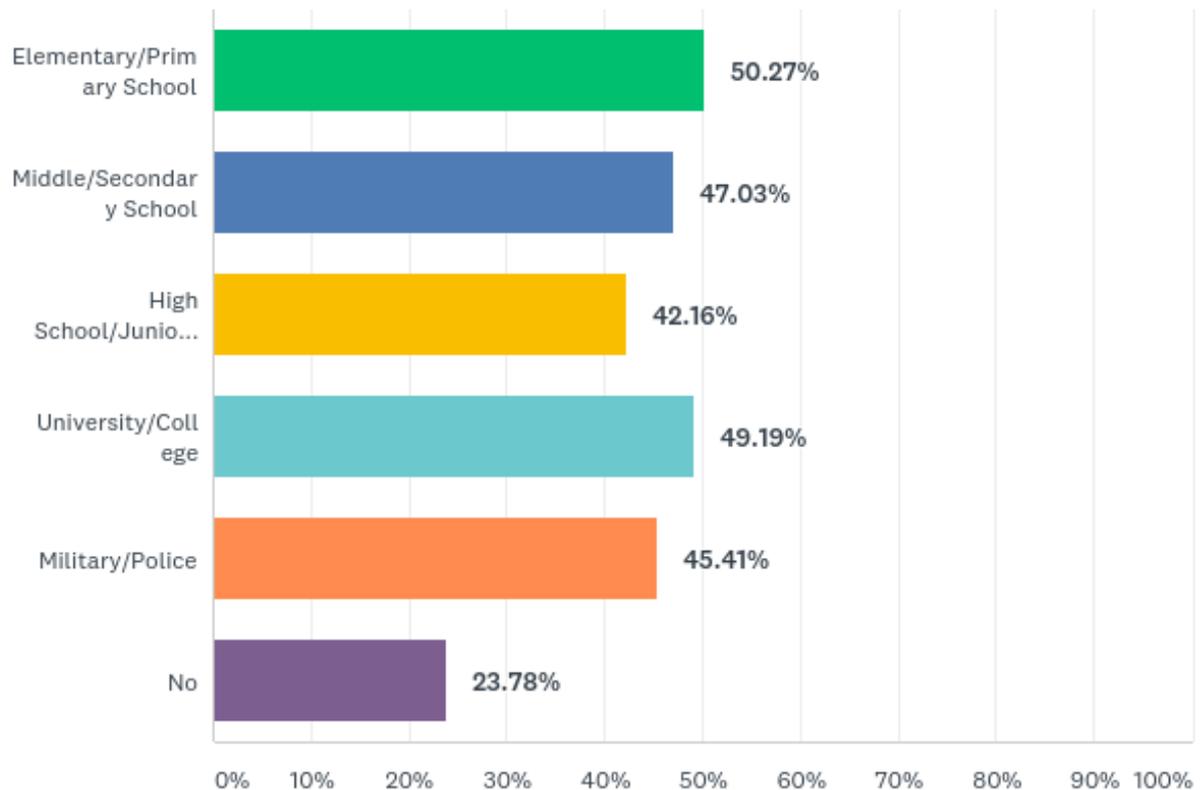
### **Reference for MNA**

N/A

## Question 1.9

**Is Taekwondo adopted by the following public/private institutions? (you can choose more than one answer)**

ANSWER CHOICES	RESPONSES	
Elementary/Primary School	50.27%	93
Middle/Secondary School	47.03%	87
High School/Junior College	42.16%	78
University/College	49.19%	91
Military/Police	45.41%	84
No	23.78%	44
Total Respondents: 185		



### Findings

Taekwondo is adopted by Elementary/Primary Schools in 93 MNAs (50%), Middle/Secondary School in 87 MNAs (47%), High School/Junior College in 91 MNAs (49%), Military/Police in 44 MNAs (24%). This result is inspiring as the figure shows the practical value as well as education value of Taekwondo

### Measures

- Contact the MNAs separately to find out the process of adoption of Taekwondo in schools, armies, etc.
- Share the know-hows with other MNAs for adoption of Taekwondo in the near future

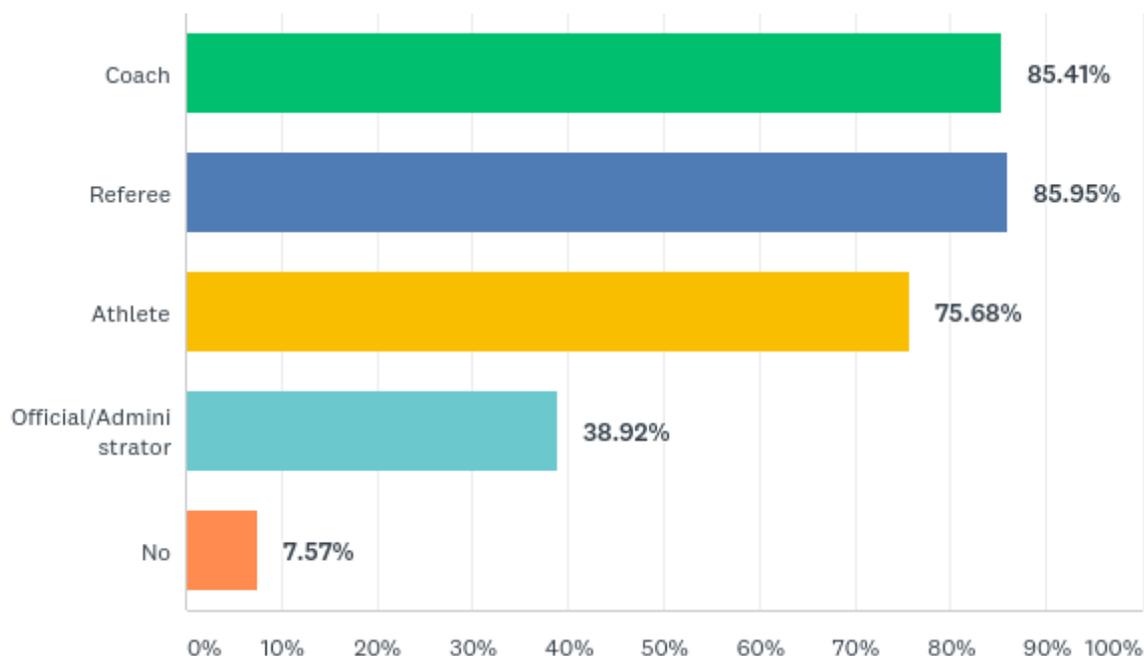
### Reference for MNA

- Try to present values of Taekwondo to educational institutions for adoption of Taekwondo programs in public schools and other educational institutes.

## Question 1.10

**Does your association organize education seminars/courses for the following stakeholders? (you can choose more than one answer)**

ANSWER CHOICES	RESPONSES	
Coach	85.41%	158
Referee	85.95%	159
Athlete	75.68%	140
Official/Administrator	38.92%	72
No	7.57%	14
Total Respondents: 185		



### Findings

Coach education seminar is organized in 158 MNAs (85%), Referee education seminar is organized in 159 MNAs (86%), Athlete education seminar is organized in 140 MNAs (76%) and Official/Administrator seminar is organized in 72 MNAs (39%). This result is inspiring as it was found that more MNAs are already conducting their own education programs than WT expected.

### Measures

- Provide standard educational materials to MNAs to support standardized and quality-basis education with correct and most updated information.
- Provide MNA workshops in order to standardize the national level education.

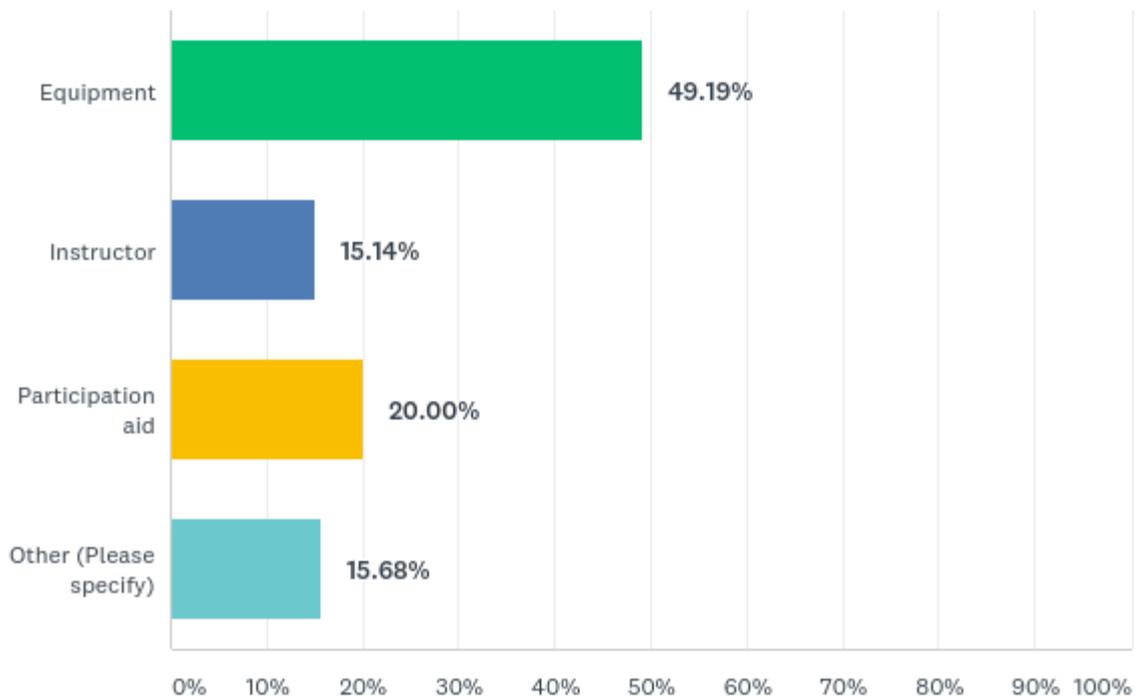
### Reference for MNA

- Encourage officials of your MNA to participate in WT education programs (certification/non-certification) to be constantly updated with the latest information and keep consistency in the programs.
- Maximize using standard materials published by WT.

## Question 1.11

If you have an opportunity for WT support, which of the following answers is the most needed?

ANSWER CHOICES	RESPONSES
Equipment	49.19% 91
Instructor	15.14% 28
Participation aid	20.00% 37
Other (Please specify)	15.68% 29
TOTAL	185



### Findings

Equipment aid is still what MNAs need most. (91 MNAs, 49%)

### Measures

- Reflect this result into the WT Development programs to better serve MNAs.
- Strengthen the partnership with governmental institutes to secure more sources of equipment support for MNAs.

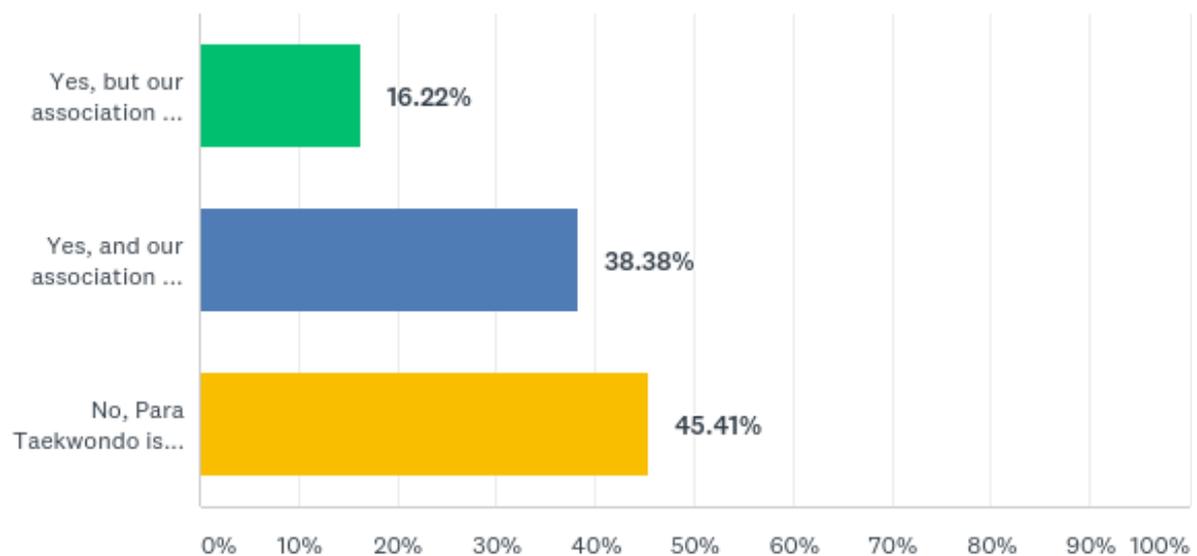
### Reference for MNA

- Pay attention to the notice of WT on the development program which is released at the end of the year and visit <http://www.worldtaekwondo.org/development-wt/program.html> for the application forms and procedures.

## Question 1.12

### Is Para Taekwondo active in your country?

ANSWER CHOICES	RESPONSES
Yes, but our association is not the governing body	16.22% 30
Yes, and our association is the governing body	38.38% 71
No, Para Taekwondo is not active in our country	45.41% 84
TOTAL	185



#### Findings

30 MNAs (16%) replied that they are active but not the governing body in the country. 71 MNAs (38%) replied that they are active and that they are the governing body. 84 MNAs (45%) replied that they are not active.

#### Measures

- ❑ MNAs are the governing bodies for Para Taekwondo at a national level in the eyes of WT and IPC.
- ❑ 84 MNAs (45%) that replied that they do not have a Para Taekwondo program needs to lay a foundation to start a program by actively seeking to provide opportunities for Para Athletes and attending World Para Taekwondo Education Programs.

#### Reference for MNA

- ❑ Stay in touch with WT Para Taekwondo Department at [para-tdk@worldtaekwondo.org](mailto:para-tdk@worldtaekwondo.org) for any inquiries or support.

## 2. Governance

This section is aimed to discover more information on fundamental documents upon which the administration of the sport of taekwondo in each country is based.

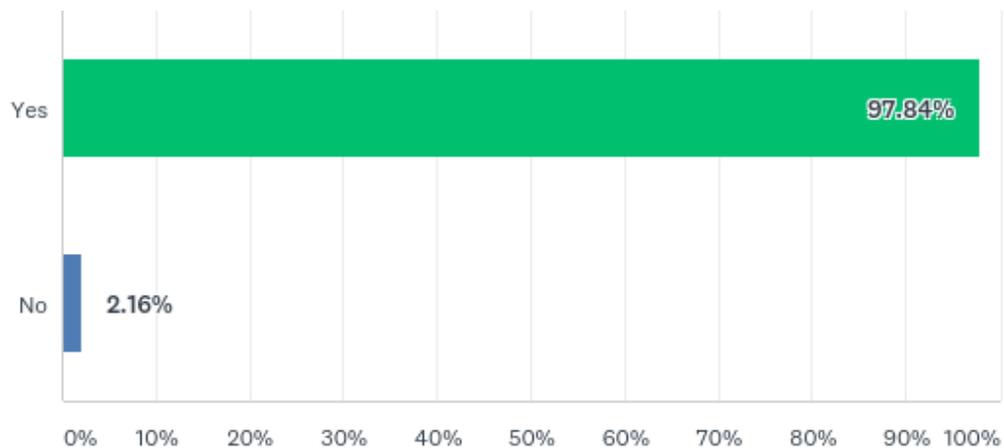
The questions are about the Statutes, Rules & Regulations, Gender Balance and Committee



## Question 2.1

### Does your association have Statutes (or Constitution)?

ANSWER CHOICES	RESPONSES
Yes	97.84% 181
No	2.16% 4
TOTAL	185



#### Findings

181 MNAs (98%) have Statutes or Constitution

#### Measures

- Create process to review and approve the constitution of each MNA to ensure MNAs' constitution is in alignment with WT's Statutes.
- Request all MNAs to have constitution available in English.
- Provide WT's model statutes to MNAs to help them revise the constitution in accordance with the requirements of WT.

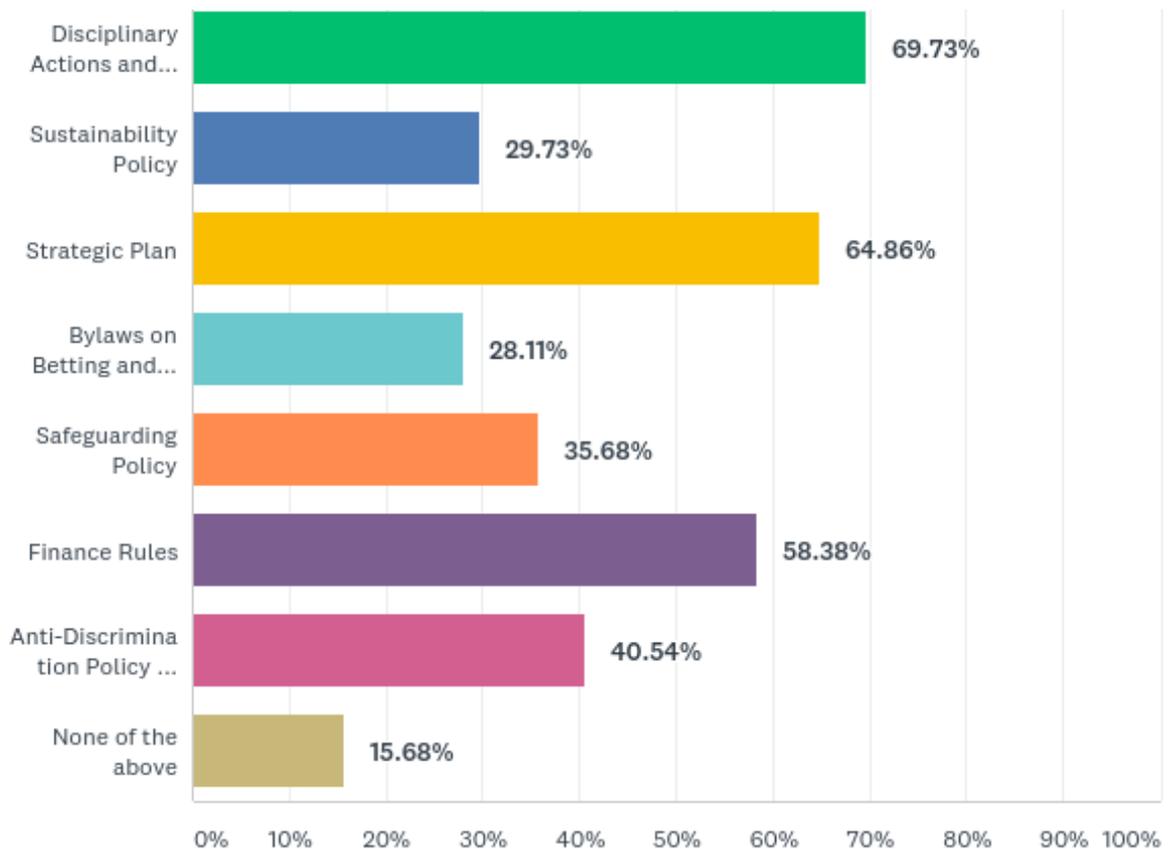
#### Reference for MNA

- Visit <http://www.worldtaekwondo.org/rules-wt/rules.html?sc=05> to check the most updated WT Statutes and ensure alignment with your constitution.
- Contact Member Relations & Development Department at [member@worldtaekwondo.org](mailto:member@worldtaekwondo.org) to check if your constitution is in alignment with WT's requirements, and to ask for MNA model statutes.

## Question 2.2

Is Do you have any of the following (you can choose more than one answer):

ANSWER CHOICES	RESPONSES
Disciplinary Actions and Appeals Code / Ethics Code	69.73% 129
Sustainability Policy	29.73% 55
Strategic Plan	64.86% 120
Bylaws on Betting and Anti-Corruption	28.11% 52
Safeguarding Policy	35.68% 66
Finance Rules	58.38% 108
Anti-Discrimination Policy on racial, religious or sexual orientation	40.54% 75
None of the above	15.68% 29
Total Respondents: 185	



### Findings

It was found that 129 MNAs (70%) have Disciplinary Actions and Appeals Code / Ethics Code, 120 MNAs (65%) have Strategic Plan, 108 MNAs (59%) have Finance Rules, 75 MNAs (41%) have Anti-Discrimination Policy on racial, religious or sexual orientation, 66 MNAs (36%) have Safeguarding Policy, 55 MNAs (30%) have Sustainability Policy and 52 MNAs (28%) have Bylaws on Betting and Anti-Corruption.

### Measures

- Provide a model rules and regulations to be in line with WT's and encourage MNA to create the documents by sending guideline and link of related page in WT website.

### Reference for MNA

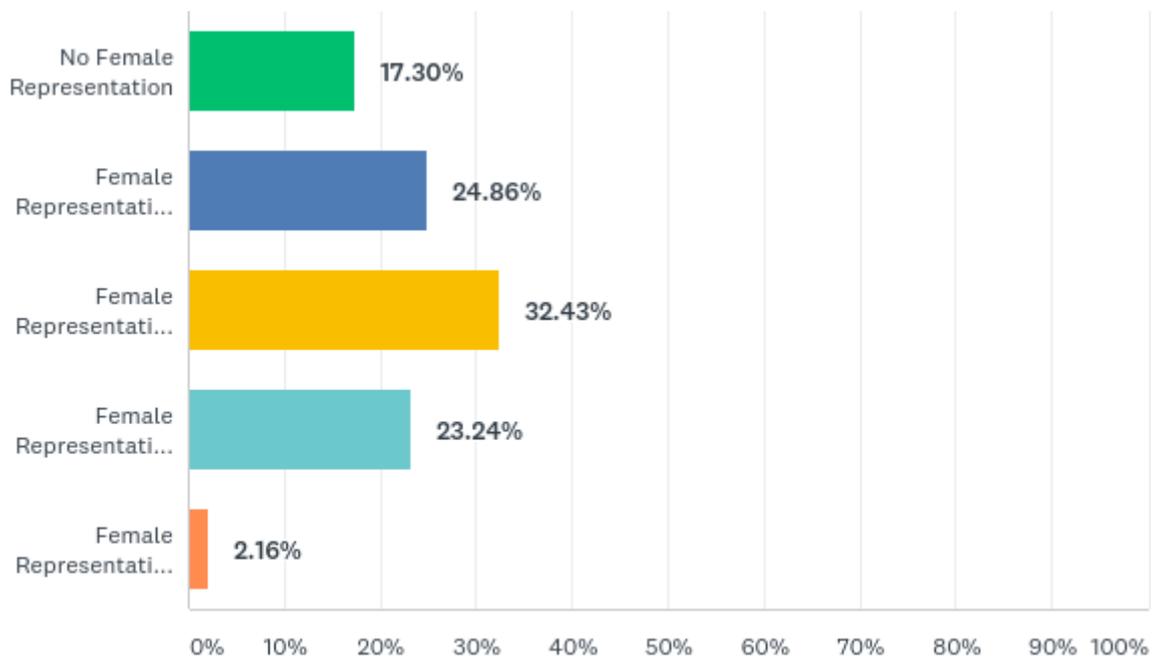
- Visit the following WT website to access to the most updated regulations and bylaws to create your own rules.

<http://www.worldtaekwondo.org/rules-wt/rules.html?sc=06>

### Question 2.3

#### What is the gender balance in the Executive Board or equivalent?

ANSWER CHOICES	RESPONSES
No Female Representation	17.30% 32
Female Representation is 5% or less	24.86% 46
Female Representation is 20% or less	32.43% 60
Female Representation is 50% or less	23.24% 43
Female Representation is above 50%	2.16% 4
TOTAL	185



#### Findings

Female representation is above 50% in 4 MNAs (2%), 50% or less in 43 MNAs (23%), 20% or less in 60 MNAs (32%), 5% or less in 46 MNAs and no female representation in 32 MNAs (17%).

#### Measures

- Establish the four-year plan with the aim of increasing the rate of female representative to 35%.
- Suggest the WT Taekwondo for All committee to establish the plan to achieve gender balance in national level.

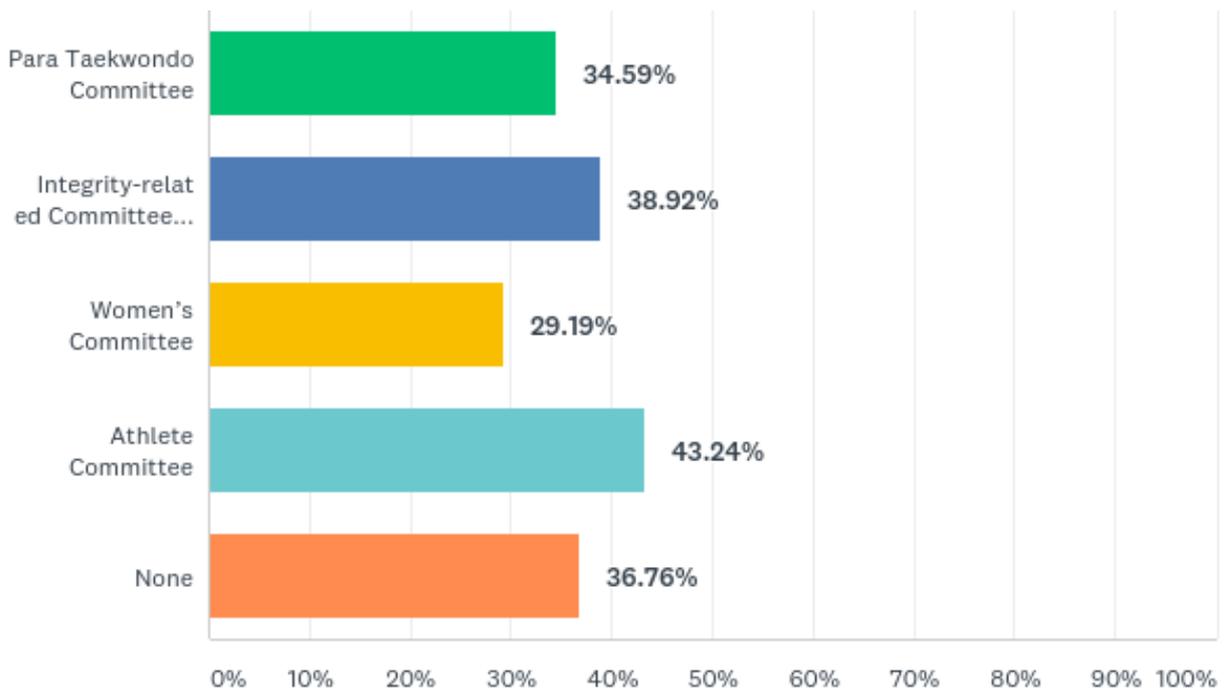
#### Reference for MNA

- Set a long-term strategy to increase gender balance within decision-making organ within your MNA, targeting to reach 25% in short-term and 35% in long term.

## Question 2.4

Does your association have any of the following Committees? (you can choose more than one answer):

ANSWER CHOICES	RESPONSES
Para Taekwondo Committee	34.59% 64
Integrity-related Committee (Ethics Committee and/or Anti-doping Committee)	38.92% 72
Women's Committee	29.19% 54
Athlete Committee	43.24% 80
None	36.76% 68
Total Respondents: 185	



### Findings

Clear guidance for MNAs to establish committees are required.

### Measures

- Provide a guideline to MNAs with information on how to establish committees and organize meetings including the process and terms of references.

### Reference for MNA

- Visit <http://www.worldtaekwondo.org/about-wt/committees.html> to see what committees WT has currently put in place and what the terms of references are.

### 3. Transparency

This section is aimed to discover more information on the MNAs' implementation of a system of self-evaluation and public monitoring.

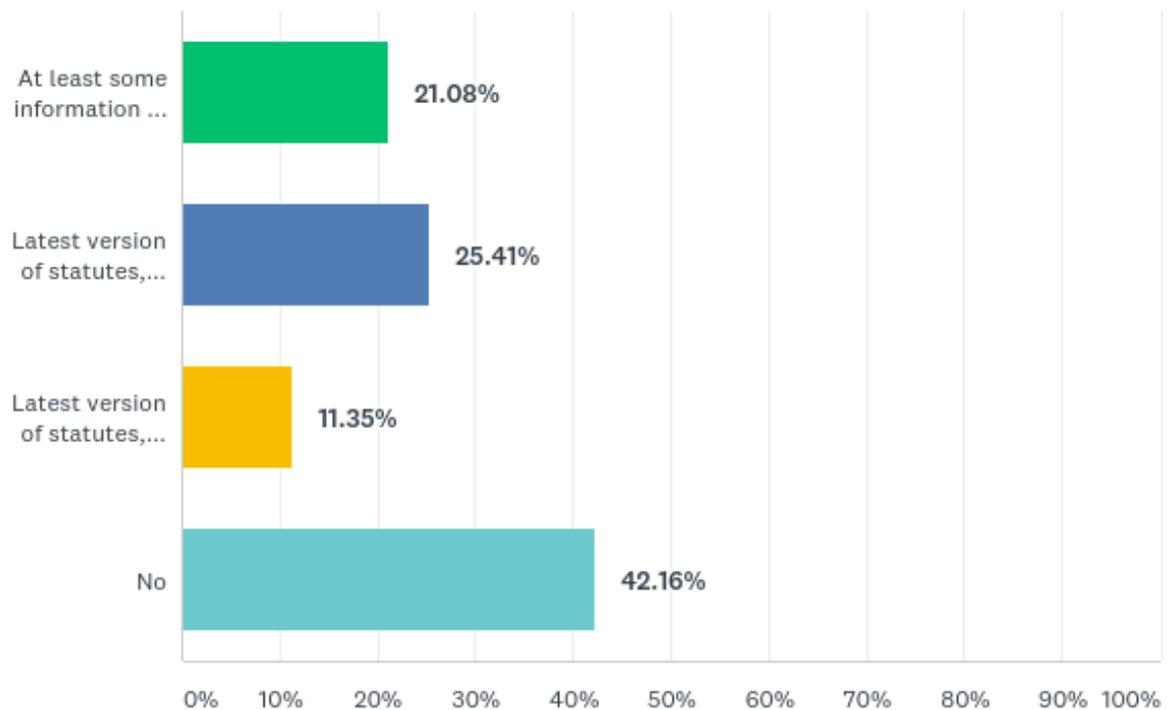
The questions are about the Publication of Statutes, Rules & Regulations, Annual Report, Financial Report, General Assembly documents and Report/decisions of Executive Board & Committee meetings.



### Question 3.1

## Publication of Statutes, rules and regulations

ANSWER CHOICES	RESPONSES
At least some information is available on your association website/social media	21.08% 39
Latest version of statutes, rules and regulations are published on your association website/social media	25.41% 47
Latest version of statutes, rules, regulations and previous versions are published on your association website/social media	11.35% 21
No	42.16% 78
TOTAL	185



### Findings

181 MNAs have Statutes according to the result of Q2.1 but only 107 MNAs are publishing the documents on website/social media.

### Measures

- Provide guidelines to encourage MNAs to publish their statutes as well as other rules and regulations on their website or on social media page.

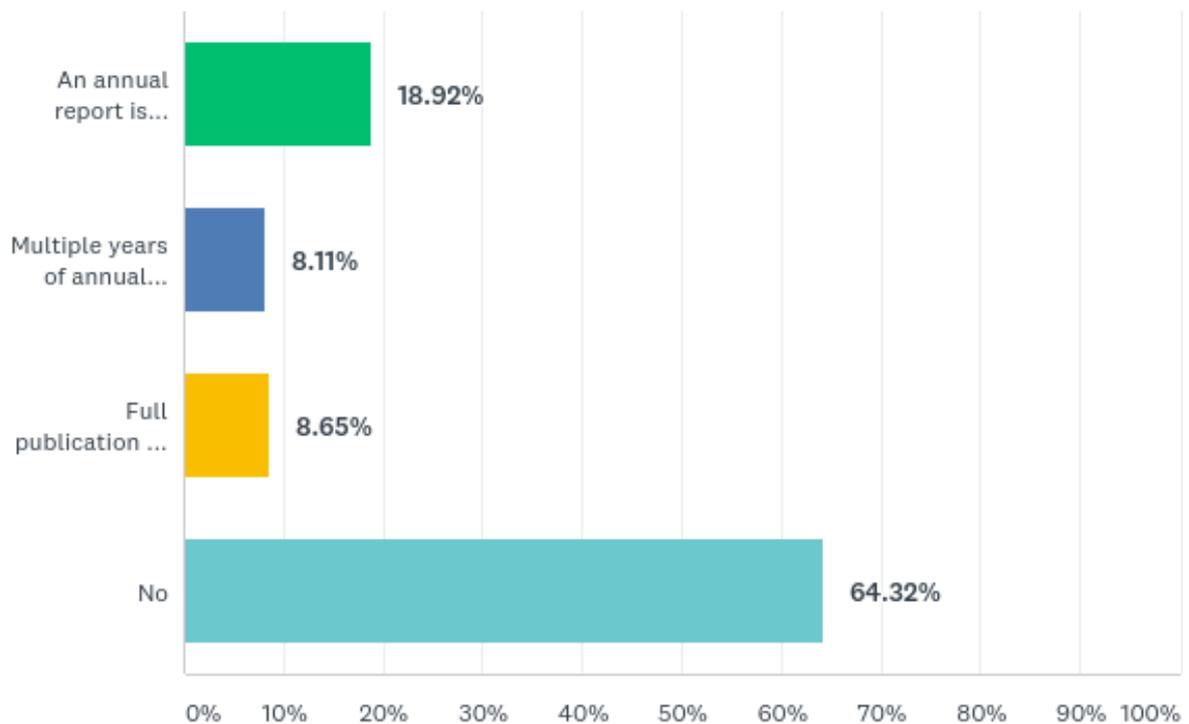
### Reference for MNA

- Publish Statutes and Regulations on your website or on social media page.
- Refer to <http://www.worldtaekwondo.org/documents-wt/docu.html>

## Question 3.2

### Publication of Annual Report

ANSWER CHOICES	PERCENTAGE	RESPONSES
An annual report is available on your association website/social media	18.92%	35
Multiple years of annual reports are available on your association website/social media	8.11%	15
Full publication of all annual reports on your association website/social media	8.65%	16
No	64.32%	119
<b>TOTAL</b>		<b>185</b>



#### Findings

It was found that not many MNAs neither develop the annual report nor publish it.

#### Measures

- Provide guidance to MNAs to create their own annual report and publish on their website or social media page.
- Include 'submission of annual report' in one of the MNA's requirements in the WT Statutes.

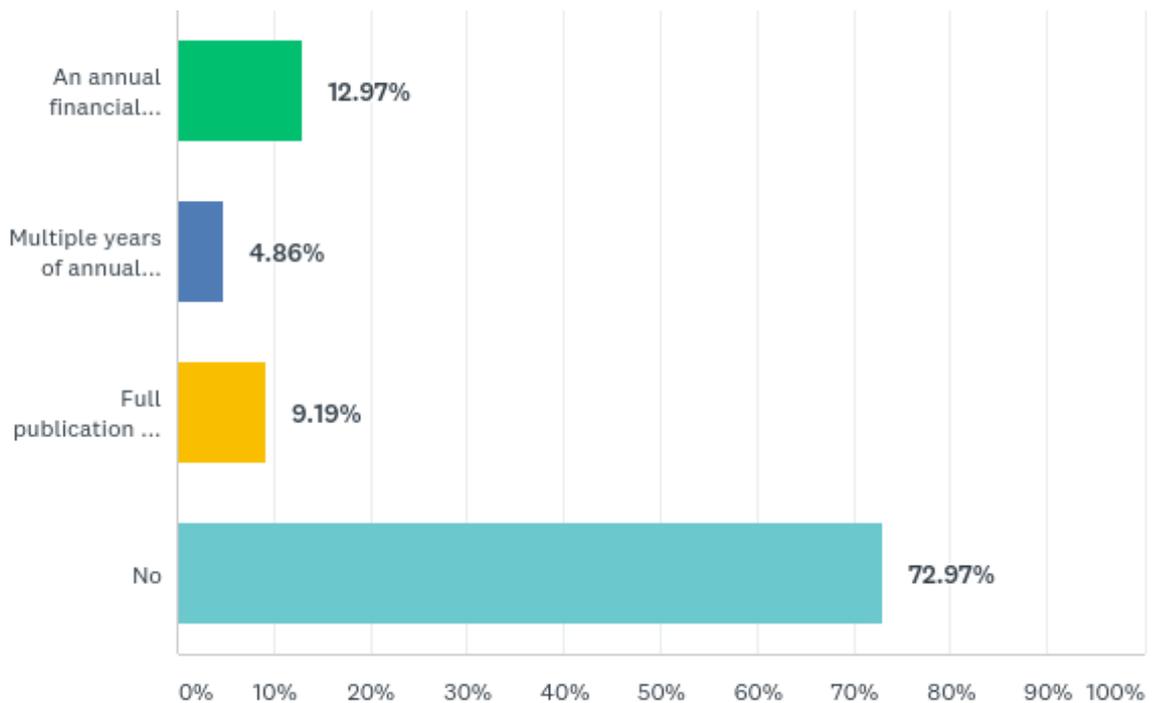
#### Reference for MNA

- Refer to <http://www.worldtaekwondo.org/documents-wt/docu.html?cd1=05>

### Question 3.3

## Publication of Annual Financial Report following External Audit

ANSWER CHOICES	RESPONSES
An annual financial report is available on your association website/social media	12.97% 24
Multiple years of annual financial reports are available on your association website/social media	4.86% 9
Full publication of all annual financial reports on your association website/social media	9.19% 17
No	72.97% 135
TOTAL	185



### Findings

Only 50 MNAs publish the Annual Financial Report on website/social media. Clear guidance for annual financial report is required.

### Measures

- Provide guidance and encourage MNA to publish documents and to produce it annually.
- Add this requirement to the list of MNA's obligations in WT Statutes.

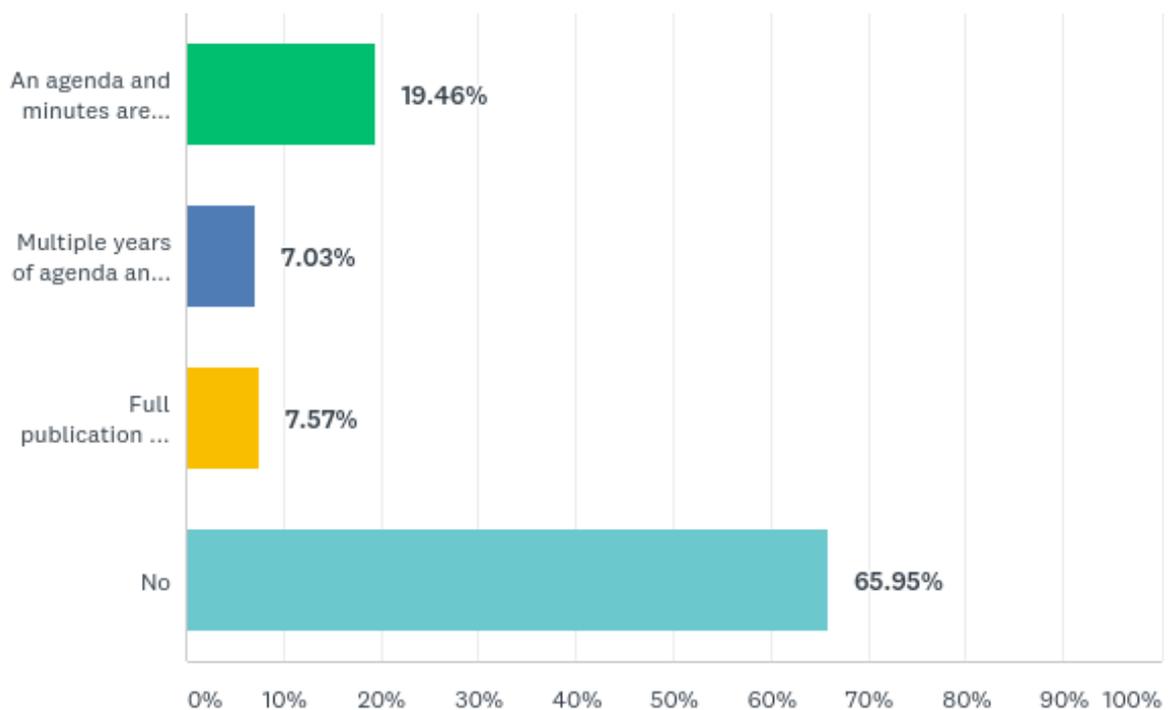
### Reference for MNA

- Refer to <http://www.worldtaekwondo.org/documents-wt/docu.html?cd1=06>

### Question 3.4

#### Publication of General Assembly agenda and minutes with procedure for members offered to add items to agenda and review minutes

ANSWER CHOICES	RESPONSES
An agenda and minutes are available on your association website/social media	19.46% 36
Multiple years of agenda and minutes are available on your association website/social media	7.03% 13
Full publication of all agenda and minutes on your association website/social media	7.57% 14
No	65.95% 122
TOTAL	185



#### Findings

It was found that 14 MNAs (8%) publish full agenda and minutes on their website/social media, 29 MNAs (16%) publish all major decisions from board and committee meetings on their website/social media, 55 MNAs (30%) publish some decisions from board and committee meetings and 76 MNAs (41%) don't publish the decisions/reports from board and committee meetings on their website/social media.

#### Measures

- Provide guidelines to MNAs to publish the agenda and minutes of General Assembly.
- Add this to requirements of MNAs in WT Statutes.

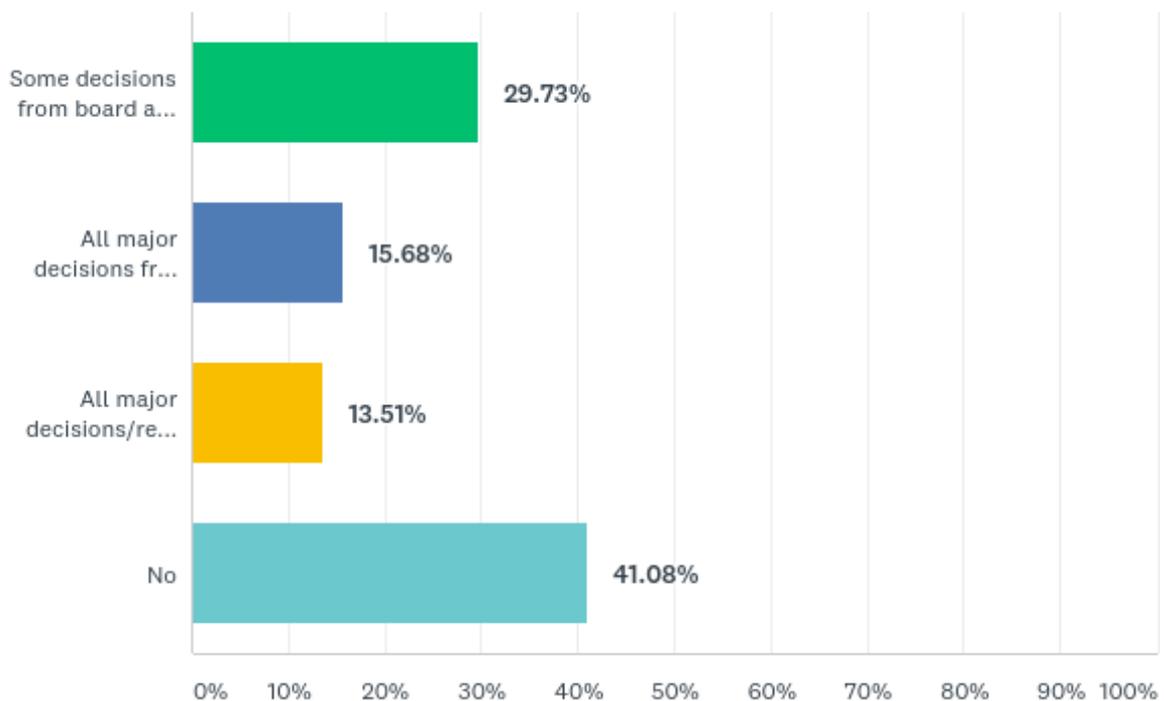
#### Reference for MNA

- Refer to <http://www.worldtaekwondo.org/documents-wt/docu.html?cd1=01>
- Refer to <http://www.worldtaekwondo.org/documents-wt/docu.html?cd1=03>

### Question 3.5

#### Publication of summary of reports/decisions taken by Executive Board and Committee meetings, as well as all other important decisions of your association

ANSWER CHOICES	PERCENTAGE	RESPONSES
Some decisions from board and committee meetings are published	29.73%	55
All major decisions from board and committee meetings are published on association website/social media	15.68%	29
All major decisions/reports from board and committee meetings are published promptly on association website/social media in a designated section	13.51%	25
No	41.08%	76
<b>TOTAL</b>		<b>185</b>



#### Findings

It was found that 25 MNAs (14%) publish all major decisions/reports from board and committee meetings promptly on their website/social media in a designated section, 29 MNAs (16%) publish all major decisions from board and committee meetings on their website/social media, 55 MNAs (30%) publish some decisions from board and committee meetings and 76 MNAs (41%) don't publish the decisions/reports from board and committee meetings on their website/social media.

#### Measures

- Provide guidelines to MNAs to publish the important decisions on their website or on social media pages.
- Make it as criteria for MNA ranking 2022.

#### Reference for MNA

- Refer to <http://www.worldtaekwondo.org/documents-wt/docu.html?cd1=07>

## 4. Democracy

This section is aimed to discover an institutional basis of MNAs to support the democracy.

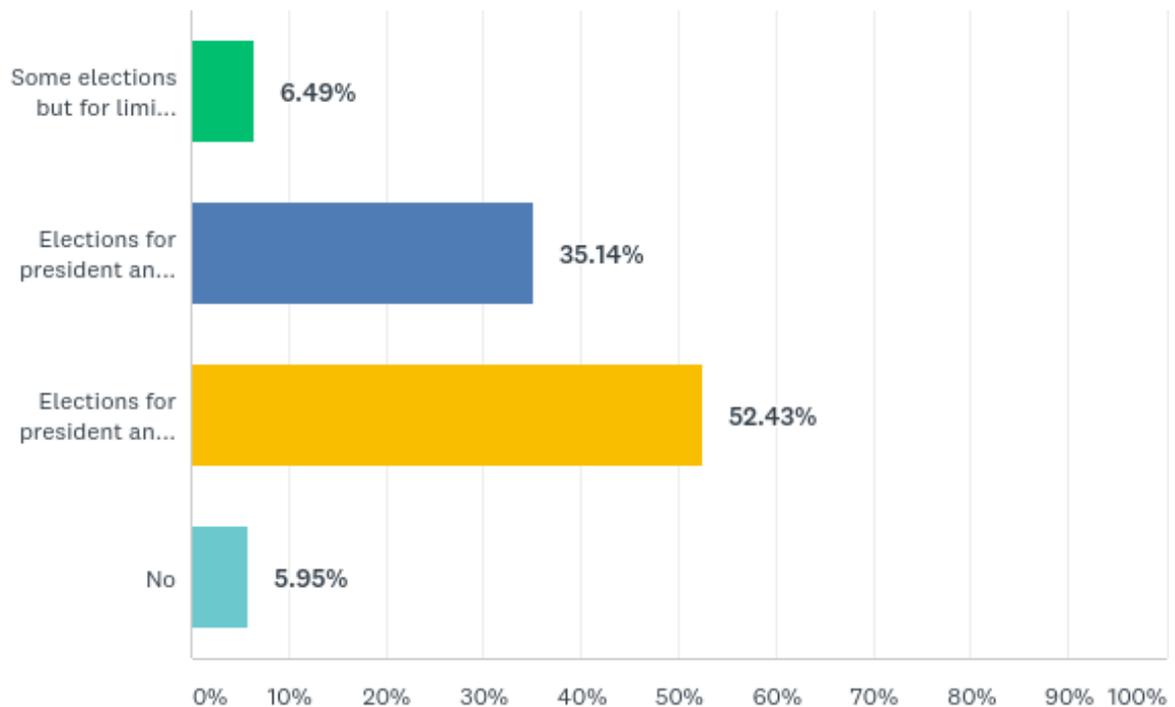
The questions are about the Election, Term limit and General Assembly.



## Question 4.1

### Election of the President and the majority of members of executive board or equivalent

ANSWER CHOICES	RESPONSES	
Some elections but for limited number of roles	6.49%	12
Elections for president and majority of members of executive board	35.14%	65
Elections for president and majority of roles, voting results published	52.43%	97
No	5.95%	11
<b>TOTAL</b>		<b>185</b>



#### Findings

Clear guidance for 11 MNAs who have no election process are required.

#### Measures

- Check the reason for not having the election process and encourage establishing the election process.

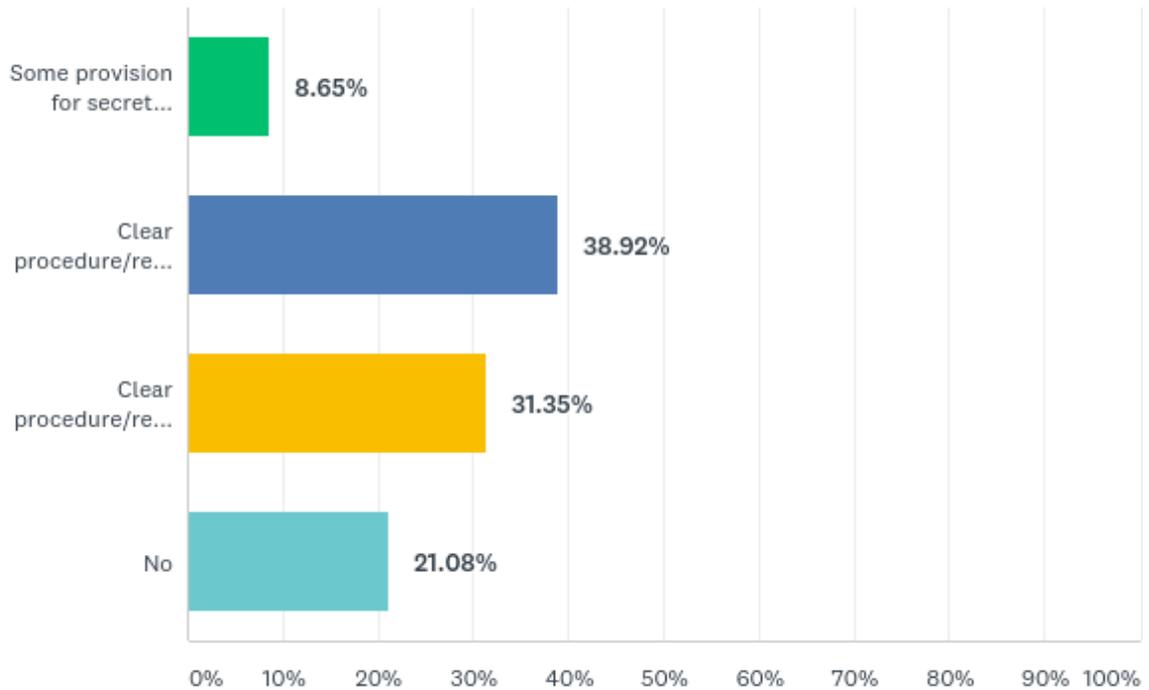
#### Reference for MNA

- Maximize the number of elected positions within your MNA to enhance democracy of governance of your MNA.

## Question 4.2

### Election process with secret ballot under a clear procedure/regulation

ANSWER CHOICES	RESPONSES
Some provision for secret ballots	8.65% 16
Clear procedure/regulation in the statutes for secret ballots	38.92% 72
Clear procedure/regulation for secret ballots, covering various scenarios including handling protests	31.35% 58
No	21.08% 39
TOTAL	185



#### Findings

It was found that 58 MNAs (31%) have clear procedure/regulation for secret ballots, covering various scenarios including handling protests, 72 MNAs (39%) have clear procedure/regulation in the statutes for secret ballots, 16 MNAs (7%) have some provision for secret ballots and 39 MNAs (21%) don't have the procedure/regulation in the statutes for secret ballot.

#### Measures

- Provide a model regulation on the election and encourage MNA to establish the democratic election procedure.

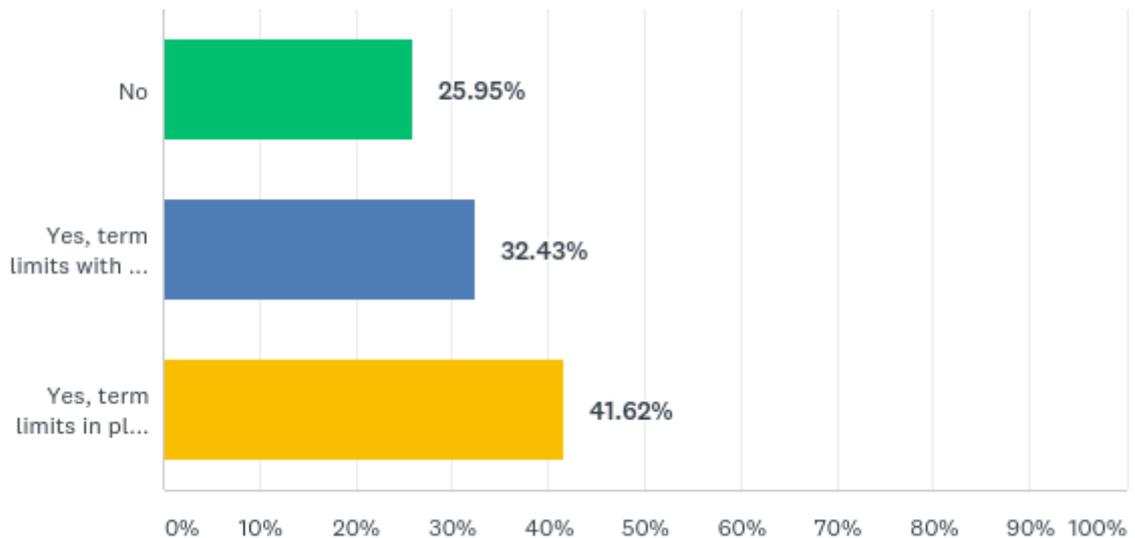
#### Reference for MNA

- Refer to WT's Statutes for the articles related to election procedures.

## Question 4.3

### Term limits for elected official

ANSWER CHOICES	RESPONSES
No	25.95% 48
Yes, term limits with a maximum of 4 years x 3 cumulative terms in same role with waiting period of one term before running for same/different role	32.43% 60
Yes, term limits in place (Please specify)	41.62% 77
TOTAL	185



#### Findings

It was found that 77 MNAs (42%) have term limits for elected official in place, 60 MNAs (32%) have term limits with a maximum of 4 years x 3 cumulative terms in same role with waiting period of one term before running for same/different role and 48 MNAs (26%) don't have the term limits.

Term limit is the obvious tool for increasing turnover and keeping the leadership from acting totalitarian so need to encourage 48 MNAs who have no term limit.

#### Measures

- Provide a guideline to MNAs to establish term limit of the elected officials.

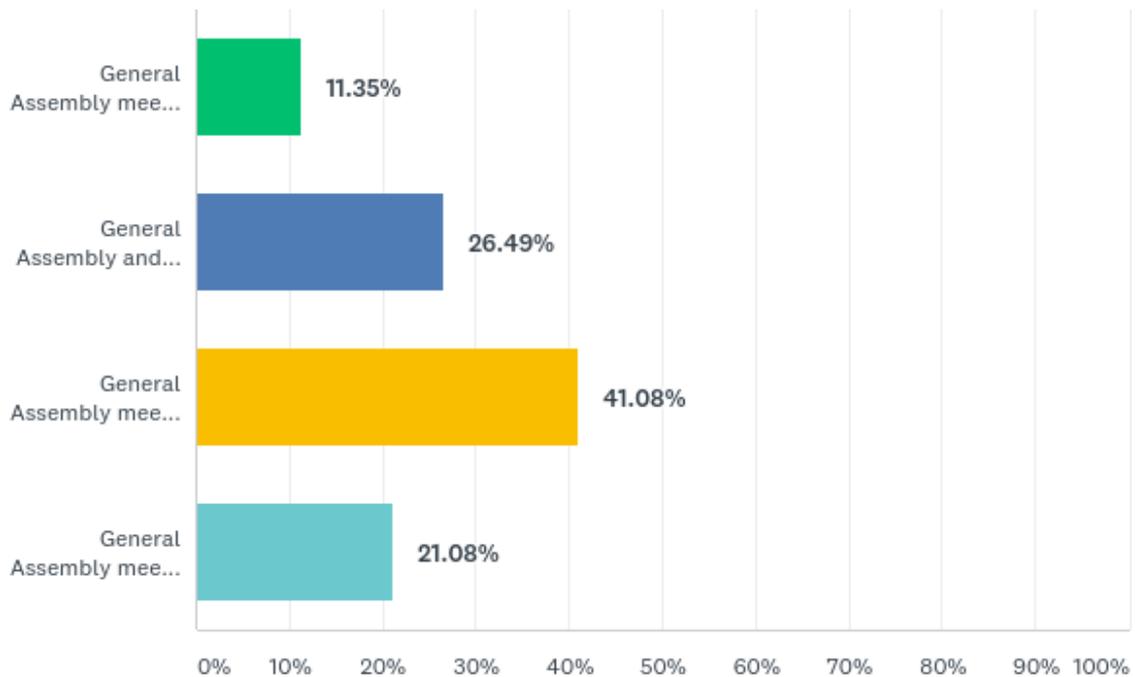
#### Reference for MNA

- WT will come up with guidance and recommendation for term limit of elected officials in due course.

## Question 4.4

### Governing bodies meet regularly

ANSWER CHOICES	RESPONSES
General Assembly meets at least once every 2 years	11.35% 21
General Assembly and other representative governing bodies meet at least once every year	26.49% 49
General Assembly meets at least once every year and other representative governing bodies meet multiple times per year	41.08% 76
General Assembly meets at least once every year and other representative governing bodies meet multiple times per year with decisions and calendar published	21.08% 39
TOTAL	185



#### Findings

It was found that 39 MNAs' (21%) General Assembly meets at least once every year and other representative governing bodies meet multiple times per year with decisions and calendar published, 76 MNAs' (41%) General Assembly meets at least once every year and other representative governing bodies meet multiple times per year, 49 MNAs' (27%) General Assembly and other representative governing bodies meet at least once every year and 21 MNAs' (11%) General Assembly meets at least once every 2 years.

The survey proves that most of the MNAs' activities are based on the democratic process including election and regular meetings.

#### Measures

- In 2021 MNA Survey, it is proposed to add 'No' in answers.

#### Reference for MNA

- Try to organize General Assembly annually to ensure the most updated information is shared among stakeholders.

## 5. Anti-Doping

This section is aimed to learn about Anti-Doping practices among WT members in order to evaluate the needs and to build up a new Risk Assessment for the Test Distribution Plan (TDP) and a new Education Plan for the next Olympic circle.

The questions are about the Anti-Doping Education, Funding for Anti-Doping from NOC/NPC and/or government, Testing Practices & Target Groups, Committees.



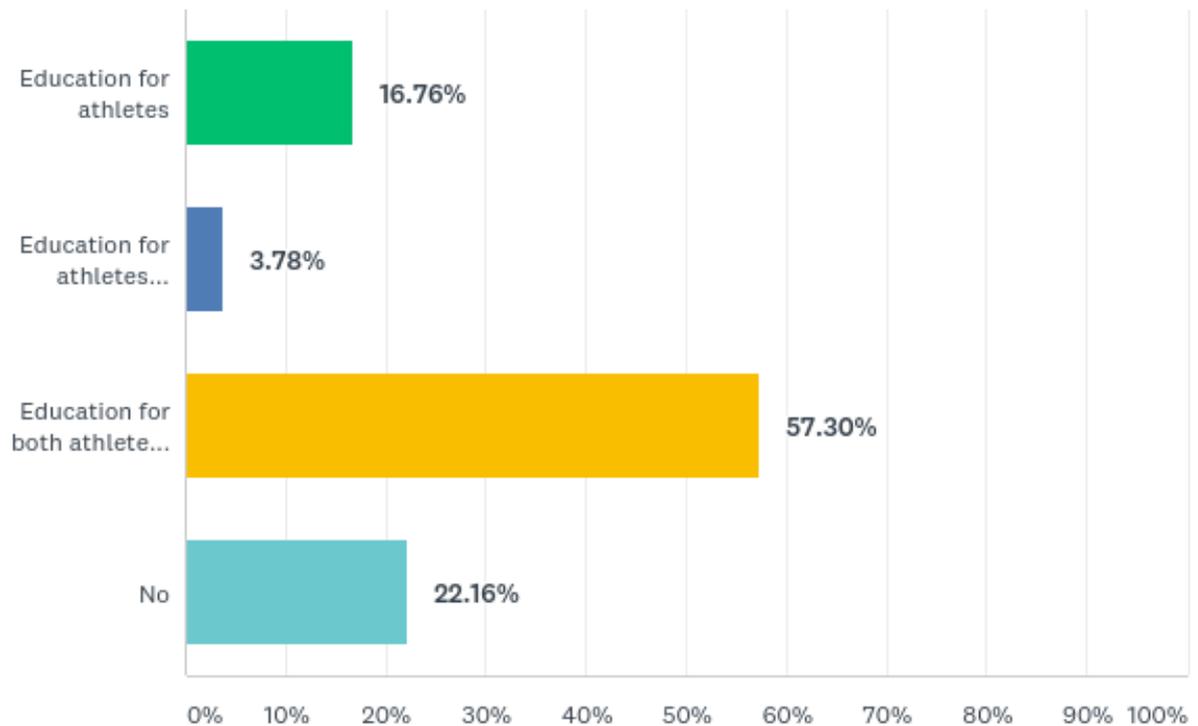
**”  
LET'S  
KICK  
DOPING  
OUT!**

---

## Question 5.1

**Does your association conduct Anti-Doping education for your athletes and/or athletes support personnel?**

ANSWER CHOICES	RESPONSES	
Education for athletes	16.76%	31
Education for athletes support personnel	3.78%	7
Education for both athletes and athletes support personnel	57.30%	106
No	22.16%	41
TOTAL		185



### Findings

144 MNAs (78%) provide Anti-Doping Education for athletes and/or athletes support personnel while 41 MNAs (22%) have none.

### Measures

- ❑ Need to educate MNAs on how to choose the right target group to educate through the MNA Education and push the 41 MNAs to conduct educational programs in cooperation with WT and their NOCs, NADOs & RADOs. For the first time an International Standard for Education is coming into force from January 1st, 2021, this survey should be the base to build our education strategy.

### Reference for MNA

- ❑ WT will provide more information on strategic roadmap for Anti-Doping Education in due course.

## Question 5.2

**How many no advance notice out-of-competition (OOC) urine and/or blood test samples does your association collect per year?**

**[Subjective Question]**

### Findings

96 MNAs (52%) are not testing OOC at national level, 63 MNAs (34%) conduct between 1 and 10 OOC tests per year, 21 MNAs (11%) conduct between 11 and 50 OOC tests per year and 5 MNAs (3%) reported more than 50 OOC tests per year.

### Measures

- ❑ 48% of WT MNAs are collecting samples OOC. WT should invest more on the other 52% and include this information in the risk assessment for the selection of RTP, TP and other TPs. At the same time, should make sure to share information with NADOs and RADOs for avoid to waste of resources at national and international level.

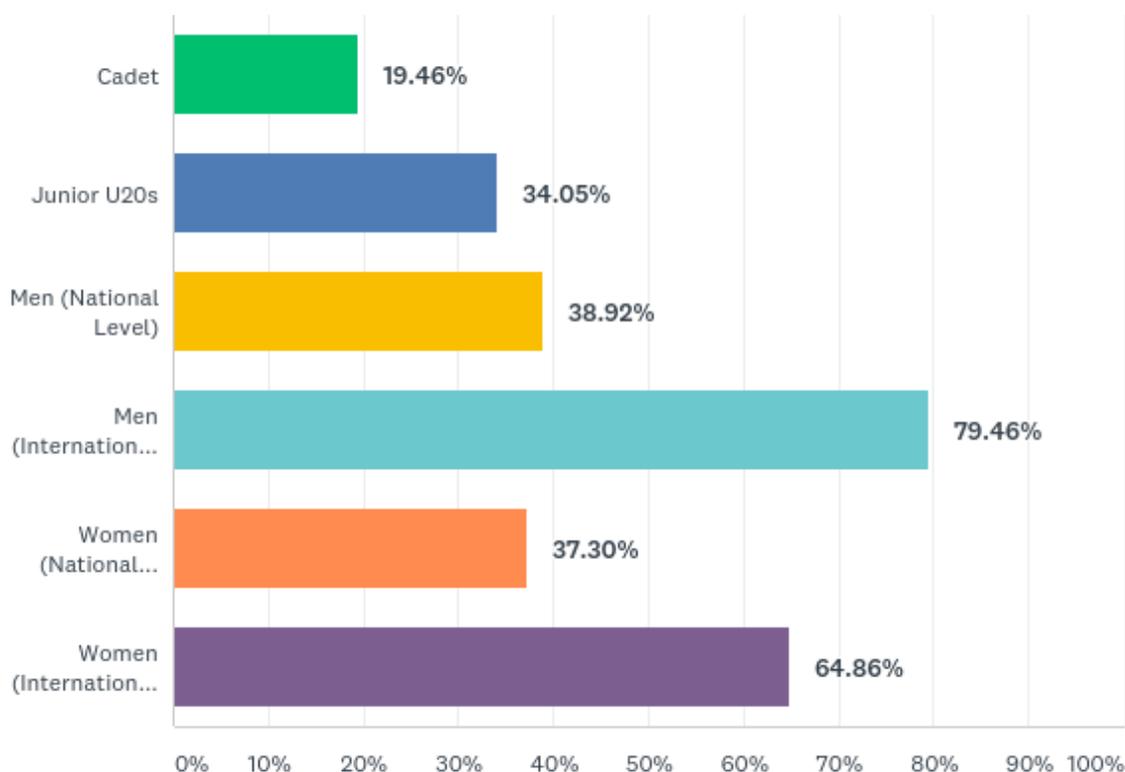
### Reference for MNA

N/A

### Question 5.3

**What is the target audience of athletes your association tests out-of-competition (OOC)? (You can choose more than one answer)**

ANSWER CHOICES	RESPONSES
Cadet	19.46% 36
Junior U20s	34.05% 63
Men (National Level)	38.92% 72
Men (International Level)	79.46% 147
Women (National Level)	37.30% 69
Women (International Level)	64.86% 120
Total Respondents: 185	



#### Findings

147 MNAs (79%) are targeting International Male Athletes and 120 MNAs (65%) are targeting International Female Athletes. 72 MNAs (39%) are targeting National Male Athletes and 69 MNAs (37%) are targeting National Female Athletes. 63 MNAs (34%) are Targeting Junior Athletes and 36 MNAs (19%) are targeting Cadet Athletes.

#### Measures

- The target criteria for testing are logic and the tests are well distributed. The test distribution between men and woman is well balanced. Need to increase testing and awareness among Cadets and Juniors.

#### Reference for MNA

- WT will provide more education for awareness of Anti-Doping for Cadets and Juniors.

## Question 5.4

**How many in-competition (IC) urine and/or blood test samples does your association collect per year?**

**[Subjective Question]**

### Findings

99 MNAs (53%) are not testing IC at national level, 54 MNAs (30%) conduct between 1 and 10 IC tests per year, 21 MNAs (11%) conduct between 11 and 50 IC tests per year and 11 MNAs (6%) reported more than 50 IC tests per year

### Measures

- ❑ 47% of WT MNAs are collecting samples IC at their national events. WT should make sure that those MNAs are cooperating with their NADOs and RADOs to perform intelligent tests. WT should assist MNAs if needed on providing risk assessments to improve their tests distribution criteria

### Reference for MNA

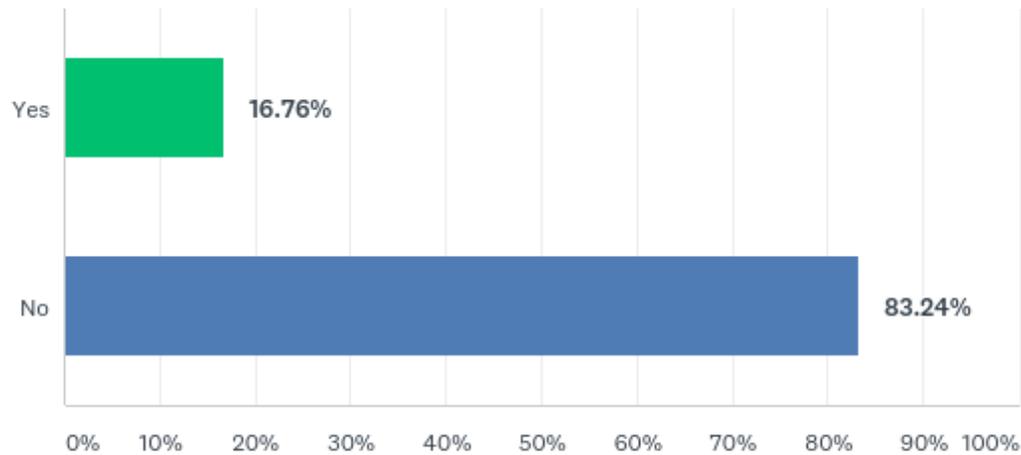
N/A



## Question 5.5

**Does your association receive any funding from your NOC/NPC and/or government to be allocated on Anti-Doping?**

ANSWER CHOICES	RESPONSES
Yes	16.76% 31
No	83.24% 154
TOTAL	185



### Findings

31 MNAs (17%) receive funding from external bodies while 154 MNAs (83%) does not receive any.

### Measures

- ❑ Most of the NOC/NPC and Governments are not supporting financially WT MNAs for deliver their Anti-Doping Programs. WT should continue addressing Anti-Doping Education and Testing worldwide helping our members to build campaign and awareness around this subject. High-Level lobby should be done in order to transfer resources from Governments to National Sport Organizations

### Reference for MNA

N/A

## Question 5.6

**How many national Therapeutic Use Exemption (TUE) applications does your association receive per year?**

**[Subjective Question]**

### Findings

135 MNAs (73%) do not receive any national TUEs, 44 MNAs (24%) receive between 1 and 10 TUEs per year, 5 MNAs (3%) receive between 11 and 20 TUEs per year, 1 MNA receive 50 TUE requests per year

### Measures

- The numbers are quite low and seem consistent in relation with the number of athletes in each country. Requesting a TUE is one of the rights of the athletes, so WT and its MNAs should continue educating national and international athletes on the importance of TUEs, especially for their Para Taekwondo Athletes. One MNA is receiving a disproportionate number of TUEs, this should be further investigated.

### Reference for MNA

- WT will provide more education to MNAs regarding TUEs.

## 6. Humanitarian

This section is aimed to understand how many and which MNAs are actively contributing on the last refugee crisis and see if existing projects can have any kind of synergy with THF's projects. Ultimately, the aim is to ask support and cooperation to the members that are already operating on the field.

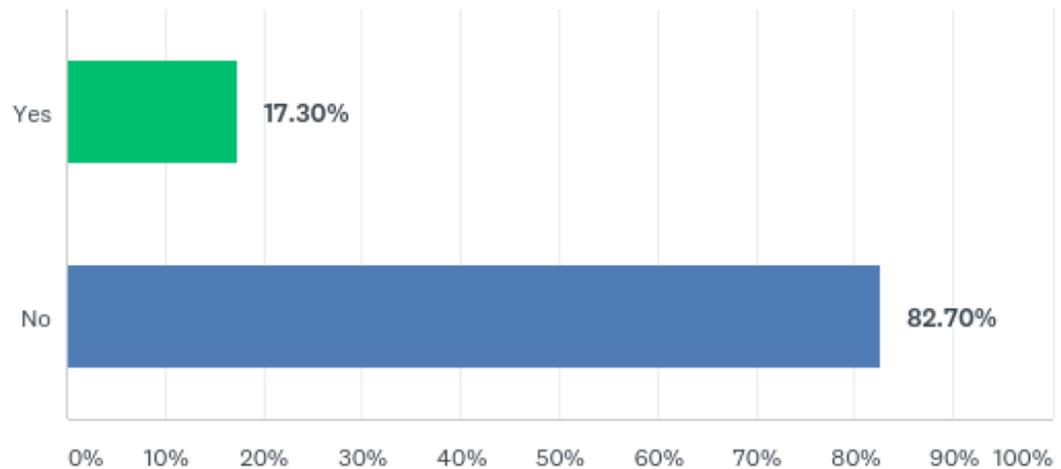
The questions are about the Refugee project, Collaboration with THF, Fundraising interest.



## Question 6.1

**Does your association run or support a project for refugees in your country?**

ANSWER CHOICES	RESPONSES
Yes	17.30% 32
No	82.70% 153
TOTAL	185



### Findings

It was found that 32 MNAs (17%) runs or supports a project in their country.

### Measures

- Contact the 32 MNA to have a better understanding about their project with refugees (Directly run a project or support a project).

### Reference for MNA

- Refer to <https://thfaid.org/> for more information on activities of Taekwondo Humanitarian Foundation and for implementing projects to support refugees in your country.

## Question 6.1.1

If yes, how many refugees are attending your program?

[Subjective Question]

### Findings

It was found that the 32 MNAs (17%) are supporting 18,093 refugees in total, so an average of 583 refugees per country.

### Measures

- Contact the most active MNAs related to refugees' issues: Mexico and Iran to start initiating a partnership with the THF (common communication for instance, implementation of THF educational toolkit)

### Reference for MNA

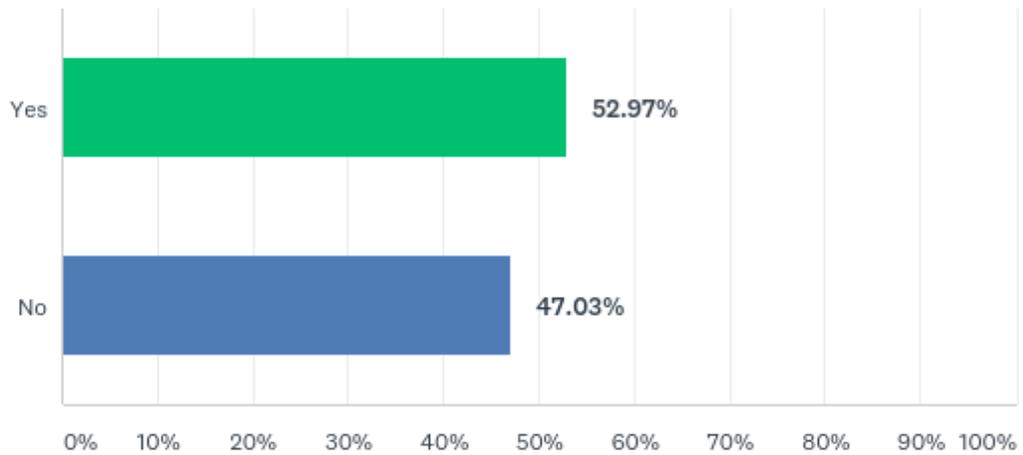
- Increase awareness among refugees in your country to join Taekwondo programs.
- Maximize using the materials published on THF website.



## Question 6.2

**Is your association interested in collaborating with THF and developing a project for refugees in your country?**

ANSWER CHOICES	RESPONSES
Yes	52.97% 98
No	47.03% 87
TOTAL	185



### Findings

It was found that 98 MNAs (53%) are interested in collaborating with THF and developing a project for refugees in their country

### Measures

N/A

### Reference for MNA

- Contact THF at <https://thfaid.org/contact/> to develop projects for refugees in your country.

## Question 6.2.1

**If yes, can you please describe briefly how?**

**[Subjective Question]**

### Findings

It was found that by supporting the MNA with an educational/training program (44), by supporting their national championship (3), by providing equipment (19), by building taekwondo center (4) and other proposal. This question opens many answers which not always reply to the question.

### Measures

- Provide guidelines about how the MNAs can support the refugees with the partnership of the THF
- In 2021 MNA Survey, it is proposed to change question as below.

*Q. If yes, please chooses the most important element of collaboration:*

- *Educational support*
- *Equipment support*
- *Financial support*
- *Others*

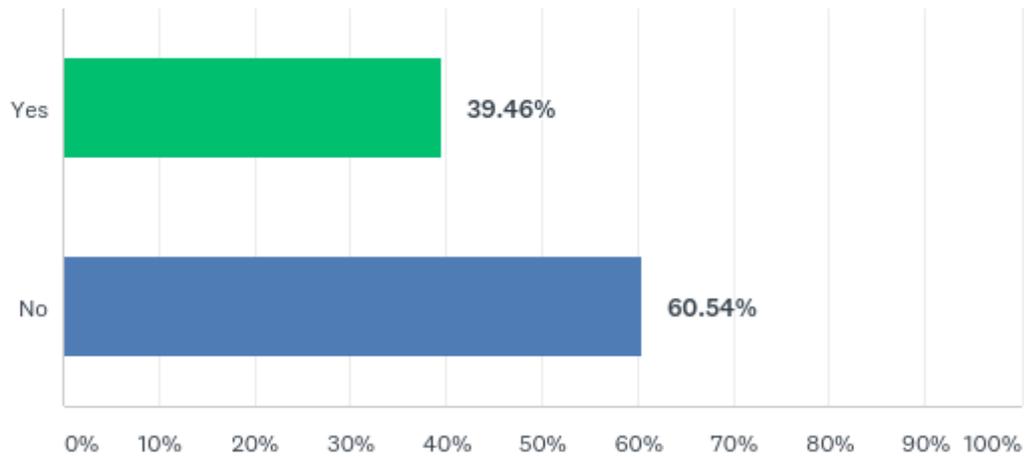
### Reference for MNA

N/A

### Question 6.3

**Is your association interested in collaborating with THF and developing a project for refugees in your country?**

ANSWER CHOICES	RESPONSES
Yes	39.46% 73
No	60.54% 112
TOTAL	185



#### Findings

It was found that 73 MNAs (40%) are interested in organizing a fundraising activity for refugees.

#### Measures

N/A

#### Reference for MNA

N/A

### Question 6.3.1

If yes, can you please describe briefly your idea?

[Subjective Question]

#### Findings

It was found that the fundraising activity can be achieved in many forms: donation from membership, THF website with donation option, organize demo, charity event and competition to raise funds for the refugees, sell THF goodies, contact with Ministries, crowdfunding, collect second hand materials, clothes, partnership with companies, organization of run event to raise money for the refugees

#### Measures

Provide guidelines about how to organize fundraising activity for refugees.

#### Reference for MNA

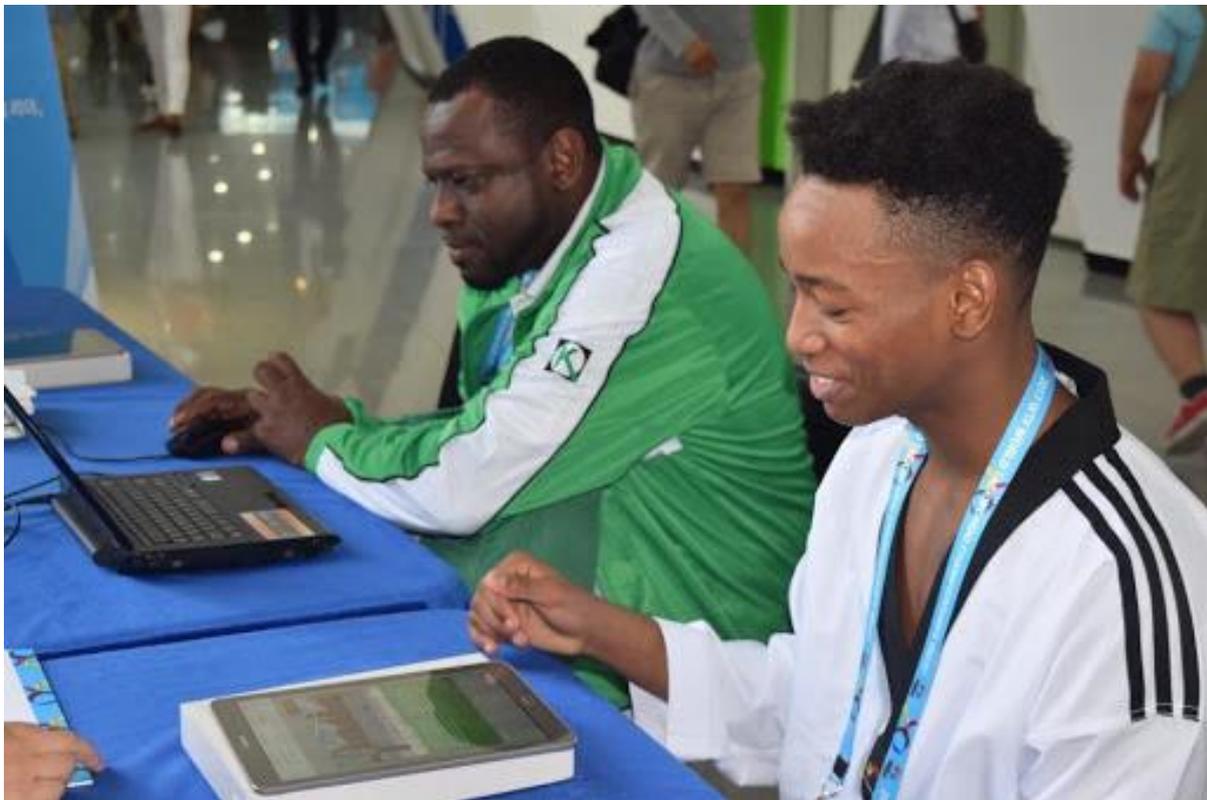
N/A



## 7. GMS

This section is aimed to discover what worked well and what could be improved for GMS.

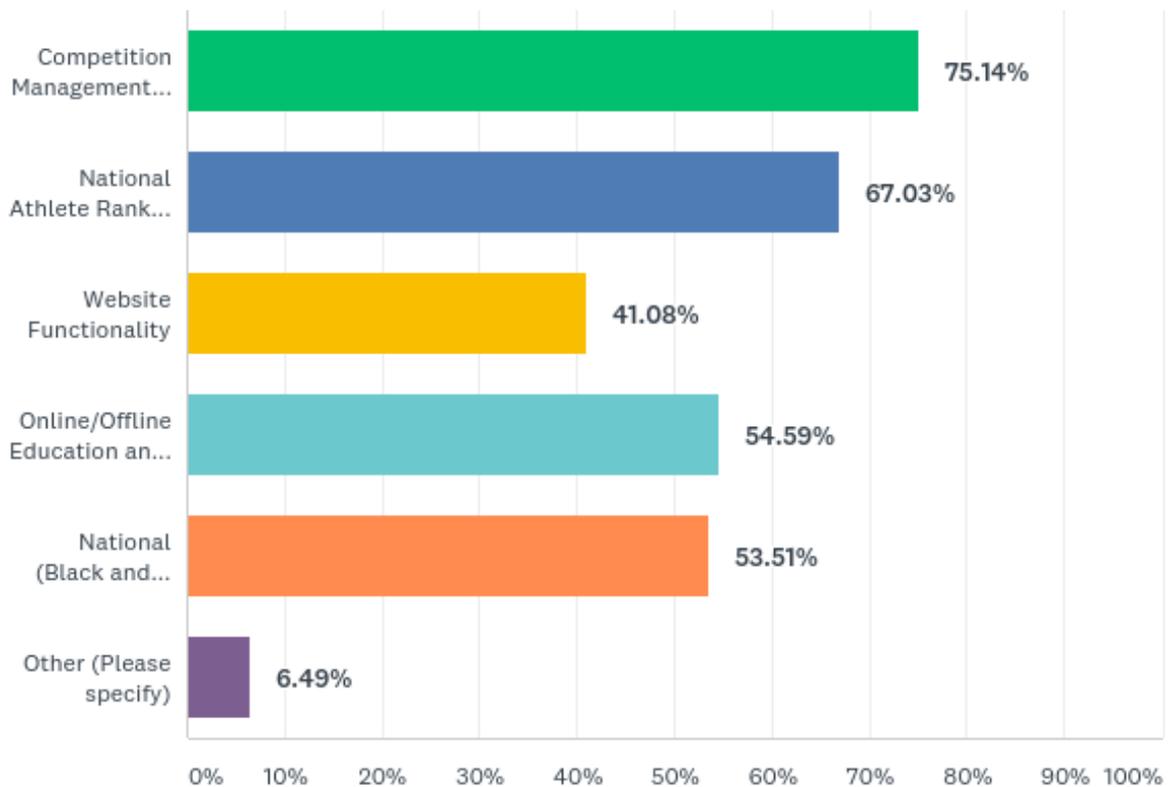
The questions are about the Valuable system features of GMS, Challenges faced during GMS Implementation.



## Question 7.1

**What system features/functions in GMS do you believe would be most valuable for your association to have all members registered in GMS? (You can choose more than one answer)**

ANSWER CHOICES	RESPONSES
Competition Management System	75.14% 139
National Athlete Ranking System (Similar to what WT has)	67.03% 124
Website Functionality	41.08% 76
Online/Offline Education and Certification	54.59% 101
National (Black and Color Belt) Grading and Certification	53.51% 99
Other (Please specify)	6.49% 12
Total Respondents: 185	



### Findings

139 MNAs (75%) want a Competition Management System, closely followed by National Athlete Ranking System at 124 MNAs (67%). Online/Offline Education & Certification and National Belt Grading & Certification were requested by 101 MNAs (54%) & 76 (41%) were looking for website functionality.

### Measures

- Most of these requested features will be rolled out in 2021 as auxiliary services provided by Simply Compete (SC) once the WT -SC bridge agreement is signed.

### Reference for MNA

N/A

## Question 7.2

**What are the biggest challenges you have in implementing GMS in your association? (Please be as detailed as possible)**

**[Subjective Question]**

### Findings

24 MNAs (13%) face financial challenges of some sort or the other. 19 MNAs (10%) face Technical challenges where third world countries have suffered GMS requires good internet which the countries can't support. 20 MNAs (11%) need to focus on education & training of staff members on how to use GMS.

### Measures

- Plan to increase number of FREE MNAs from 55 to 72 from 2021 onwards to assist those more financially challenged. To assist those that face technical challenges we are working on content and online courses that will be mandatory for all GMS admins and event admins to take in order to fully understand how the GMS works. It also allows us to connect directly without users and gain valuable feedback.

### Reference for MNA

N/A

### **Question 7.3**

**Are there any other general feedbacks, suggestions, or comments you would like to make regarding the WT GMS?**

**[Subjective Question]**

#### **Measures**

Have checked all feedback from each MNA and created follow up board on Monday.com and once new auxiliary services are launched, and online GMS education courses started follow up with be made with each MNA.

The background features a large red shape that curves across the top and middle. Below it is a yellow shape, and at the bottom is a grey shape. A blue shape is visible on the right side. In the top left corner, there is a green circular shape.

# III. Conclusion

### III. Conclusion

The most inspiring outcome of the survey is the high response rate. Reaching out to members in their own local languages through different channels such as social media were found very effective.

This year's survey will set cornerstone for WT to further develop governance indicators for next year's survey.

WT will continue to evaluate and modify the MNA Survey over the years to reflect the constantly changing landscape. WT will continue reflecting on the policies and programs based on the responses and demands from our stakeholders.

In 2022, WT will publish the result of the good governance of each MNA based on acceptable and clear criteria based on the established governance indicators.

We hope this initiative will serve as a great asset to enhance the overall governance of our members as an Olympic and Paralympic sport.





**WT Member Relations and Development**

Booyoung Taepyung Building 10<sup>th</sup> Floor,  
55, Sejong-daero, Jung-gu, Seoul Korea  
04513

Email: [member@worldtaekwondo.org](mailto:member@worldtaekwondo.org)

<http://www.worldtaekwondo.org/>

<https://www.facebook.com/WorldTaekwondo1>

<https://www.instagram.com/worldtaekwondo.pr/>

<https://twitter.com/WorldTaekwondo1>

<https://www.youtube.com/user/worldtaekwondo>