

2024



50 WORLD TAEKWONDO 50th Anniversary

WORLD TAEKWONDO GENERAL ASSEMBLY

BARU 2023 WORLD TAEKWONDO CHAMPIONSHIPS

FIRST REVIEW

MNA GOVERNANCE AND PERFORMANCE



Table of Contents

Introduction

Executive Summary	3
-------------------	---

Key Findings	4
--------------	---

Category

Governance	6
------------	---

Background	10
------------	----

Governance	29
------------	----

Transparency	37
--------------	----

Integrity	45
-----------	----

Democracy	53
-----------	----

Development	61
-------------	----

Participation	69
---------------	----

Performance	74
-------------	----

Events	78
--------	----

Sustainability	83
----------------	----

Conclusion	87
-------------------	-----------

Introduction

Executive Summary

This review provides a detailed assessment of Member National Associations (MNAs) based on the criteria outlined in the MNA Ranking Bylaws: governance, participation, performance, events, and sustainability. The review draws on data from the MNA Survey 2024, the World Taekwondo (WT) Global Membership System (GMS), and OVR Services and analyzes MNA involvement in major WT events, competitive results, and efforts in event hosting and sustainability.

The findings reveal significant progress in several areas, with many MNAs demonstrating solid governance structures and active participation in WT activities. However, challenges remain, as MNAs face challenges such as limited funding and availability of staff. There is a need for improved transparency and better online presence, as many MNAs do not publish governance documents or detailed annual reports. Integrity issues include gaps in gender representation, ethics, and anti-doping compliance, with recommendations for stronger monitoring and enforcement. While democratic practices are strong, improvements in term limits and online participation could enhance inclusivity. Development programs exist but need more effective implementation, particularly in grassroots initiatives and social responsibility.

Participation in WT events varies, with major championships generally attracting stronger engagement. Efforts are needed to increase female athlete involvement and promote less-attended events. Performance remains a challenge for many MNAs, with a need for targeted development programs to achieve top rankings. While some MNAs excel in hosting major events, there is a need to increase hosting opportunities, particularly for mid-tier events, to enhance visibility and support growth. Sustainability efforts vary, with a few MNAs setting high standards. Increased engagement in sustainability initiatives is recommended to strengthen global efforts and improve sustainability scores.

This review highlights opportunities for MNAs to enhance their performance and make more meaningful contributions to the global Taekwondo community. It recognizes the significant achievements made so far and serves as a strategic guide, encouraging MNAs to focus on areas that need improvement to sustain and advance their growth.

Introduction

Key Findings

Governance

- **Background:** Taekwondo is well-integrated into educational institutions, particularly elementary schools. While Taekwondo may not be the most popular sport globally, it remains a leading martial art. Many MNAs face challenges with funding and resource limitations but are making progress with development programs and competition organization.
- **Governance:** Most MNAs have governance structures that align with WT standards, though some lack complete documentation and essential committees. Communication with WT Headquarters is generally effective, but there is room for improvement in designating communication roles and formalizing processes.
- **Transparency:** Many MNAs need to enhance their online presence and financial transparency. Governance documents are often not published, and annual reporting is limited. Increasing the availability and clarity of these documents will improve transparency.
- **Integrity:** There are notable gaps in gender representation, ethics rules, and anti-doping compliance among MNAs. Strengthening monitoring and enforcement systems, as well as implementing comprehensive safeguarding measures, will improve overall integrity.
- **Democracy:** MNAs generally conduct elections and hold General Assembly meetings, reflecting strong democratic practices. However, improvements in term limits and online participation options will enhance democratic processes and inclusivity.
- **Development:** While some MNAs reference grassroots sport development programs, there is a need for more effective implementation. Expanding DEI initiatives, educational support, and environmental sustainability efforts, along with a greater focus on Para Taekwondo, will boost development across the community.

Introduction

Key Findings (continued)

Participation

- Participation in WT-promoted events varies widely, with the highest engagement at major championships. There is a need to enhance female athlete involvement and promote lesser-attended events. Promoting both online and in-person participation options for General Assembly will help increase overall engagement.

Performance

- Achieving consistent top performance is a challenge for many MNAs. Although some MNAs have secured top 10 rankings, the majority struggle to reach higher levels due to the competitiveness naturally involved. Focused development programs can help improve standings and achieve better results.

Events

- During the most recent period under review, 11 MNAs hosted World Taekwondo-promoted events reflecting their capacity and commitment to promoting Taekwondo at the highest level. There is a clear opportunity for more MNAs to engage in event hosting, expanding opportunities, especially for mid-tier events, can enhance visibility and contribute to growth and development.

Sustainability

- A few MNAs excel in sustainability, setting a high standard. Most MNAs have not participated in the WT Sustainability Awards, indicating a need for broader engagement. Increasing participation and focusing on specific sustainability practices will strengthen global efforts and improve sustainability scores.



GOVERNANCE

Governance

Overview

The Governance score, with a maximum of 50 points, is determined through the biennial MNA Survey. This survey is an evidence-based assessment that evaluates five key principles: Governance, Transparency, Integrity, Democracy, and Development. Each of the 25 measurable indicators in the survey is scored on a 0-2 scale, allowing for a maximum possible score of 50 points.

The survey results are independently moderated to ensure fairness and consistency across all assessments, with detailed information about the scoring system available in the Guidelines for MNA Survey. As the MNA Ranking is updated annually, the latest available survey results are used for point allocation in the governance category.

MNA Survey 2024

The 2024 MNA Survey, an initiative led by the WT Member Relations & Development Department (MRD) and supported by the WT GMS team, is part of WT's broader efforts to enhance the administrative and governance capacities of each MNA.

- The survey consisted of 56 questions, including 31 questions about background information and 25 scored on a 0-2 scale across five principles: Governance, Transparency, Integrity, Democracy, and Development.
- The survey, conducted online from May 1-31, 2024, was available in English, French, Spanish, and Arabic.
- Participation in the MNA Survey is mandated by Article 8.4 of the WT Statutes as a requirement for membership. For the 2024 survey, 185 out of 213 MNAs (87%) participated, reflecting a 10% increase in participation compared to 2022, where 163 MNAs (77%) participated.

Governance

Results

The following table summarizes the average scores across the five principles from the MNA Survey 2024 and 2022:

Principle	MNA Survey 2024 Average Score	MNA Survey 2022 Average Score
Governance	5.4	4.9
Transparency	4.2	4.0
Integrity	3.0	3.1
Democracy	5.8	6.1
Development	2.5	2.9
Total Score	21.0	21.0

- Notable improvements were observed in the principles of Governance and Transparency, with average scores increasing by 0.5 and 0.2 points, respectively. This upward trend suggests that MNAs are increasingly focusing on enhancing these areas, which are important for the overall integrity and functionality of the organization.
- A slight decrease of 0.3 points was noted in the Democracy principle. However, the overall total score remained consistent at 21.0 points.
- Despite minor fluctuations, the total average score remained consistent, indicating that while some principles saw improvement, others may require continued attention and resources.
- For MNAs seeking to improve their governance scores, focusing on areas with lower averages, such as Integrity and Development, could be key. Continued participation and adherence to the survey guidelines are essential for maintaining or improving scores.

Governance

Scores

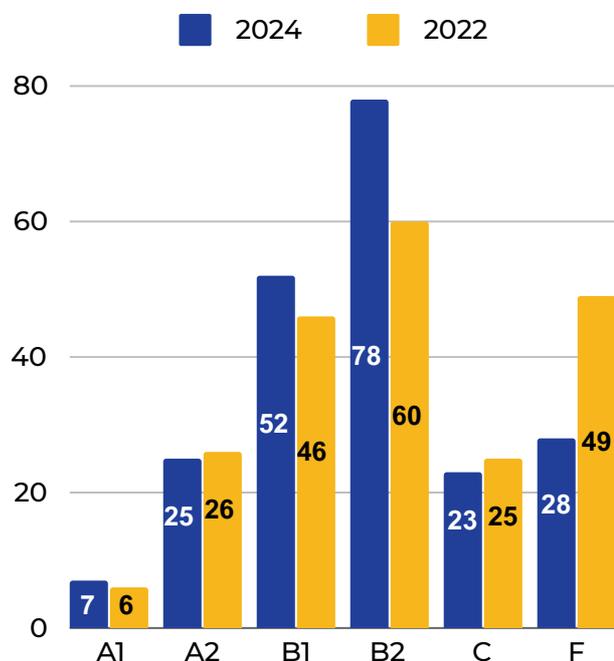
Distribution of Governance Scores

The MNAs were categorized based on their survey scores into six groups, with the following distribution in 2024 compared to 2022:

Category	Score Range	MNAs 2024	MNAs 2022
A1	41-50 points	7	6
A2	31-40 points	25	26
B1	21-30 points	52	46
B2	11-20 points	78	60
C	0-10 points	23	25
F	Non Participants	28	49
Total	-	213	212

- The number of MNAs in the C group (0-10 points) slightly decreased, showing some progress in governance scores.
- The F group, representing MNAs that did not participate in the survey, saw a notable decrease from 49 in 2022 to 28 in 2024, reflecting improved engagement with the governance assessment process.
- WT's membership grew from 212 to 213 MNAs with the inclusion of Namibia, contributing to the overall distribution of scores.

- The A1 group saw a slight increase, with 7 MNAs scoring between 41-50 points in 2024 compared to 6 in 2022. Similarly, the A2 group remained relatively stable, with 25 MNAs in 2024 compared to 26 in 2022.
- There was a notorious increase in the B1 and B2 groups, with 52 MNAs scoring between 21-30 points and 78 MNAs scoring between 11-20 points in 2024, indicating a shift from lower to mid-range scores.



The following sections on Governance provide a detailed analysis of the MNA Survey results. This includes an examination of the responses to each of the 31 background questions and a comprehensive breakdown of the scores across the 25 measurable indicators.



GOVERNANCE

MNA SURVEY 2024 - BACKGROUND

Background

The Background section of the MNA Survey 2024 presents a comprehensive analysis of the responses from 185 out of 213 Member National Associations (MNAs) regarding key aspects of Taekwondo's development and administration globally.

This section addresses 31 specific questions, covering areas such as membership structures, certification systems, institutional recognition, athlete support, and the effectiveness of communication between MNAs and governing bodies.



Additionally, it explores the financial and operational capacities of MNAs, their engagement with development programs, and the challenges they face in promoting Taekwondo at the national level. This section sets the stage for understanding the current landscape of Taekwondo worldwide, highlighting both achievements and areas requiring further attention.

Highlights

- **Membership Structure:** A significant majority of MNAs (159, 85.9%) operate through clubs, with a considerable number also providing membership for regions (94, 50.8%).
- **Certification Recognition:** The Kukkiwon certification system is overwhelmingly favored, with 176 MNAs (95.1%) recognizing it, compared to 116 (62.7%) endorsing national certification systems.
- **Institutional Adoption:** Taekwondo has been integrated into a variety of institutions, with the highest adoption in elementary schools (120 MNAs, 64.9%). Other educational institutions, such as middle schools (115 MNAs, 62.2%), universities (113 MNAs, 61.1%), and high schools (110 MNAs, 59.5%), also showing strong support.
- **Popularity:** While only a small fraction of MNAs (5, 2.7%) consider Taekwondo the most popular sport in their countries, it is widely regarded as one of the most popular martial arts, with 76 MNAs (41.1%) sharing this view.

Background

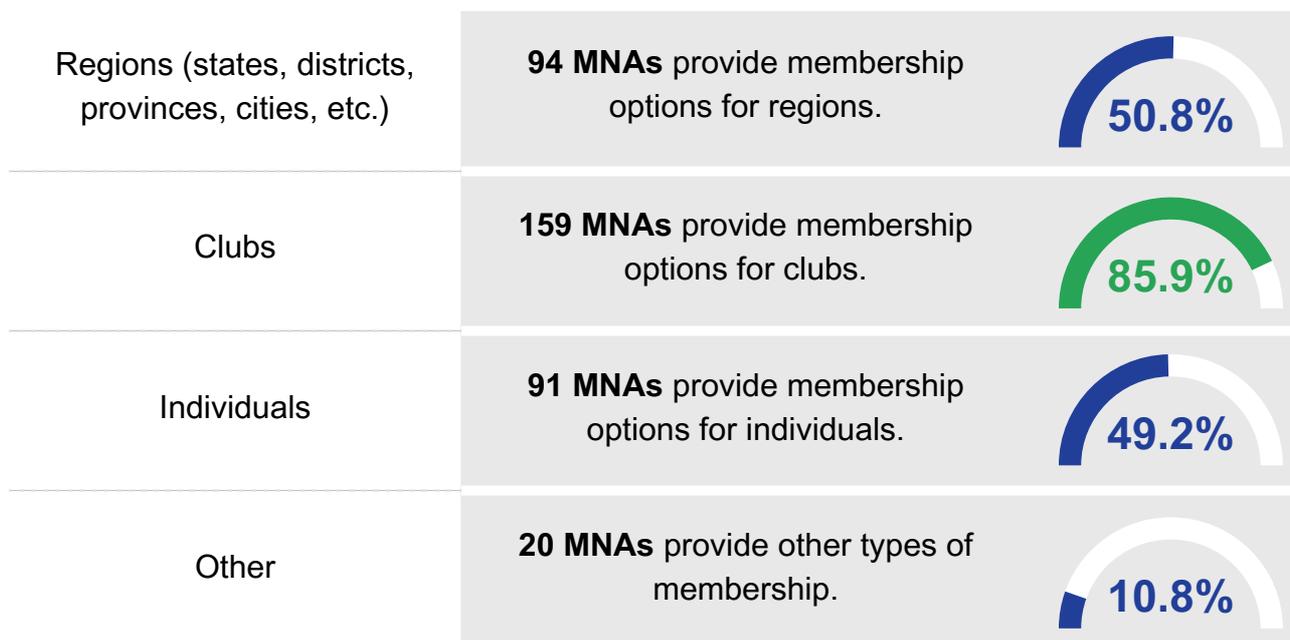
Highlights (continued)

- **Practitioner Estimates:** The average number of Taekwondo practitioners per country is approximately 176,236, totaling over 32 million across all surveyed MNAs. Registered practitioners are notably fewer, with an average of 37,879 per MNA.
- **Instructor and Referee Statistics:** There is a significant gap between estimated and registered numbers for instructors and referees, highlighting potential areas for improvement in formal recognition and registration.
- **Recognition by National Institutions:** Most MNAs are officially recognized by their National Olympic Committees (178, 96.2%) and Ministries of Sport (174, 94.1%), demonstrating strong institutional support.
- **Relation with ITF:** The majority of MNAs (141, 76.2%) report no relationship with ITF organizations, indicating a limited integration or cooperation between WT and ITF at the national level.
- **National Training and Financial Support:** Training primarily occurs in private clubs (69 MNAs, 37.3%) and government-sponsored facilities (58 MNAs, 31.4%). Financial support for athletes is limited, with only 85 MNAs (45.9%) providing such support directly, and 103 MNAs (55.7%) reporting support from public/private sectors.
- **Income Sources:** MNAs predominantly rely on public funding (150, 81.1%) and membership fees (116, 62.7%) as key income sources. However, 8 MNAs (4.3%) reported no source of income.
- **Budget and Staffing:** The financial capacity of MNAs varies, with 84 MNAs (45.4%) operating on an annual budget of under USD 50,000. Staff support is mostly part-time or volunteer-based, with a large majority (131 MNAs, 70.8%) having 0-5 full-time equivalent paid staff.
- **Development Programs:** While many MNAs utilize Olympic Solidarity programs (98, 53.0%) and WT Development Programs (99, 53.5%), a significant number do not, often due to a lack of knowledge on how to apply.
- **Urgent Needs:** The most pressing need for MNAs is funding for organizing competitions (61 MNAs, 33.0%) and participating in them (34 MNAs, 18.4%), reflecting financial constraints in these areas.

The following pages detail the findings for each of the 31 questions in the background section of the MNA Survey 2024.

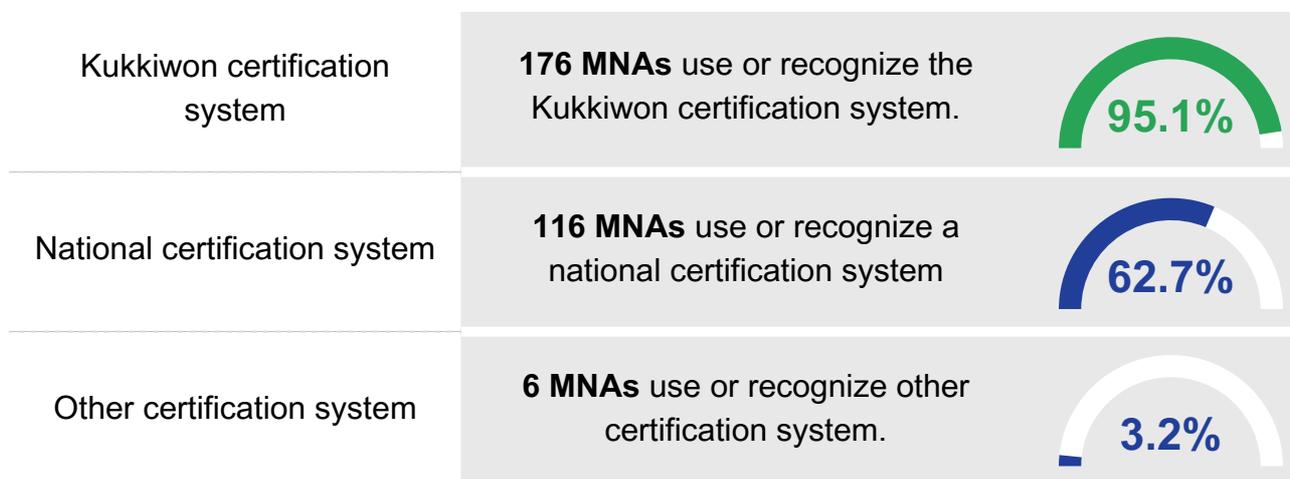
Question 1.1

What types of membership does your MNA offer?



Question 1.2

What type of Dan/Poom certification system does your MNA use or recognize?



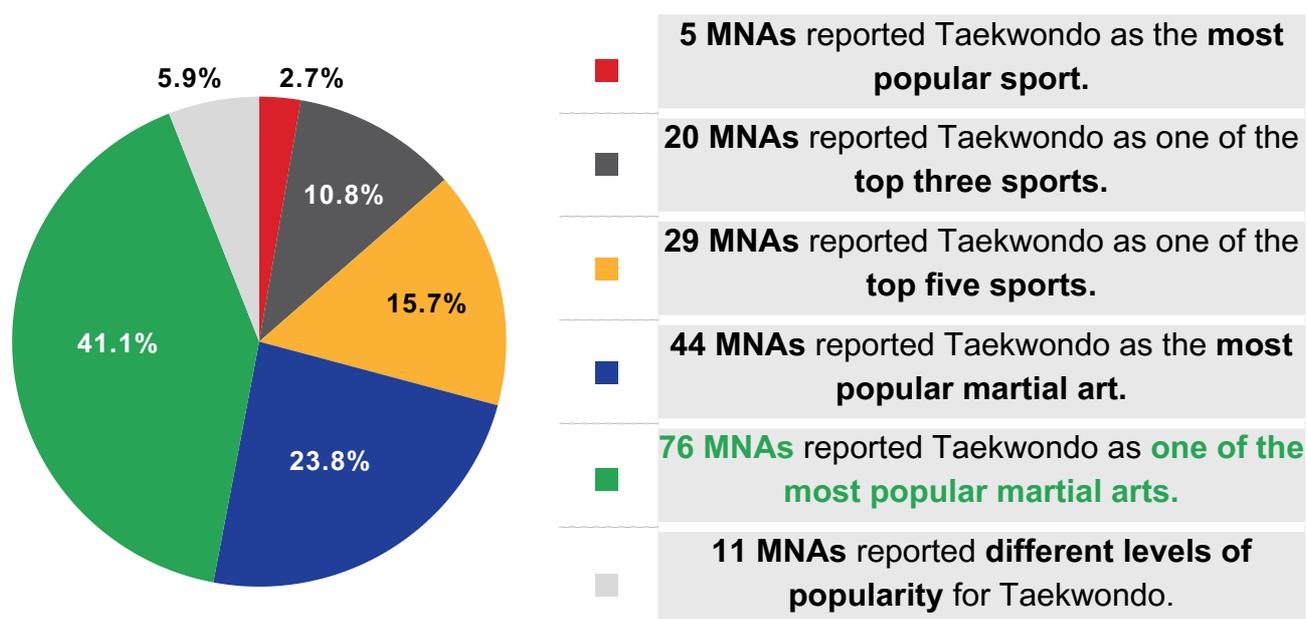
Question 1.3

Which public or private institutions in your country have adopted Taekwondo?

Elementary/Primary School	120 MNAs adopt Taekwondo in Elementary/Primary Schools.	 64.9%
Middle/Secondary School	115 MNAs adopt Taekwondo in Middle/Secondary School.	 62.2%
High School/Junior College	110 MNAs adopt Taekwondo in High School/Junior College.	 59.5%
University/College	113 MNAs adopt Taekwondo in University/College.	 61.1%
Military/Police	102 MNAs adopt Taekwondo in Military/Police.	 55.1%
Others	50 MNAs adopt Taekwondo in other institutions.	 27%
No	23 MNAs have no public or private institutions adopting Taekwondo.	 12.4%

Question 1.4

How popular is Taekwondo as a sport in your country?



Question 1.5 - 1.11

No.	Question	Min	Max	Average	Total
1.5	Best estimated total population of Taekwondo practitioners in your country	0	10,000,000	176,236	32,603,669
1.6	Number of Taekwondo practitioners registered in your MNA	0	1,500,000	37,879	7,007,681
1.7	Best estimated number of Taekwondo instructors/coaches in your country	0	200,000	3,343	618,496
1.8	Number of Taekwondo instructors/coaches registered in your MNA?	0	100,000	1,174	217,264
1.9	Best estimated number of Taekwondo referees in your country	0	20,000	383	70,422
1.10	Number of Taekwondo referees registered in your MNA	0	20,000	282	52,118
1.11	Year Taekwondo was introduced in the country	1955	2024	1982	Median: 1980

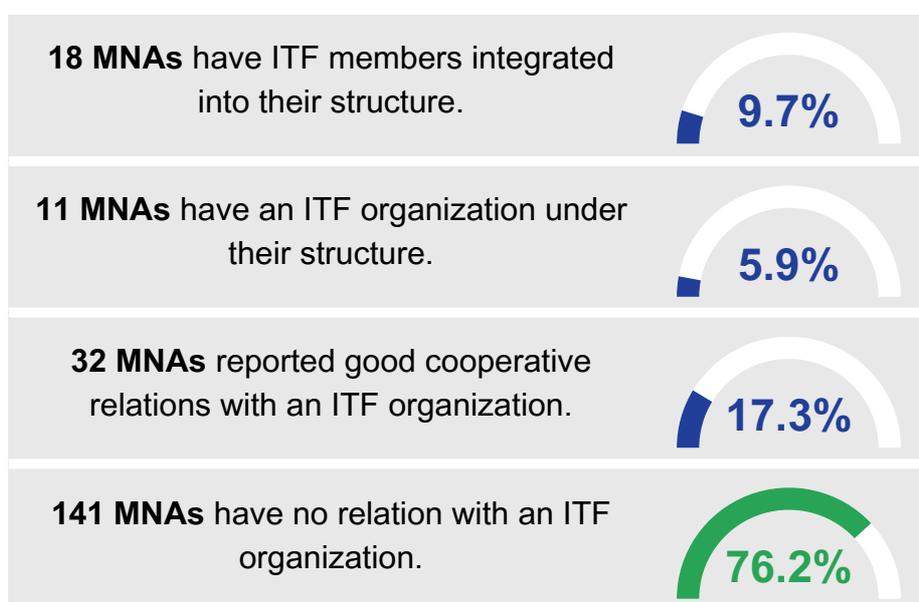
Question 1.12

Is your MNA officially recognized by the following institutions in your country?



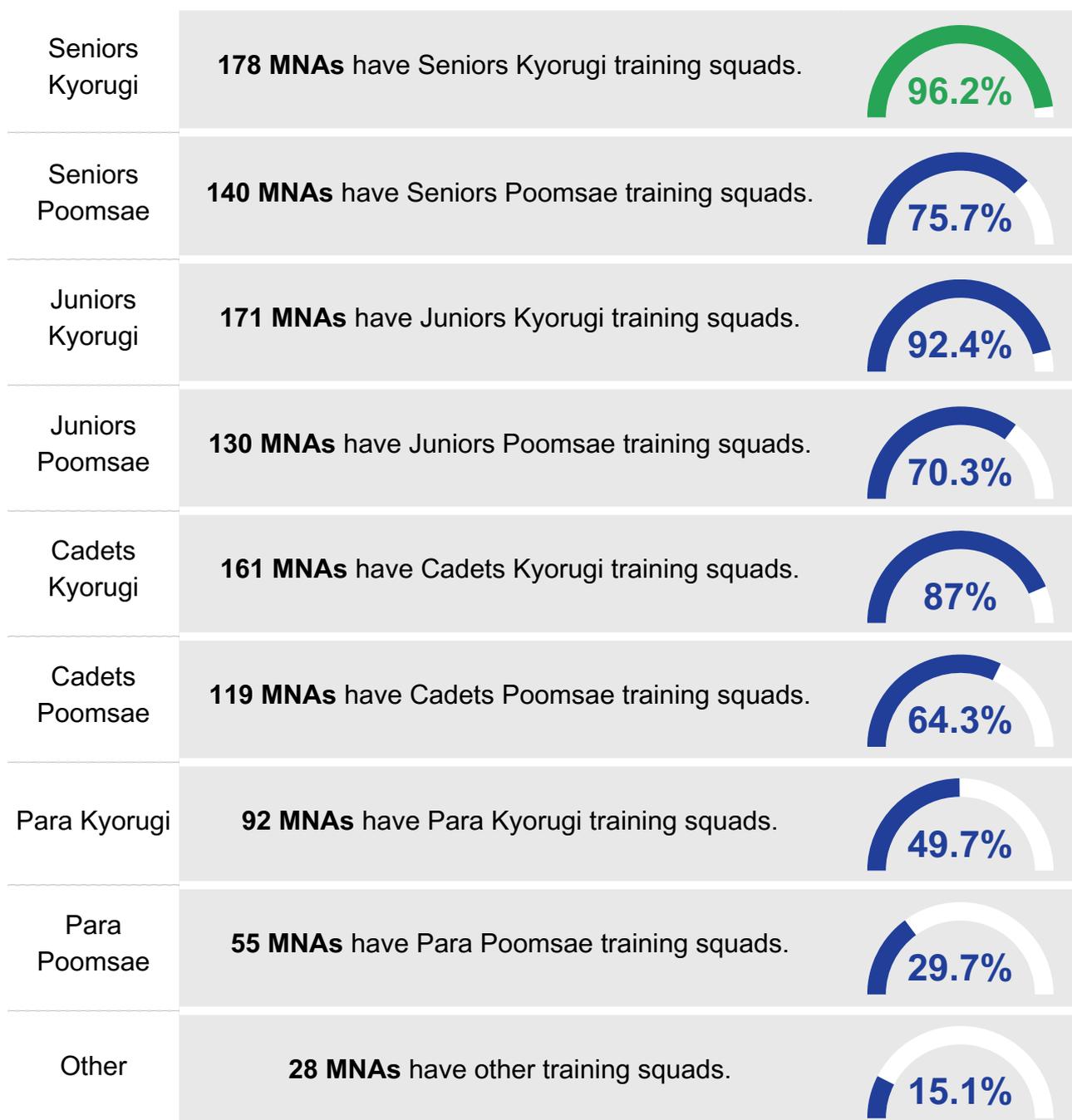
Question 1.13

Is any ITF (International Taekwon-Do Federation) organization related to your MNA?



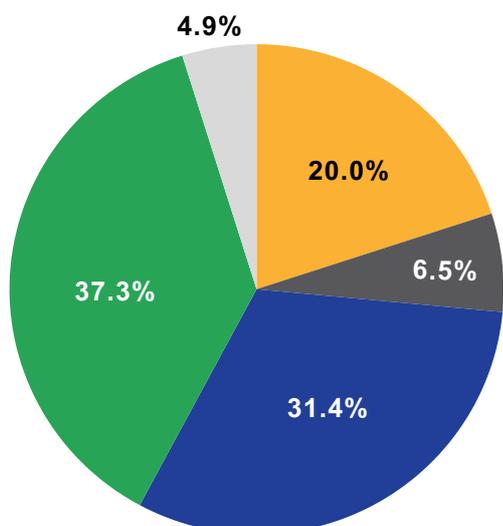
Question 1.14

What National training squads does your MNA have?



Question 1.15

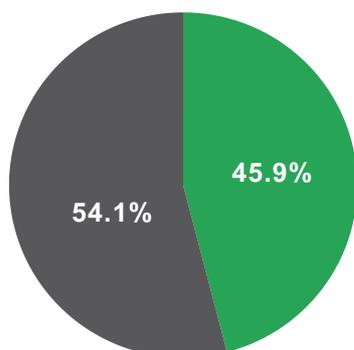
Where do your National Team athletes mainly train?



37 MNAs	reported athletes mainly train in the MNA's own facility .
12 MNAs	reported athletes mainly train in NOC facilities .
58 MNAs	reported athletes mainly train in government-sponsored facilities .
69 MNAs	reported athletes mainly train in private clubs .
9 MNAs	reported athletes mainly train in other facilities .

Question 1.16

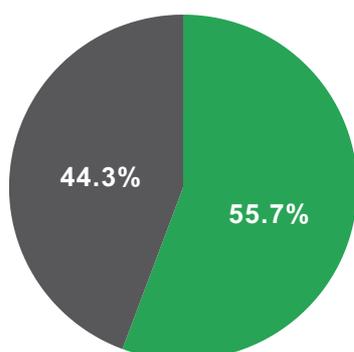
Do any athletes on your National Team receive financial support (e.g., scholarships) from your MNA?



85 MNAs	provide financial support to their National Team athletes.
100 MNAs	do not provide financial support to their National Team athletes.

Question 1.17

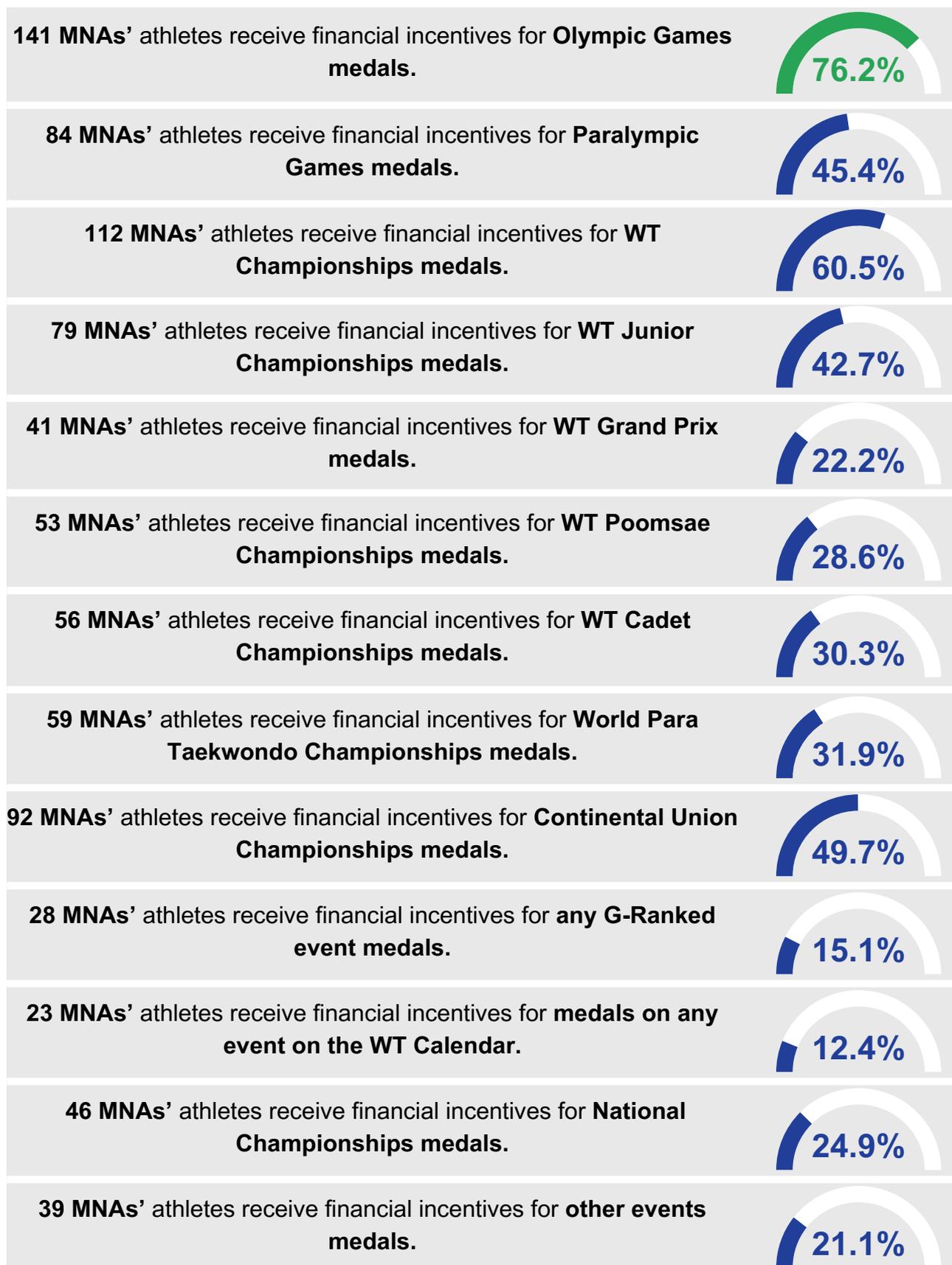
Do any athletes on your National Team receive financial support from public/private sectors?



103 MNAs	reported their athletes receive financial support from public/private sectors .
82 MNAs	reported their athletes do not receive financial support from public/private sectors .

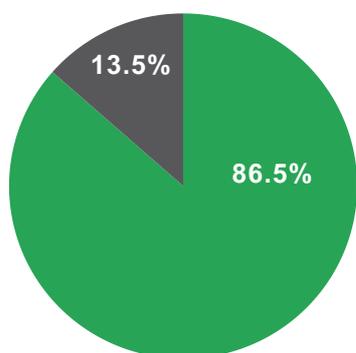
Question 1.18

From which events do Taekwondo athletes receive financial incentive for winning medals?



Question 1.19

Did your MNA organize national-level championships during or after 2022?



- 160 MNAs organized national-level championships during or after 2022.
- 25 MNAs did not organize national-level championships during or after 2022.

Question 1.19.2

If your MNA has not organized events, what are the factors that limit your MNA's ability to host competitions?

Out of the 25 MNAs that did not organize events (see question 1.19):



Question 1.20

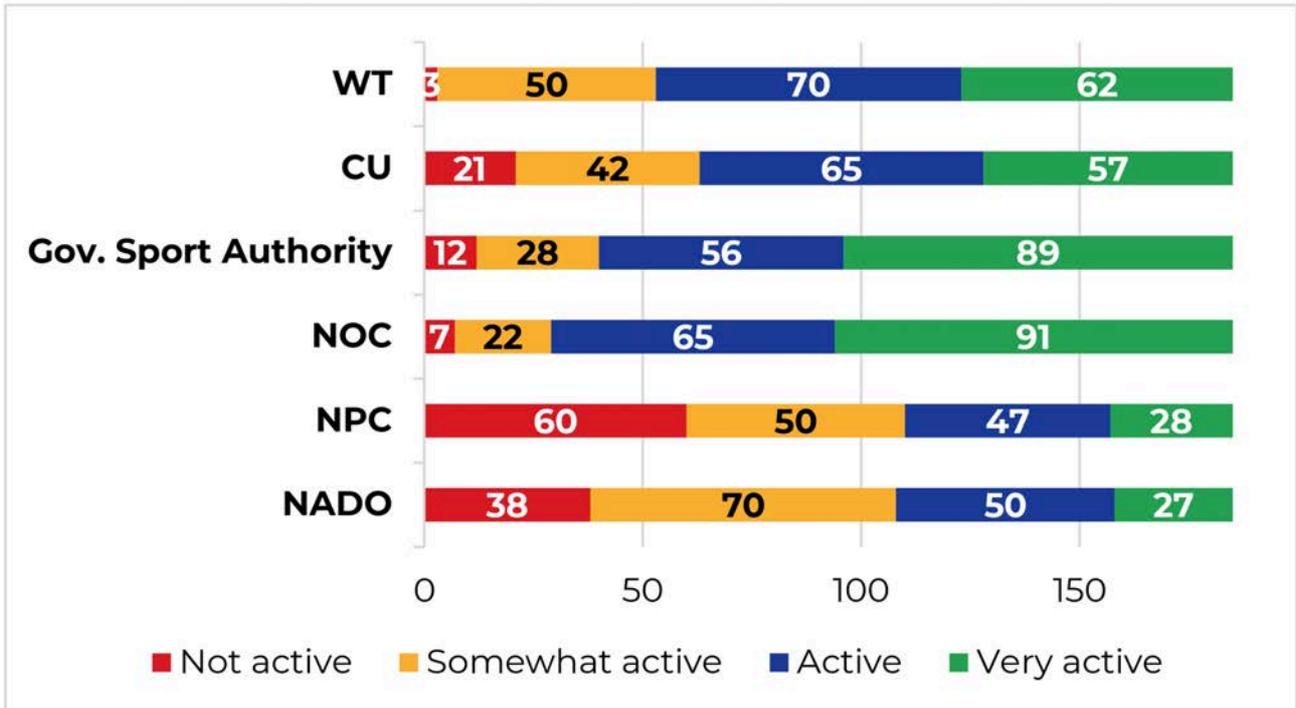
How would you rate your communications with the following organizations:

Very active: Correspondences every two weeks or more.

Active: Correspondences at least once a month.

Somewhat active: Correspondences at least once every one to three months.

Not active: No correspondences for more than three months.



62 MNAs reported a **very active** communication with WT.



70 MNAs reported an **active** communication with WT.



50 MNAs reported a **somewhat active** communication with WT.

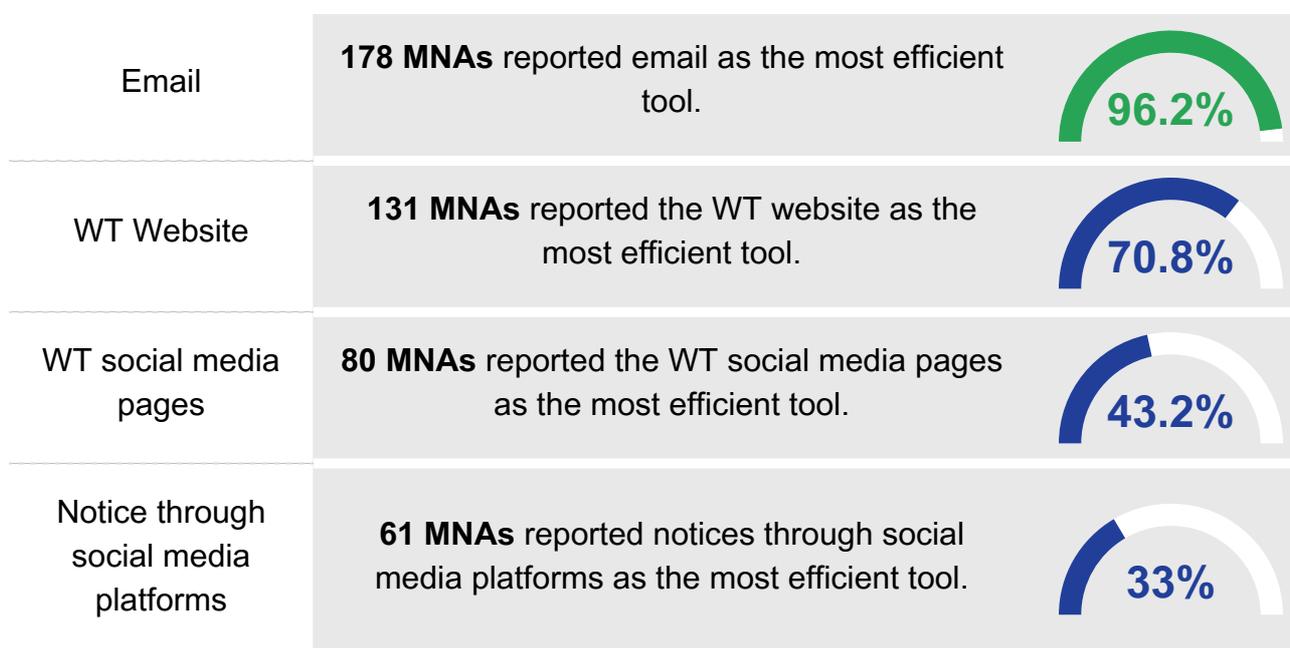


3 MNAs reported a **non-active** communication with WT.



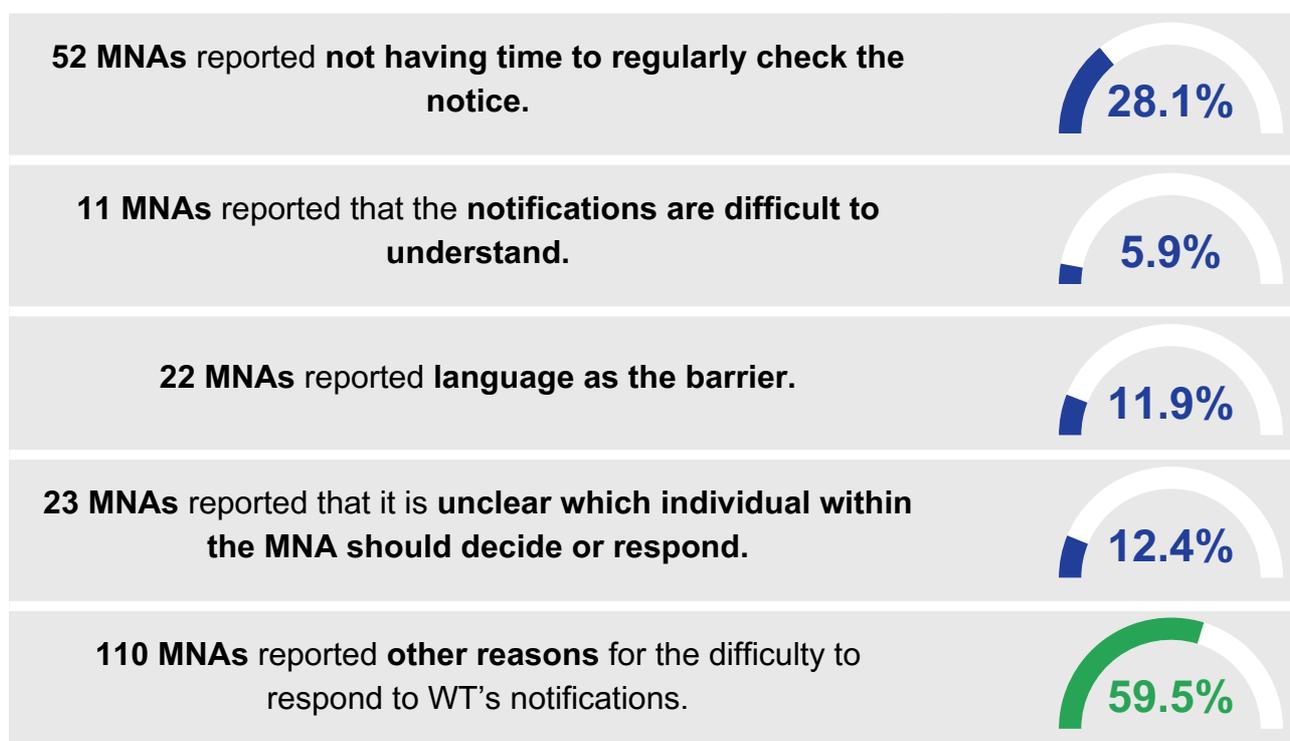
Question 1.21

What is the most efficient tool for your MNA to find the information/notification from World Taekwondo?



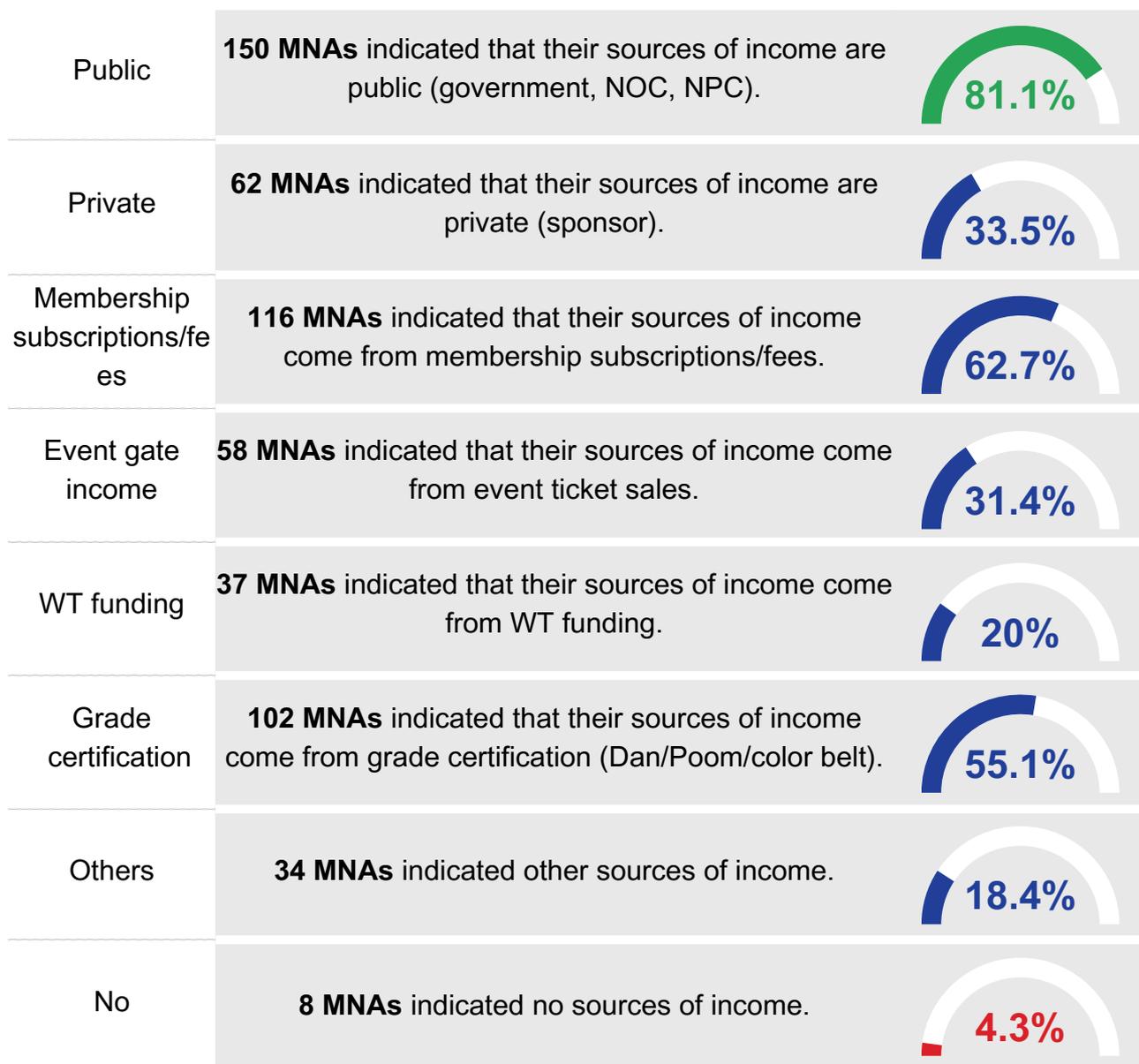
Question 1.22

If your MNA finds it difficult to respond to WT's notifications, what is the reason?



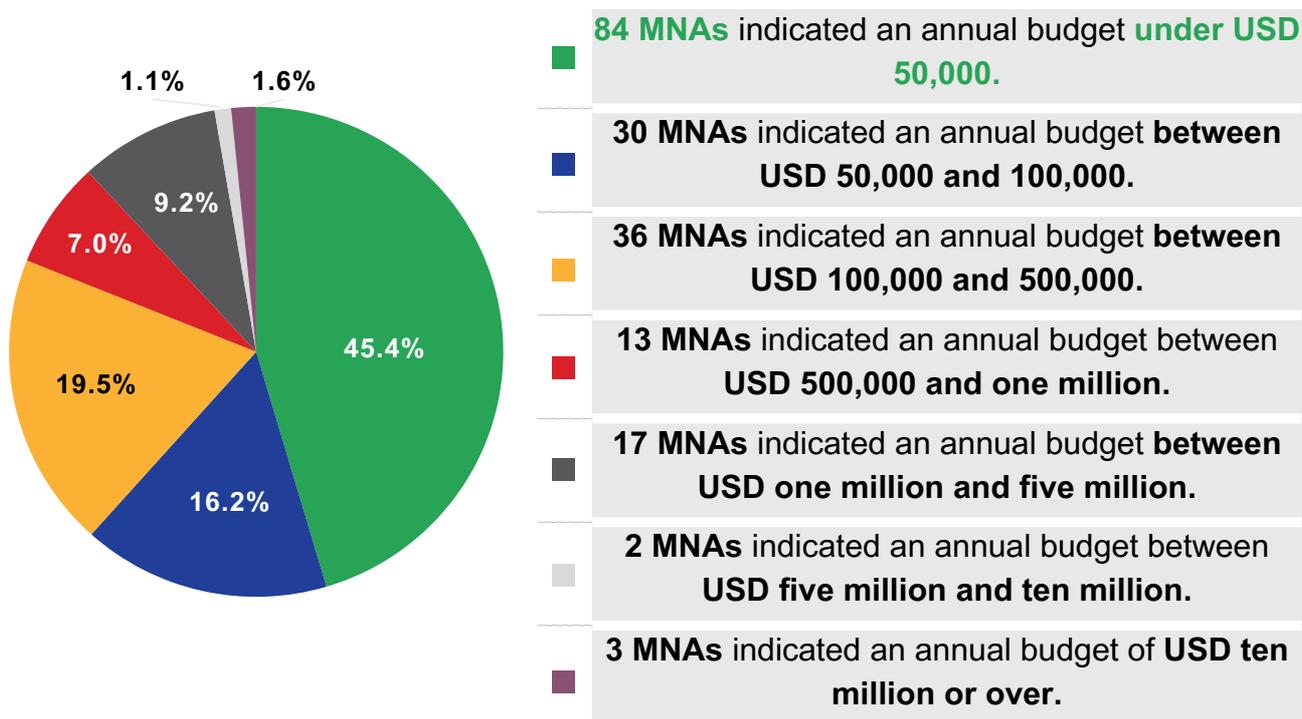
Question 1.23

What are the sources of income of your MNA?



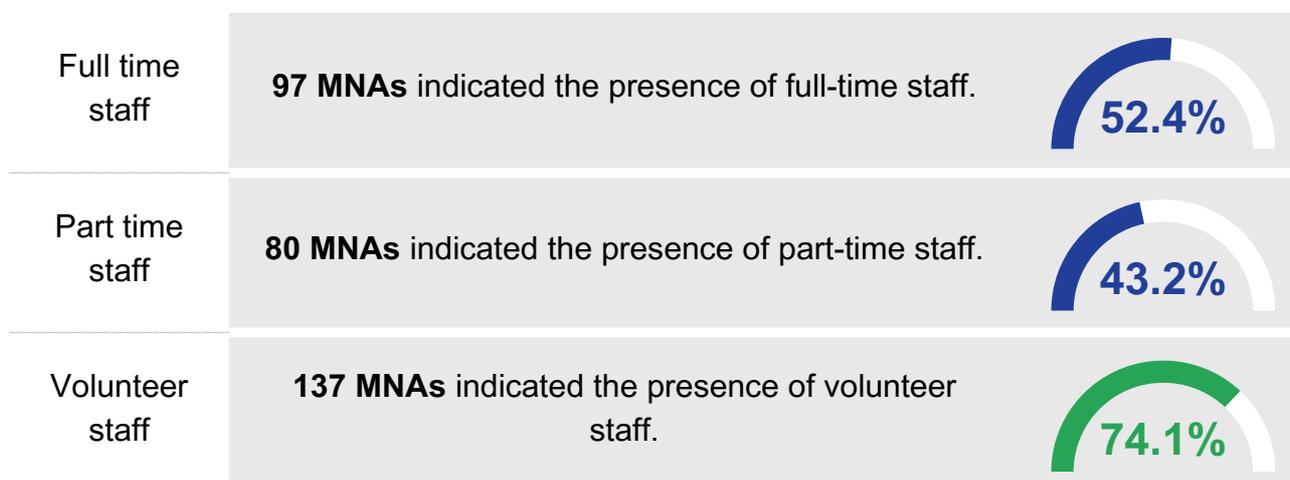
Question 1.24

What is the annual budget of your MNA in USD?



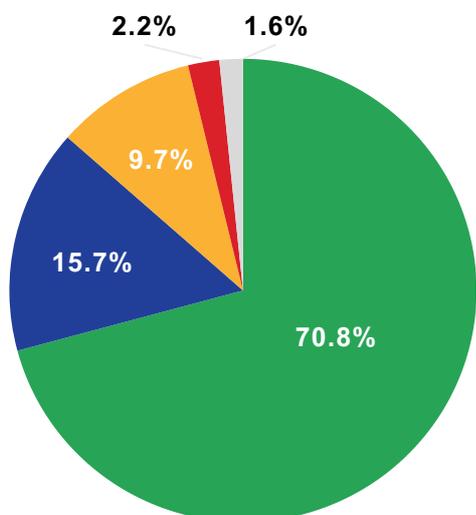
Question 1.25

In your MNA, which types of staff are present?



Question 1.26

How many full-time equivalent paid staff does your MNA have, including contractors?



- 131 MNAs indicated having 0-5 full-time equivalent paid staff.
- 29 MNAs indicated having 6-10 full-time equivalent paid staff.
- 18 MNAs indicated having 11-20 full-time equivalent paid staff.
- 4 MNAs indicated having 21-50 full-time equivalent paid staff.
- 3 MNAs indicated having 50 or more full-time equivalent paid staff.

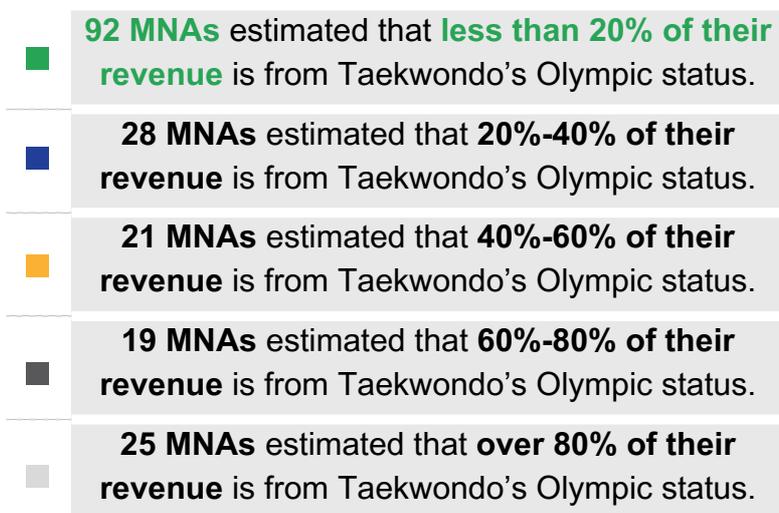
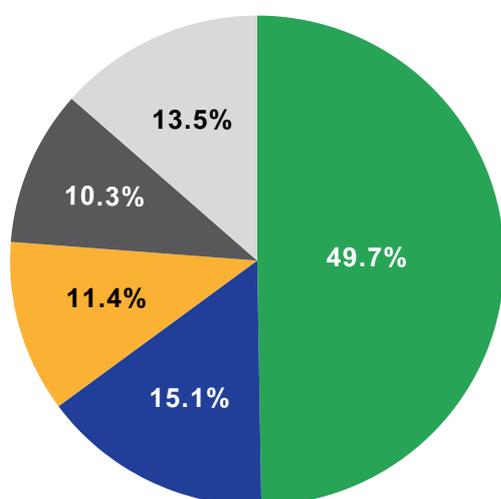
Question 1.27

For which areas does your MNA have a designated person in charge?

Teams/ Sport Development	137 MNAs indicated having a person in charge of teams/sport development.	74.1%
Events Organization/ Management	134 MNAs indicated having a person in charge of events organization/management.	72.4%
Para Taekwondo	70 MNAs indicated having a person in charge of para-taekwondo.	37.8%
Anti-doping	51 MNAs indicated having a person in charge of anti-doping.	27.6%
PR/ Communications	106 MNAs indicated having a person in charge of PR/communications.	57.3%
Safeguarding/ Integrity	61 MNAs indicated having a person in charge of safeguarding/integrity.	33%
None	23 MNAs indicated having no person in charge of any areas.	12.4%

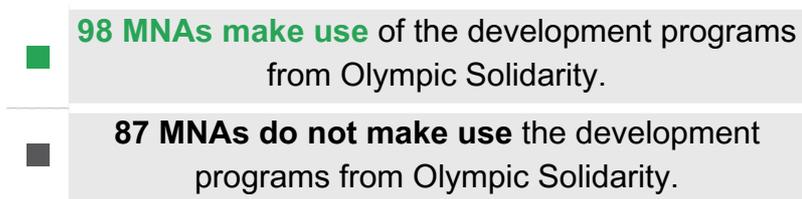
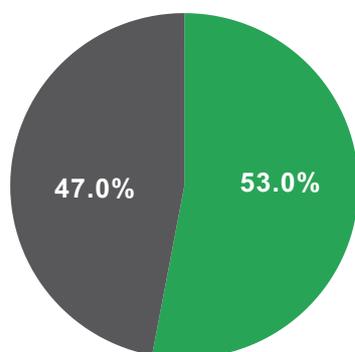
Question 1.28

What percentage of the revenue of your MNA do you estimate is related to Taekwondo's status as an Olympic sport?



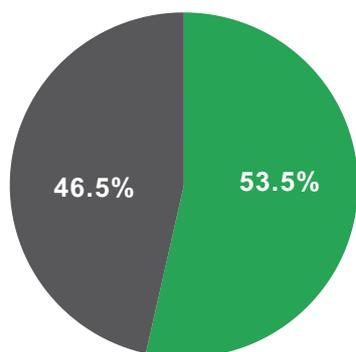
Question 1.29

Does your MNA make use of the development programs provided through Olympic Solidarity?



Question 1.30

Have you applied for the WT Development Program?

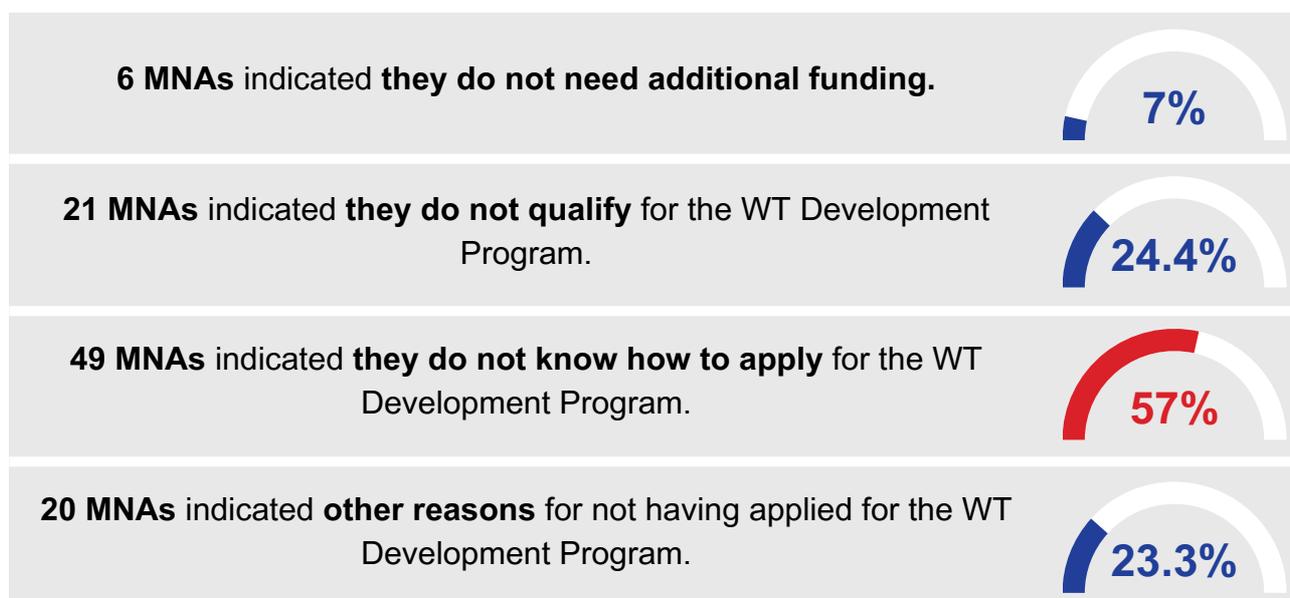


- 99 MNAs have applied for the WT Development Program.
- 86 MNAs have not applied for the WT Development Program.

Question 1.30.1

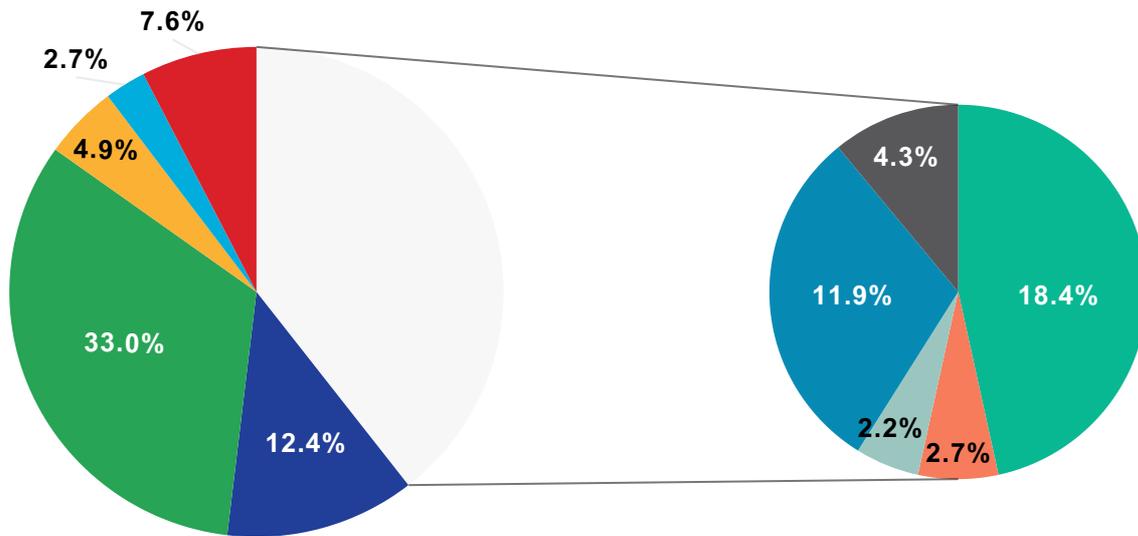
If No: Why not?

Out of the 86 MNAs that have not applied for the WT Development Program (see question 1.30):



Question 1.31

What is the most urgent support your MNA needs?



- **23 MNAs** indicated they need **sport equipment for athlete training.**
- **61 MNAs** indicated they need **sport equipment for organizing competitions.**
- **9 MNAs** indicated they need a **national Kyorugi team coach.**
- **5 MNAs** indicated they need a **national Poomsae team coach.**
- **14 MNAs** indicated they need a **national team exchange training program**

- **8 MNAs** indicated they need **instructors to teach grassroots.**
- **34 MNAs** indicated they need **funds to participate in competitions.**
- **5 MNAs** indicated they need **funds to participate in WT meetings.**
- **4 MNAs** indicated they need **funds for the development of Para Taekwondo.**
- **22 MNAs** indicated they need **funds to operate MNA administration (staff, facilities).**



GOVERNANCE

MNA SURVEY 2024 - GOVERNANCE

Governance

The Governance section of the survey examines the organizational and regulatory frameworks within Member National Associations (MNAs) that are important for the effective management and alignment with World Taekwondo (WT) standards. This section evaluates the existence and quality of key governance documents, the transparency of organizational structures, the establishment of essential committees, and the regularity of communication with WT Headquarters. The findings provide insight into how well MNAs are structured and governed, highlighting areas of strength and identifying opportunities for improvement.



Highlights

- **MNA Statutes, Rules, and Regulations:** A strong majority of MNAs (108, 58.4%) have established statutes, rules, regulations, bylaws, or constitutions that explicitly conform to WT statutes and related rules. However, 14 MNAs (7.6%) still lack these foundational documents, and 63 MNAs (34.1%) have such documents but without the necessary clause for WT conformity.
- **Organizational Structure:** While 69 MNAs (37.3%) have a published organizational structure including staff, elected officials, and committee information on their websites or social media, 61 MNAs (33.0%) do not have this structure in place, and 55 MNAs (29.7%) have it but did not make it publicly available.
- **Governance Documents:** The governance framework within MNAs varies widely. Only 24 MNAs (13.0%) have published 5-8 key governance documents, while the majority (91 MNAs, 49.2%) have published between 1-4, and 70 MNAs (37.8%) have not published any of the key governance documents listed.

Governance

Highlights (continued)

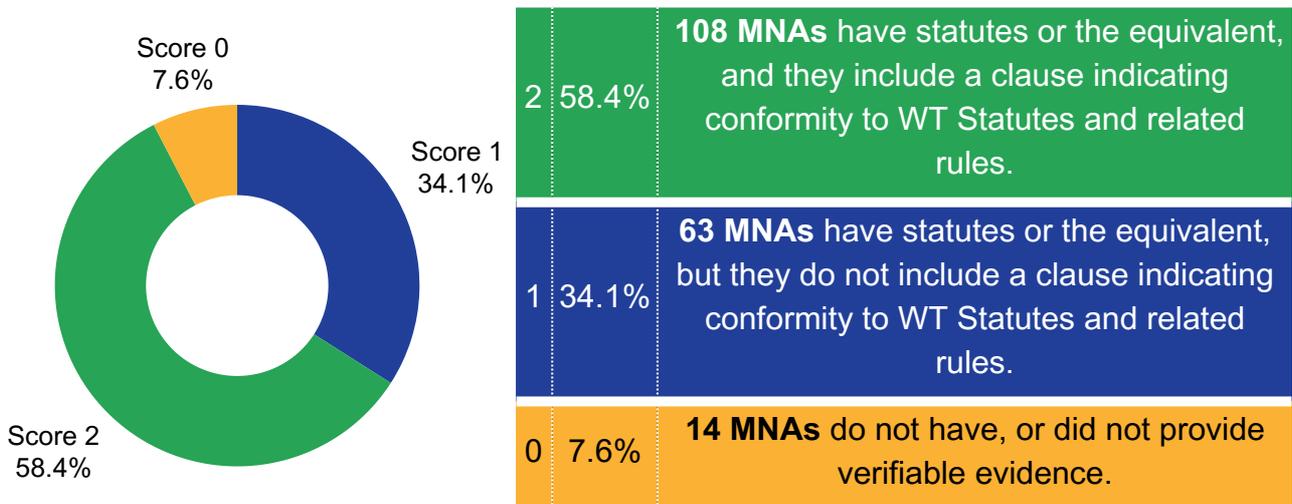
- **Committees:** There is a notable gap in the establishment of key committees. While 26 MNAs (14.1%) have established 3-4 of the important committees (Para Taekwondo, Integrity-related, Women-related, Athletes), 111 MNAs (60.0%) have not established any of these committees, and 48 MNAs (25.9%) have established only 1-2.
- **Communication with WT Headquarters:** Communication with WT Headquarters appears to be well-maintained by most MNAs, with 124 (67.0%) reporting that they have a department or person responsible for regular communication. However, 25 MNAs (13.5%) lack such a position entirely, and 36 (19.5%) have it but do not maintain regular communication.

The following pages detail the findings for each of the five questions in the governance section of the MNA Survey 2024. Each question also includes fundamentals, references, and resources for members.

Question 2.1

MNA Statutes, Rules, Regulations, Bylaws, or Constitution

Findings



Fundamentals

- The regulatory framework (i.e., statutes, constitution, bylaws, etc.) must be clear, transparent, and accessible to the public, with periodic reviews and updates. It should include specific provisions concerning compliance with the WT Statutes and related rules.
- Essential aspects include defining mission, goals, roles, and responsibilities; membership criteria and procedures; organizational structure; financial transparency; event awarding and organization procedures; disciplinary processes; dispute resolution mechanisms; and procedures for statute and regulation adoption and amendment.

References & Resources

- Article 8.4.1 of the WT Statutes indicates that each member's constitutional document shall include the following statement:
 - "As a member of World Taekwondo, [MEMBER NAME] agrees to observe the Statutes, bylaws, codes, and rules of World Taekwondo. In case of a conflict or dissonance between the [MEMBER NAME] rules and the WT rules, the latter shall prevail."
- For more information, access the [WT Statutes](#) and the [Guidelines Model Statutes for Member National Associations](#).

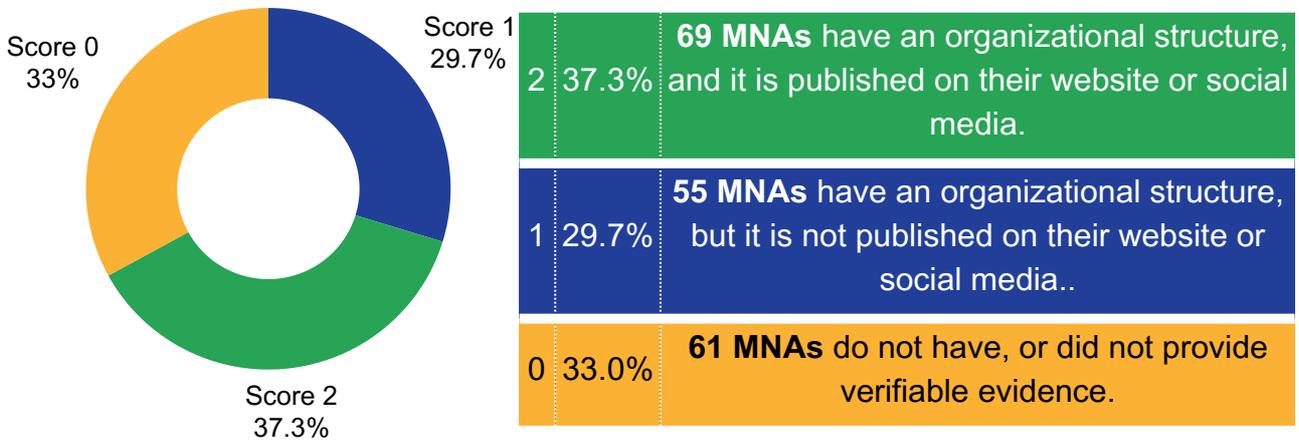
MNAs have statutes, rules, and regulations

92%

Question 2.2

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

Findings



Fundamentals

- The organizational structure, including governing bodies, roles, members, and administration, must be clearly defined, formalized, and communicated.

References & Resources

- [WT's Organizational Structure](#)
- [Secretariat](#)
- [Elected Officials](#)
- [Commissions and Committees](#)

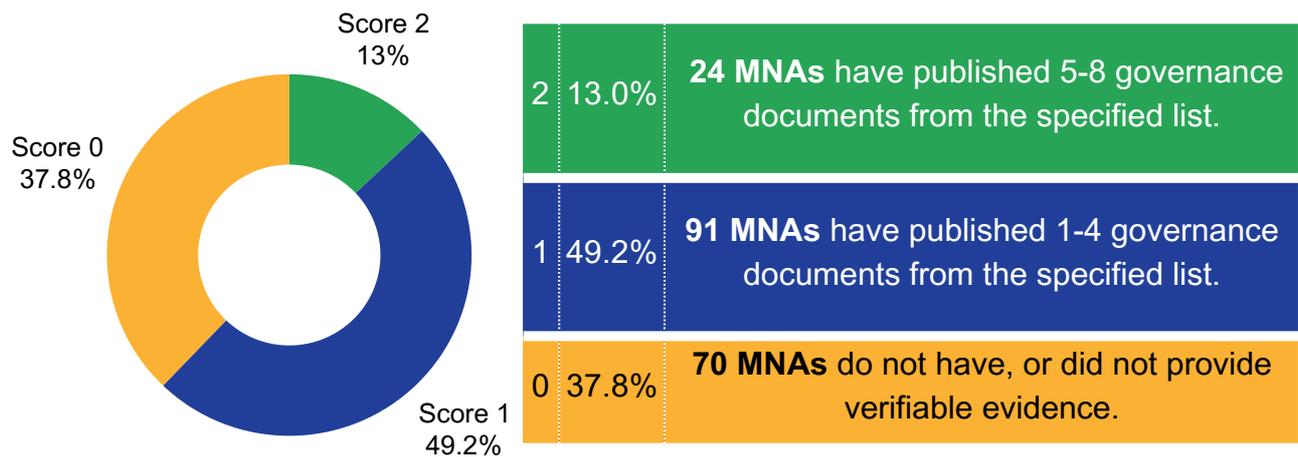


Question 2.3

Number of governance documents from the following list that your MNA has published:

i) strategic plan; ii) management of disciplinary actions; iii) promotion of sustainability; iv) prevention of corruption/competition manipulation; v) safeguarding measures; vi) finance rules; vii) anti-discrimination rules that cover racial, religion, and sexual orientation; viii) management of conflicts of interest

Findings



Fundamentals

- The [strategic plan](#) must align with the organization's vision, undergo regular review, and be publicly communicated.
- [Disciplinary actions](#) should follow fair procedures with dispute resolution mechanisms.
- [Sustainability](#) efforts should align with the UN SDGs, focusing on minimizing harm and promoting equality, rights, and environmental and sourcing standards.
- A [zero-tolerance policy](#) is essential regarding [corruption](#), supported by strong prevention programs.
- [Safeguarding](#) requires a clear strategy and contact points for concerns.
- [Financial](#) practices must comply with laws, include audits, and have clear policies.
- [Anti-discrimination rules](#) must clearly prohibit all forms of discrimination.
- [Conflicts of interest](#) should be managed through clear policies to ensure independent decision-making.

References & Resources

- Access [WT governance-related documents](#) (current and previous versions) which include 2024 department plans, disciplinary actions and appeals code, sustainability strategy, code on prevention of the manipulation of competitions, safeguarding policy, finance rules, anti-discrimination policy, conflicts of interest policy, etc.

MNAs have at least one document

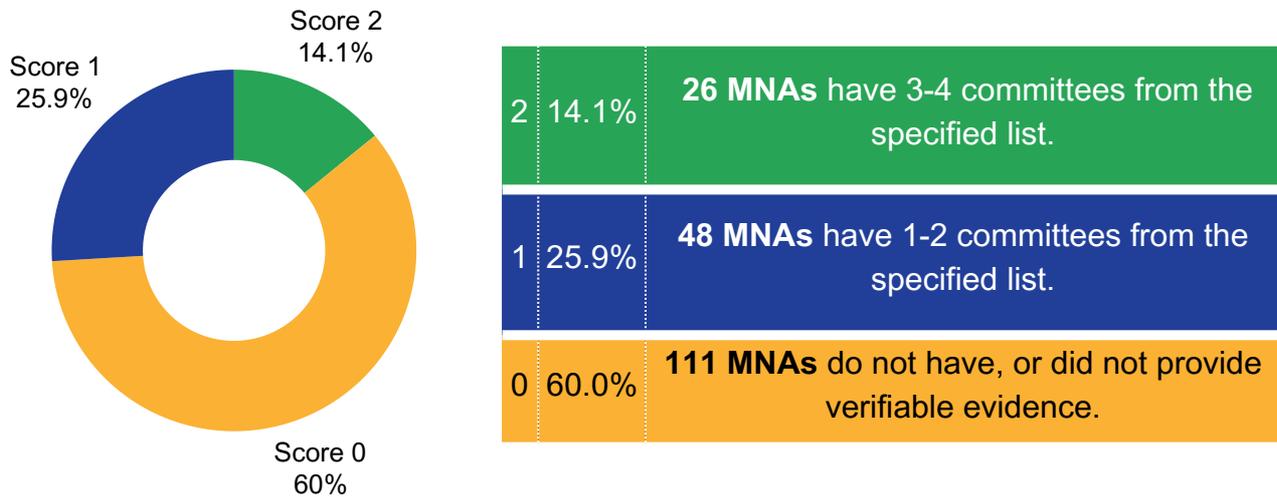
62%

Question 2.4

Number of Committees that your MNA has from the following list:

i) Para Taekwondo Committee; ii) Integrity-related Committee [Ethics Committee and/or Anti-doping Committee]; iii) Women-related Committee; iv) Athletes Committee

Findings



Fundamentals

- Governing bodies can establish committees with specific tasks ensuring diverse representation, including gender balance (with at least 30% of each gender), active athlete involvement in decision-making, and a focus on diversity and inclusion.
- Eligibility criteria for governing body membership should be transparent, fair, and based on relevant skills and expertise.

References & Resources

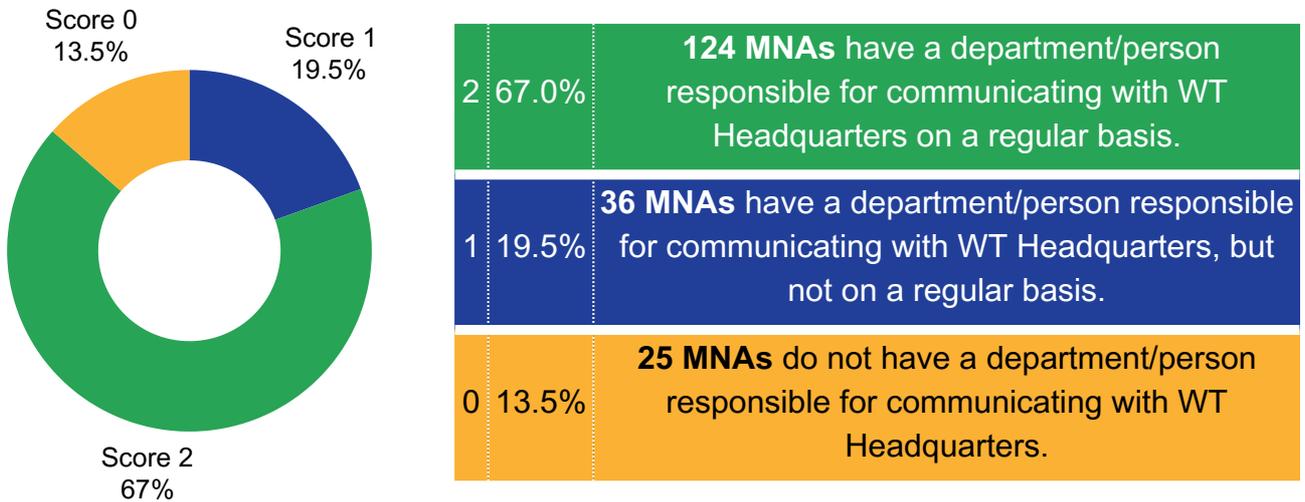
- Information about WT Commissions and Committees including their terms of reference (composition, functions, objectives, etc.), meetings, and minutes is available [here](#).

MNAs have at least one committee 40%

Question 2.5

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

Findings



Fundamentals

- Contact information and reporting requirements, as stated in Article 8.4.2 of the WT Statutes, mandate MNAs to ensure their details on the WT website are accurate and promptly update any changes.
- MNAs are also responsible for completing the annual MNA Survey, submitting activity reports upon request from WT, and reporting on the use of funds or value-in-kind provided by WT.

References & Resources

- Confirm by accessing [this link](#) that the contact information and updates of your MNA are correct. Notify WT about any changes accordingly.

MNAs communicate with WT Headquarters

86%

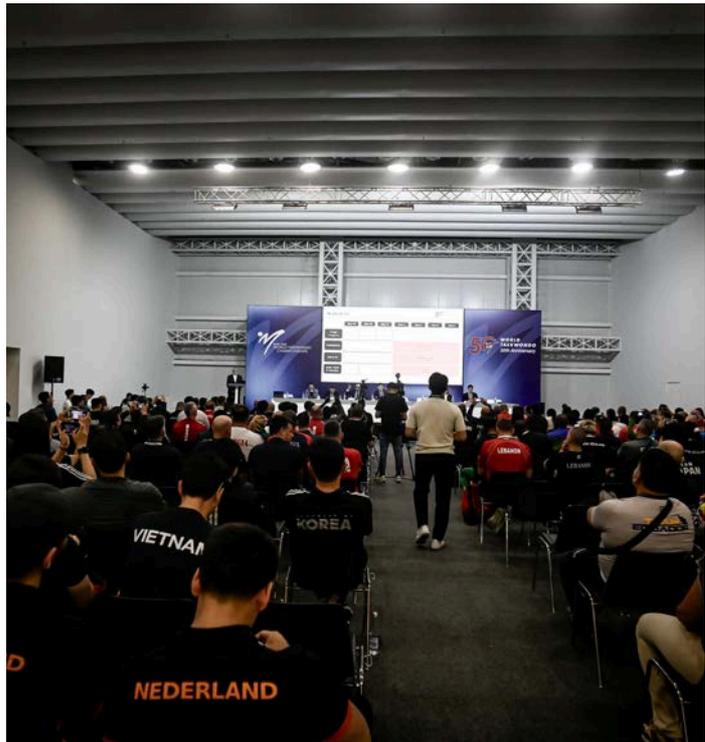


GOVERNANCE

MNA SURVEY 2024 - TRANSPARENCY

Transparency

The Transparency section of the survey evaluates how openly Member National Associations (MNAs) share critical information with their stakeholders and the general public. This section focuses on the availability of websites or social media platforms, the publication of key governance documents, annual reports, financial audits, and the transparency of decision-making processes through the publication of agendas and minutes of meetings. The results highlight the extent to which MNAs adhere to transparency practices that align with good governance and accountability standards.



Highlights

- **Website or Social Media:** A majority of MNAs (113, 61.1%) have a website or social media that is linked with WT platforms, demonstrating a strong level of connectivity and public engagement. However, 19 MNAs (10.3%) lack any online presence, and 53 MNAs (28.6%) have online platforms that are not linked with WT.
- **Publication of Statutes:** While 59 MNAs (31.9%) publish their statutes, rules, regulations, bylaws, or constitution online, a significant number (110, 59.5%) possess these documents but have not made them publicly accessible. Alarmingly, 16 MNAs (8.6%) do not have these essential governance documents.
- **Publication of Annual Report:** Transparency in reporting is a challenge for many MNAs, with 113 (61.1%) not having an annual report. Only 28 MNAs (15.1%) publish their annual report online, while 44 (23.8%) have an annual report that remains unpublished.

Transparency

Highlights (continued)

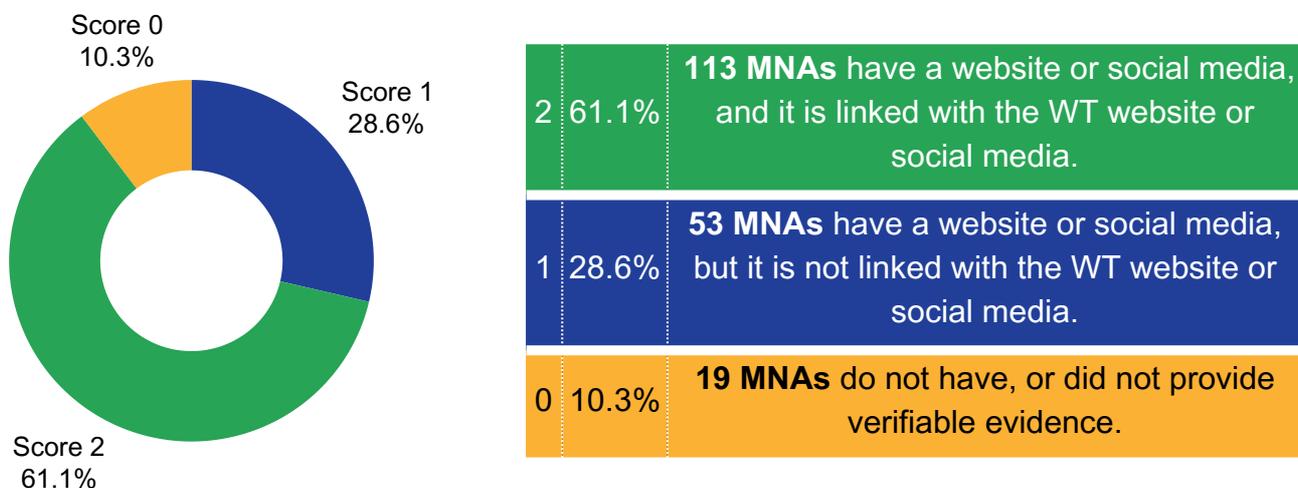
- **Publication of Annual Financial Reports:** Financial transparency is notably weak among MNAs. A large majority (145, 78.4%) do not have an annual financial report following an independent audit, 24 (13.0%) have it but do not publish it, and only 16 MNAs (8.6%) make these reports publicly accessible.
- **Transparency in Decision-Making:** The publication of agendas and minutes from General Assemblies, Executive Boards, or equivalent meetings is limited, with only 23 MNAs (12.4%) sharing this information online. Meanwhile, 93 MNAs (50.3%) do not have this documentation, and 69 (37.3%) have it but did not publish it.

The following pages detail the findings for each of the five questions in the transparency section of the MNA Survey 2024. Each section also includes fundamentals, references, and resources for members.

Question 3.1

Website or social media (Facebook/Twitter, etc.)

Findings



Fundamentals

- Sports organizations should uphold transparency by keeping a frequently updated website with easily accessible information that includes but it is not limited to their vision, mission, objectives, and strategy; organizational structure; list of elected officials and management structure; governing rules and policies; major activities and decisions; audited financial statements; bidding procedures, etc.

References & Resources

- Review your MNA's details on the [WT website](#) to ensure the links to your platforms are accurate. Notify the Member Relations & Development Department through member@worldtaekwondo.org about any necessary updates.
- Refer to the [WT website](#), [Facebook](#), [Instagram](#), [TikTok](#), and [YouTube](#) sites when linking them to your platforms.

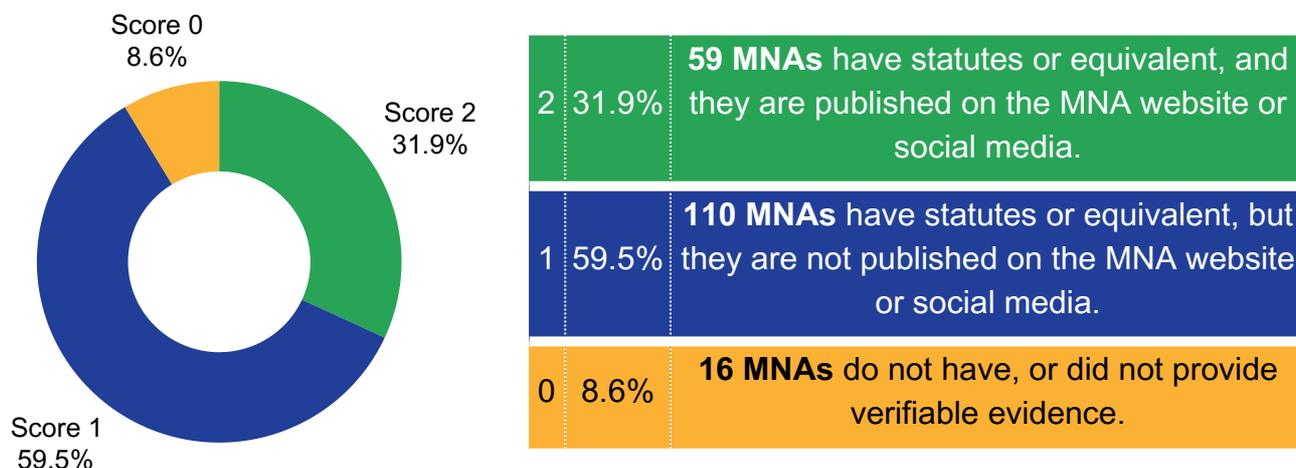
MNAs have website or social media

90%

Question 3.2

Publication of Statutes, Rules, Regulations, Bylaws, or Constitution

Findings



Fundamentals

- The statutes should cover compliance with relevant principles and codes, the organization's mission, membership details, organizational structure, financial transparency, event organization procedures, disciplinary measures, dispute resolution, and the process for adopting and amending statutes and regulations.
- Special consideration should be given to relevant laws based on the organization's legal status.

References & Resources

- The [Guidelines Model Statutes for Member National Associations](#) serve as a reference for MNAs. Basic standards outlined include recognition and adherence to WT authority and principles, compliance with anti-doping regulations, incorporation of Para Taekwondo, implementation of the WT Global Membership System (GMS), provision for appeal mechanisms, organizational independence, and priority of WT regulations in case of conflicts.

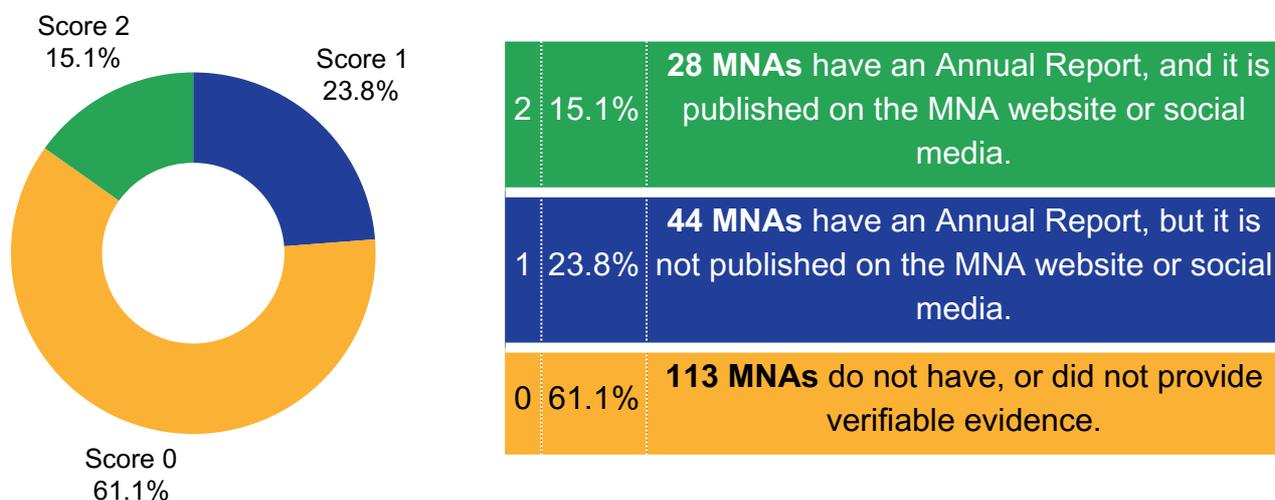
MNAs have published statutes, rules, regulations, bylaws, or constitution

32%

Question 3.3

Publication of Annual Report

Findings



Fundamentals

- An annual activity report comprising institutional information, major events, and financial reports, should be publicly available.

References & Resources

- WT annual reports are available [here](#).

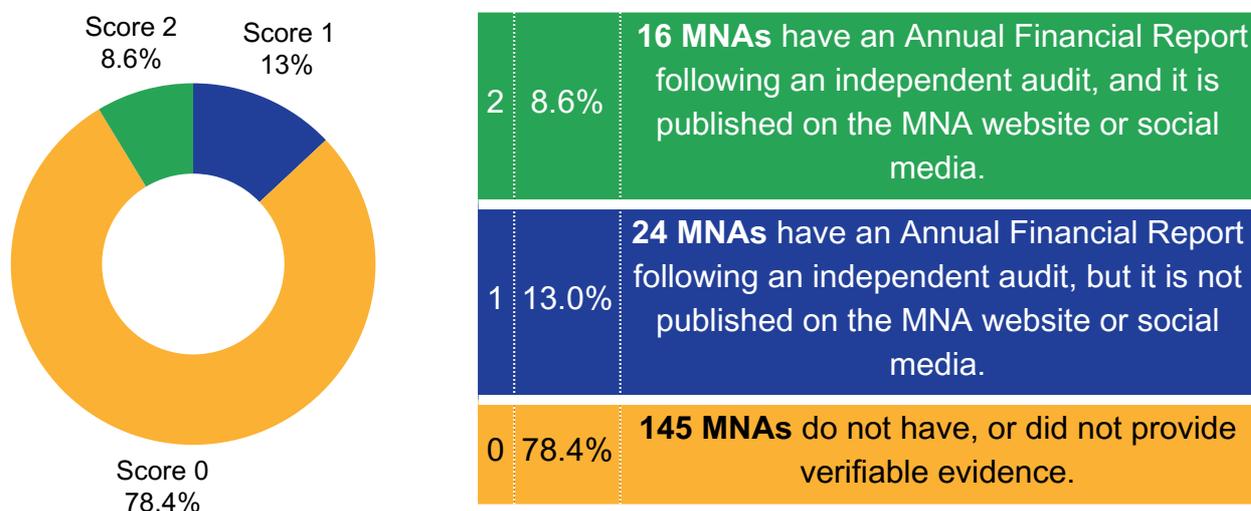
MNAs have an annual report

39%

Question 3.4

Publication of Annual Financial Report following independent audit based on IFRS or GAAP standards

Findings



Fundamentals

- Sports organizations should prioritize financial transparency by following applicable laws and accounting standards like IFRS or GAAP. Audited financial statements should be approved by the General Assembly and be accessible to the public.
- Organizations should develop a comprehensive financial plan and implement policies regarding travel, accommodation, allowances, per diems, and benefits for officials, with the total amount specified in annual financial statements. A remuneration policy for staff should be established to enhance accountability and integrity in financial operations.

References & Resources

- Access the [2023 WT Audited Financial Statements](#) which follow the Korean International Financial Reporting Standards (“KIFRSs”) according to the independent auditors’ report.
- WT financial statements from previous years and related documents are accessible [here](#). WT Finance Rules, current and previous versions, are available [here](#).

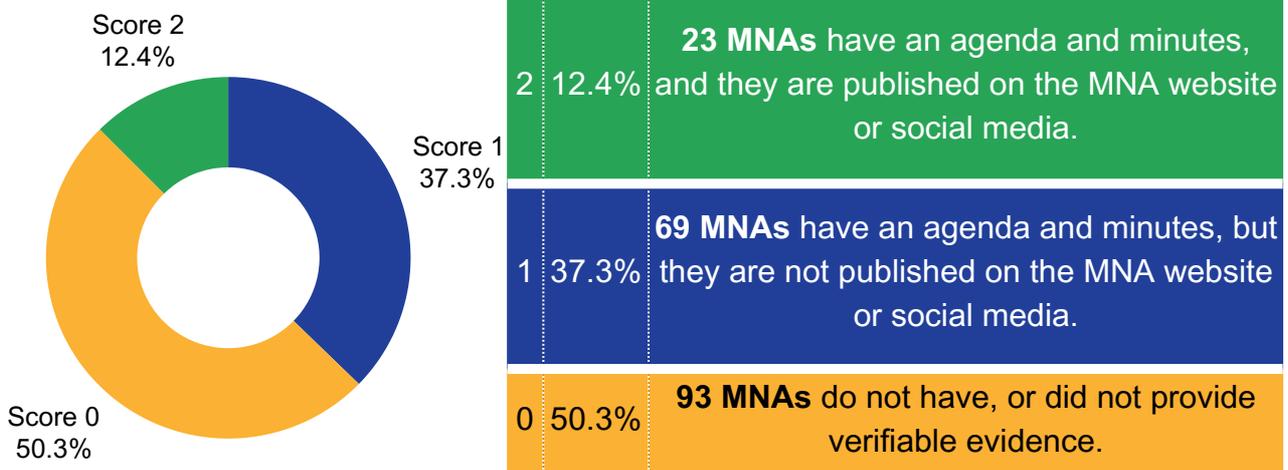
MNAs have an annual audited financial report

22%

Question 3.5

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

Findings



Fundamentals

- All members should receive timely access to meeting materials, including agendas, documents, meeting minutes, and any other relevant information.

References & Resources

- Agenda and minutes of the WT Council meetings and General Assembly are available [here](#).
- Meeting minutes for WT Commissions and Committees are available [here](#).

MNAs have agenda and minutes of General Assembly, Executive Board or equivalent **50%**

AKU 2023 WORLD TAEKWONDO CHAMPIONSHIPS



2023 WORLD TAEKWONDO CHAMPIONSHIPS

GOVERNANCE

MNA SURVEY 2024 - INTEGRITY

Integrity

The Integrity section of the survey assesses the commitment of Member National Associations (MNAs) to ethical standards, gender balance, and safeguarding within their organizations. It examines how MNAs implement and enforce ethics rules, ensure gender representation on their executive boards, protect members from harassment and abuse, and comply with anti-doping regulations. The results in this section reflect the MNAs' dedication to fostering a culture of integrity, fairness, and accountability within their governance and operations.



Highlights

- **Gender Balance in Executive Boards:** A significant number of MNAs (83, 44.9%) lack female representation in their Executive Boards or equivalent bodies, highlighting a major gender imbalance. Only 32 MNAs (17.3%) have achieved 30% or higher female representation, which is a benchmark for gender equality in leadership.
- **Ethics/Integrity Rules:** While 38 MNAs (20.5%) have published Ethics/Integrity rules accessible to their members, 76 MNAs (41.1%) do not have such rules at all, and 71 (38.4%) have rules that are not made publicly available. This indicates that many MNAs need to strengthen their ethical frameworks and ensure transparency in their governance.
- **Ethics/Integrity Monitoring and Enforcement:** Only 40 MNAs (21.6%) have a robust system in place for monitoring and enforcing ethics and integrity, including an appeals process. A majority (85, 45.9%) lack formal mechanisms for addressing ethical complaints, indicating a need for improved oversight and accountability.

Integrity

Highlights (continued)

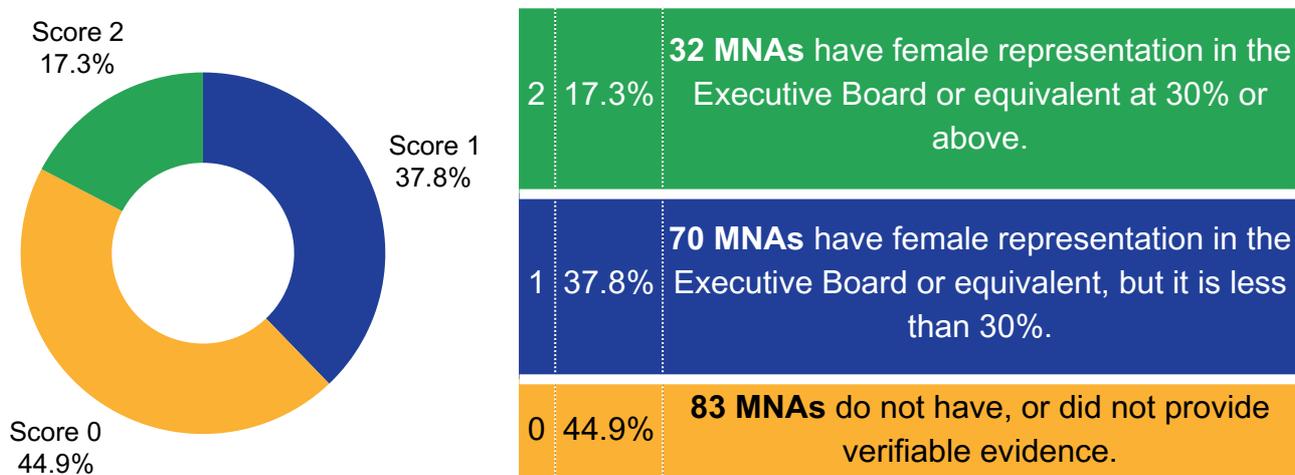
- **Safeguarding from Harassment and Abuse:** Programs or policies to safeguard members from harassment and abuse are absent in 116 MNAs (62.7%), with only 15 (8.1%) demonstrating a comprehensive approach that includes resources and evidence of implementation. The results underscore the importance of enhancing protection measures within the national framework.
- **Anti-Doping Compliance:** The majority of MNAs (144, 77.8%) do not have a designated department or person responsible for compliance with the World Anti-Doping Code. Only 15 MNAs (8.1%) have established an anti-doping team with the necessary expertise and resources, indicating a significant gap in this area of integrity.

The following pages detail the findings for each of the five questions in the integrity section of the MNA Survey 2024. Each section also includes fundamentals, references, and resources for members.

Question 4.1

Gender balance in the Executive Board or equivalent

Findings



Fundamentals

- Sport organizations should set clear eligibility criteria for their governing bodies to encompass not only relevant skills and expertise but also to foster diversity, inclusivity, and balanced representation, with at least 30% from each gender.

References & Resources

- Review the current Executive Board for gender balance improvement opportunities. Increase female representation by actively recruiting qualified female leaders and offering support and resources for their success.
- Access the [WT Gender Equality Report](#) to explore several governance-related and community-focused initiatives undertaken in the pursuit of gender equality. The report highlights significant milestones achieved in this effort.

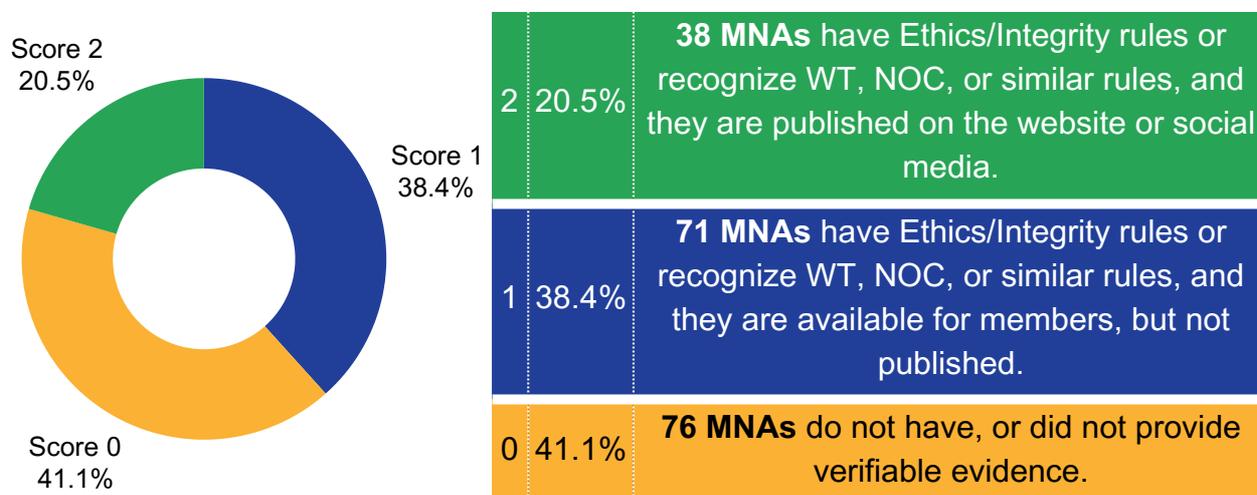
MNAs have female representation in the Executive Board or equivalent

55%

Question 4.2

Ethics/Integrity rules

Findings



Fundamentals

- Sports organizations must adhere to ethical principles and regulations aligned with the IOC Code of Ethics. These standards must be approved by the top governing body and integrated across the organization.
- WT MNAs are required to meet the highest ethical standards in their governance and administration to protect the integrity, authenticity, and reputation of Taekwondo (WT Integrity Code Art. 3.1., in effect as of January 2023).

References & Resources

- Access the section “[Rules & Sanctions](#)” of the [WT Global Integrity Unit](#) where relevant documents such as the WT Integrity Code are available for reference.

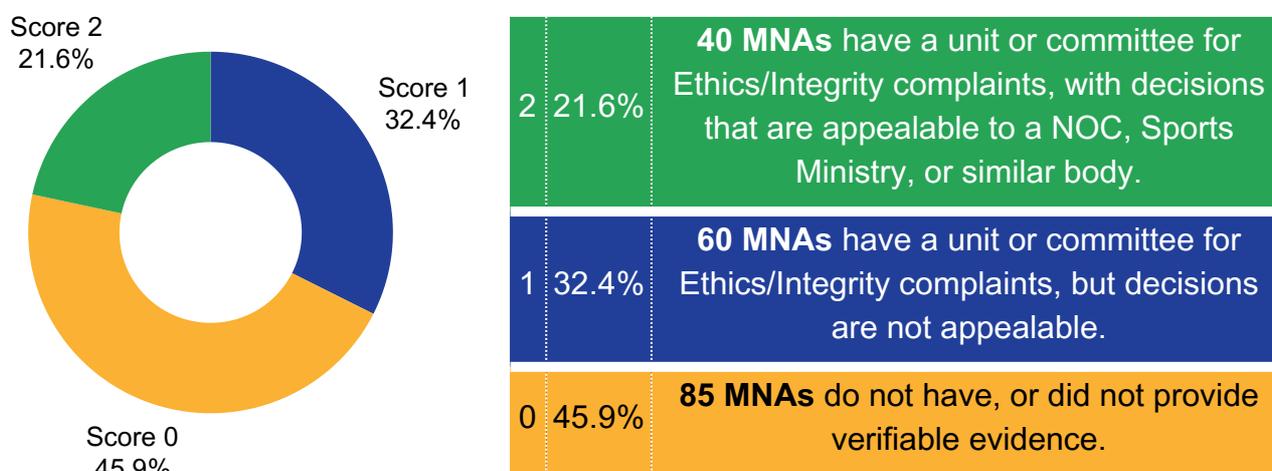
MNAs have or recognize ethics/integrity rules

59%

Question 4.3

Ethics/Integrity monitoring and enforcement

Findings



Fundamentals

- Sports organizations are required to establish an Ethics Committee with members who are independent from the governing bodies. The mission and composition of the committee should be clearly defined and publicly available.
- MNAs are bound by the WT Disciplinary Actions and Appeals Code (in effect as of August 2023) which outlines procedures for managing disciplinary matters and resolving disputes. Art. 1.2 emphasizes fundamental principles including the right to be heard and the right to appeal, as well as the right to an objective and impartial decision, and protection against conflicts of interest.

References & Resources

- Access the [Terms of Reference of the WT Integrity Committee \(2023-2025\)](#) where the composition, functions, and objectives of the committee are defined.
- Review and revise the MNA's existing process for handling ethics/integrity complaints to ensure it is fair, impartial, and transparent.
- WT Disciplinary Actions and Appeals Code (in effect as of August 2023) is available [here](#).

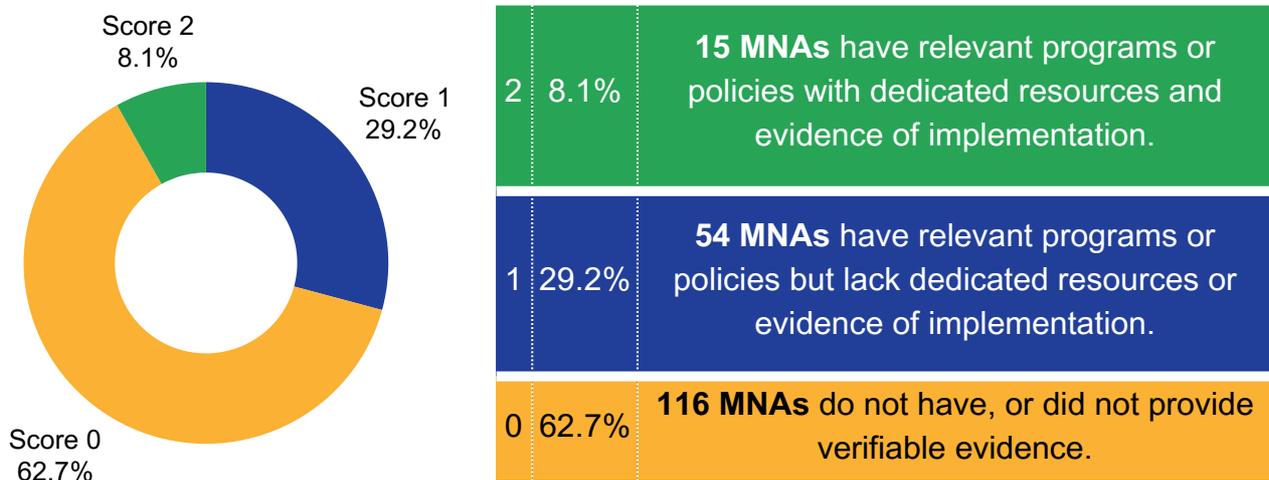
MNAs have or recognize ethics/integrity monitoring and enforcement

54%

Question 4.4

Programs or policies in place regarding safeguarding from harassment and abuse

Findings



Fundamentals

- Sports organizations must have safeguarding policies and programs in place to raise awareness, facilitate reporting, and manage cases, ensuring a safe and respectful environment free from harassment and abuse.
- A point of contact for any issue relating to safeguarding should be designated with proper expertise and resources.
- WT requires MNAs to accept and adopt the general principles of Safeguarding and define their own policies and procedures in accordance with their national legal requirements (WT Safeguarding Policy Art. 5, in effect as of January 2023).

References & Resources

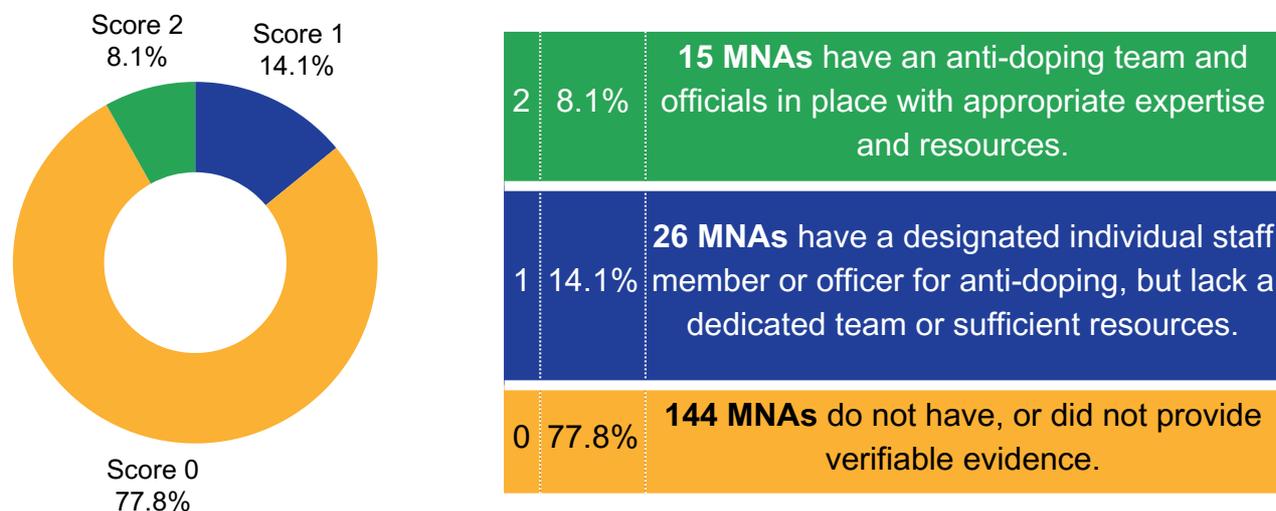
- Visit the “[Safe Sport](#)” section of the [WT Global Integrity Unit](#) for helpful resources.
- Refer to the [WT Safeguarding Policy \(January 2023\)](#) for awareness-raising, member education, and reporting and case management guidance.
- Access the “[Reporting](#)” section of the [WT Global Integrity Unit](#) for reporting frameworks, including an independent integrity hotline and the Safeguarding Reporting Form.

MNAs have programs or policies in place for safeguarding from harassment and abuse **37%**

Question 4.5

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

Findings



Fundamentals

- Sports organizations must actively combat doping, adhere to the World Anti-Doping Code, protect athletes and officials through prevention programs, and ensure the independence of anti-doping initiatives. This includes encouraging the establishment of autonomous bodies like National Anti-Doping Organizations (NADOs) and delegating oversight to impartial entities such as the International Testing Agency (ITA).

References & Resources

- Information about anti-doping in WT is available [here](#). It includes useful tools and resources including definitions, statistics, regulations, prohibited list, sanctioned athletes and officials, reporting mechanisms, education materials, committees, and ambassadors.

MNAs have a department/person responsible for World Anti-Doping Code compliance.

22%



GOVERNANCE

MNA SURVEY 2024 - DEMOCRACY

Democracy

The Democracy section evaluates the degree to which Member National Associations (MNAs) adhere to democratic principles in their governance structures and processes. This section focuses on the election of officials, the transparency and fairness of election processes, the enforcement of term limits, the regularity of governance meetings, and the inclusivity of participation in decision-making. The findings in this section provide insight into how well MNAs uphold democratic standards within their organizational frameworks.



Highlights

- **Election of President and Executive Board:** A majority of MNAs (136, 73.5%) conduct elections where the president and more than 50% of the Executive Board members are elected, demonstrating strong adherence to democratic practices. However, 21 MNAs (11.4%) do not hold elections for these positions, indicating a lack of democratic processes in their governance.
- **Election Process with Secret Ballot:** While 26 MNAs (14.1%) follow a comprehensive election process with secret ballots and published rules, 63 MNAs (34.1%) do not have any secret ballot process in place, and 96 (51.9%) have a secret ballot but lack detailed regulations, highlighting the need for clearer and more transparent election procedures.
- **Term Limits for Elected Officials:** Term limits are a critical aspect of democratic governance, yet 37 MNAs (20.0%) do not have any term limits for elected officials. Only 43 MNAs (23.2%) have strict term limits of no more than 12 years for officials, ensuring regular turnover in leadership positions.

Democracy

Highlights (continued)

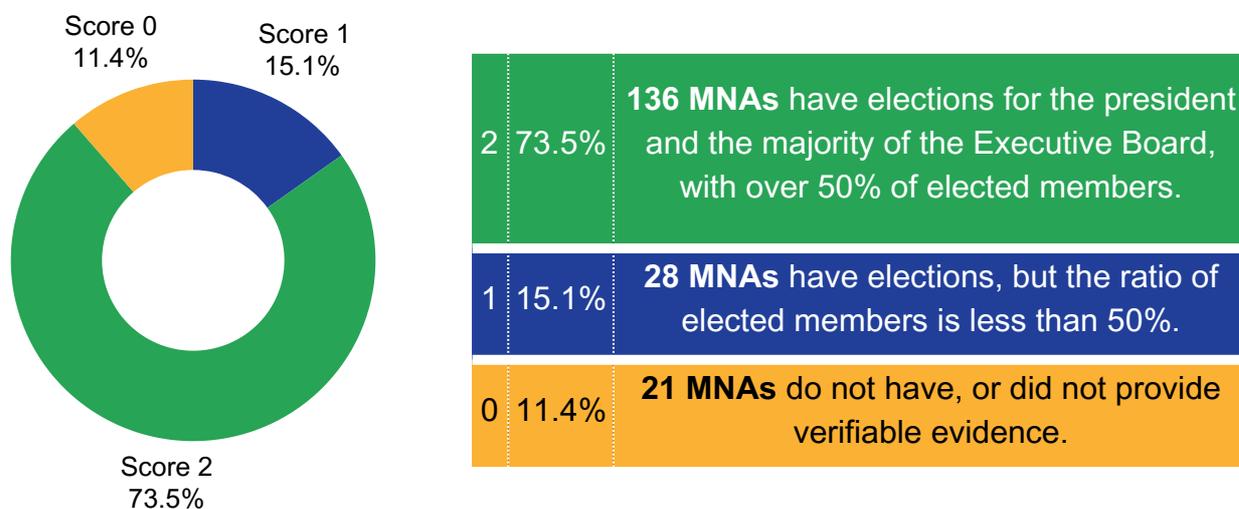
- **Regular Meetings of Governing Bodies:** Most MNAs (143, 77.3%) ensure that their General Assembly meets at least once a year, reflecting good governance practices. However, 32 MNAs (17.3%) do not hold regular meetings, which could hinder effective governance and decision-making.
- **Equal Opportunities for Participation in General Assembly:** Only 32 MNAs (17.3%) offer an online platform for members unable to attend the General Assembly, ensuring broader participation. Meanwhile, 72 MNAs (38.9%) lack policies for ensuring equal participation opportunities, indicating a need to enhance inclusivity in their decision-making processes.

The following pages detail the findings for each of the five questions in the democracy section of the MNA Survey 2024. Each section also includes fundamentals, references, and resources for members.

Question 5.1

Election of the President and Executive Board or equivalent

Findings



Fundamentals

- The election process within sports organizations must adhere to principles of democracy, transparency, and fairness.
- As outlined in Article 2.3 of the WT Statutes, member organizations must exercise complete autonomy in managing their internal affairs, free from any undue influence such as political, religious, or financial pressures. This includes the responsibility to establish and maintain election or appointment systems that guarantee adherence to these principles and prevent interference from external parties, ensuring compliance with the statutes and principles of good governance.

References & Resources

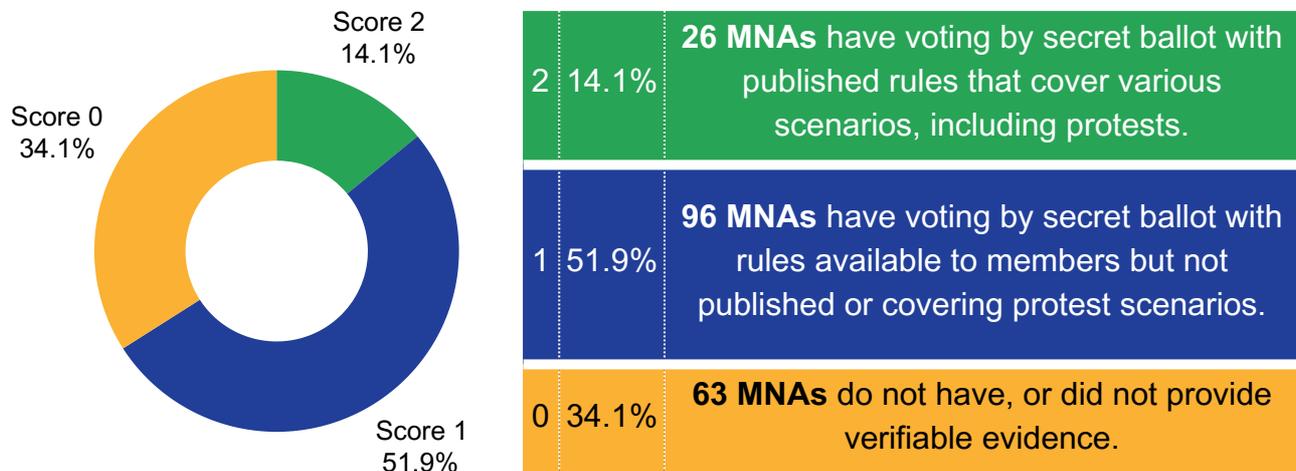
- Refer to Article 5.8 of the [WT Statutes](#) about elections of officials.

MNAs have elections of the President and Executive board or equivalent **89%**

Question 5.2

Election process with secret ballot under a clear procedure/regulation

Findings



Fundamentals

- The election process should indicate clear eligibility rules, including vetting by an independent electoral commission when necessary. It should establish deadlines for nominations and communication of eligible candidates.
- A transparent voting procedure, with secret ballot options, should be implemented, alongside efficient dispute resolution mechanisms. The election results must be published to ensure transparency and accountability.

References & Resources

- Access the [WT Elections 2021](#) outline where information about election bylaws, procedures, and relevant codes are available for reference. [Information about candidates](#) is also provided, including their profiles book.
- Art. 5 of the [WT 2021 Election Procedures](#) covers diverse scenarios such as less than a majority of votes for a single candidate and questioning of the election results.

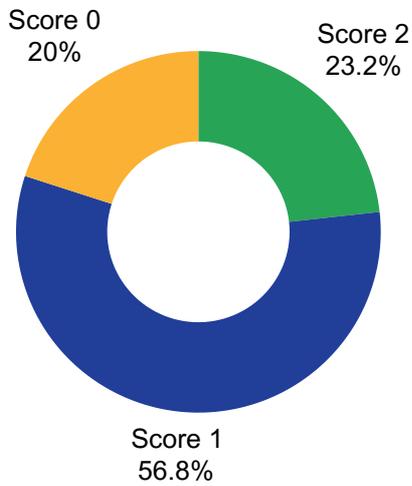
MNAs have an election process with secret ballot with available election rules

66%

Question 5.3

Term limit for elected official

Findings



2	23.2%	43 MNAs have term limits in place, with a maximum of no more than 12 years in one role.
1	56.8%	105 MNAs have term limits for some positions, but officials can be re-elected to the same role multiple times.
0	20.0%	37 MNAs do not have, or did not provide verifiable evidence.

Fundamentals

- To enable regular rotation of elected and appointed officials and foster opportunities for new candidates, limitations should be considered for individuals to serve no more than three or four consecutive terms or a maximum of 12 or 16 consecutive years in the same position.

References & Resources

- Article 5.8.5 and 5.8.6 of the [WT Statutes](#) refer to the term limits of elected officials.

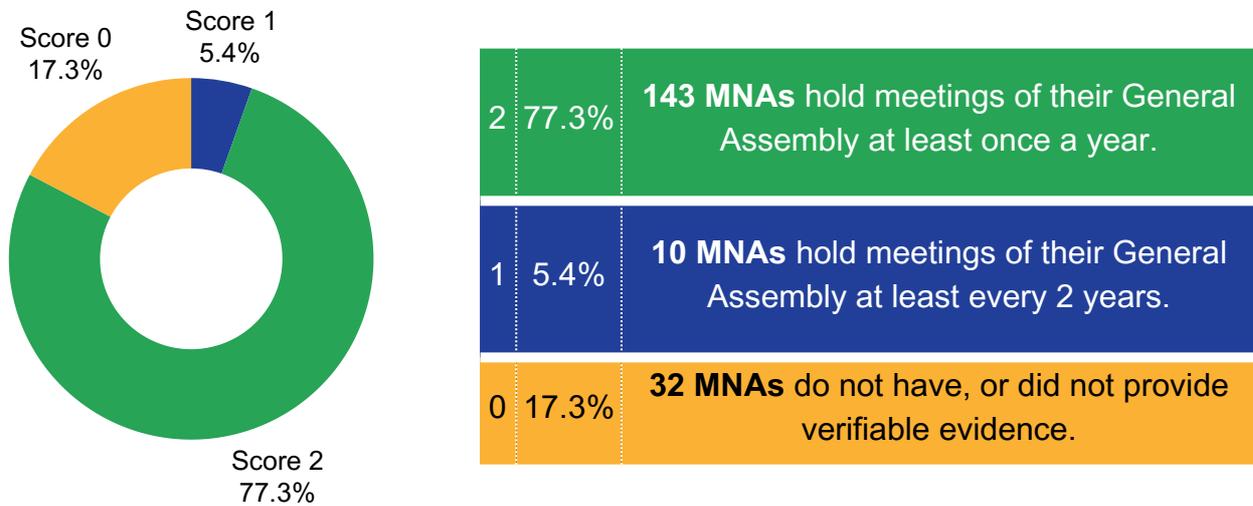
MNAs have term limits for elected officials

80%

Question 5.4

Governing bodies meet regularly

Findings



Fundamentals

- Governing bodies must convene regularly, aligning with their respective responsibilities, while the General Assembly must be held at least once a year.

References & Resources

- Information about ordinary annual meetings of the General Assembly is mentioned in the article 5.1.1 of the [WT Statutes](#).

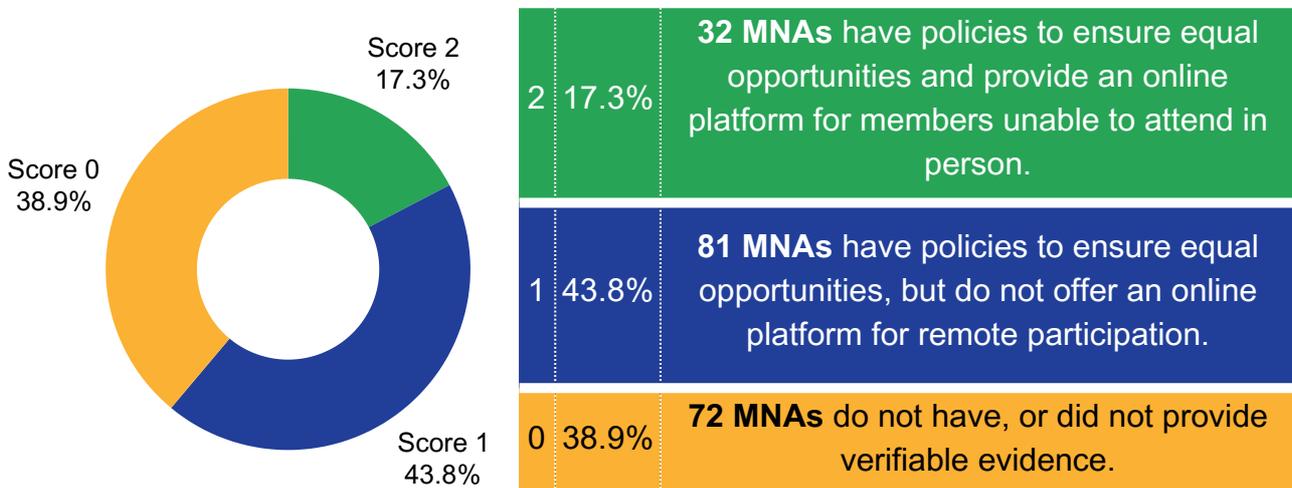
MNAs have regular meetings of governing bodies

83%

Question 5.5

Ensuring equal opportunities for members to participate in the General Assembly

Findings



Fundamentals

- Meetings should occur either in person or remotely, facilitated through secure and suitable electronic methods.

References & Resources

- Article 8.5.4 of the [WT Statutes](#) states MNAs' right to access to WT Development Programs which include but are not limited to equipment support, participation support, and scholarships.
- The [WT Guidelines on Development Programs 2024](#) outline the support for the participation of MNA delegates in the General Assembly.
- Refer to the [General Assembly meeting minutes](#) as evidence of meetings held in a hybrid format, with members attending both online and onsite.

MNAs have policies to ensure equal participation in the General Assembly

61%



GOVERNANCE

MNA SURVEY 2024 - DEVELOPMENT

Development

The Development section assesses the efforts made by Member National Associations (MNAs) to foster the growth of Taekwondo at all levels within their respective countries. This includes grassroots initiatives, social responsibility, education and support for athletes and coaches, environmental sustainability, and the development of Para Taekwondo. The findings provide a comprehensive view of how MNAs are contributing to the overall development of the sport and its alignment with broader social and environmental goals.



Highlights

- **Sport Development Programs:** The implementation of sport development programs at the grassroots level shows mixed results. While 80 MNAs (43.2%) have some reference to such programs in their official documents, only 25 (13.5%) have fully implemented regulations, reflecting a need for more structured and effective grassroots development initiatives.
- **Social Responsibility and DEI Initiatives:** A significant number of MNAs (126, 68.1%) lack formal social responsibility policies or Diversity, Equity, and Inclusion (DEI) initiatives. Only 14 MNAs (7.6%) have implemented comprehensive programs that actively promote DEI, indicating a substantial gap in addressing social responsibility within the sport.
- **Education Programs for Athletes, Coaches, and Referees:** The majority of MNAs provide at least some educational support, with 35 (18.9%) offering regular education programs. However, 92 MNAs (49.7%) do not provide any educational programs or assistance, highlighting an area where further development is needed to support the Taekwondo community effectively.

Development

Highlights (continued)

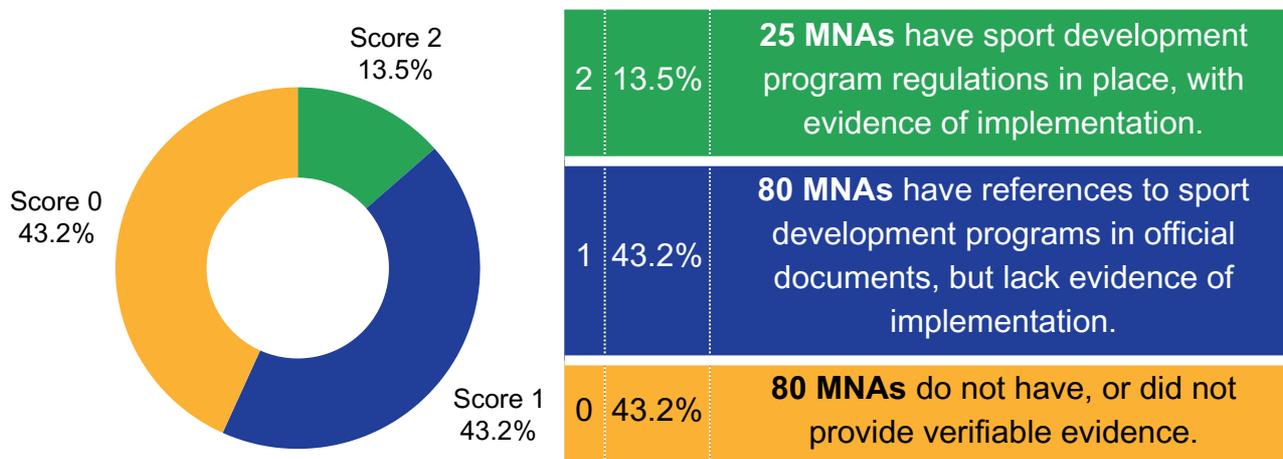
- **Environmental Sustainability:** The commitment to environmental sustainability among MNAs is limited, with only 7 (3.8%) implementing comprehensive practices. The majority (157, 84.9%) have no formal strategies in place, suggesting a significant area for improvement in aligning with sustainable development principles.
- **Para Taekwondo Development:** Efforts to develop Para Taekwondo at the national level are progressing, with 32 MNAs (17.3%) providing opportunities for Para athletes and evidence of implementation. However, 112 MNAs (60.5%) have made no efforts in this area, indicating a considerable need for increased focus on the inclusion and development of Para athletes.

The following pages detail the findings for each of the five questions in the development section of the MNA Survey 2024. Each section also includes fundamentals, references, and resources for members.

Question 6.1

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

Findings



Fundamentals

- Development and promotion of sport and its values should be a priority with financial resources primarily reinvested into sports development and athlete support. Adequate funding should promote gender equality, inclusivity, and diversity.
- It is important to have a transparent process for revenue allocation aligned with sports development goals. Athlete support information should be easily accessible, alongside mechanisms ensuring accountability. An equitable distribution of resources helps minimize disparities and maintain fairness and solidarity in allocation.

References & Resources

- The [2023 WT Development Program Report](#) outlines nine initiatives aimed at enhancing stakeholder capabilities, promoting global Taekwondo events, and nurturing talent from grassroots to elite levels. Programs include equipment provision, financial support for participation in WT General Assembly and Championships, athlete scholarships, and support for vulnerable communities, refugees, and Para Taekwondo athletes.
- Among the programs, the [Continental Union \(CU\) Development Fund](#) assists CUs in projects related to growth, development, social welfare, and promotion of Taekwondo, as well as capacity building of its members including athletes and officials.

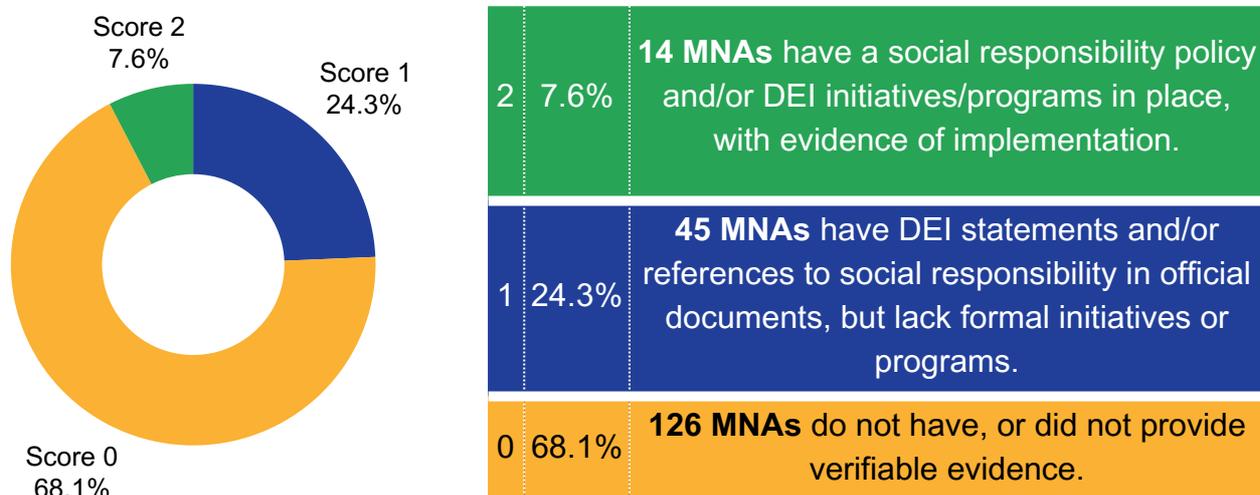
MNAs have sport development programs or refer to them in official documents

57%

Question 6.2

Social responsibility policy and and/or Diversity, Equity, and Inclusion (DEI) initiatives/programs

Findings



Fundamentals

- Sports programs aimed at social development should be aligned with and contribute to the UN Sustainable Development Goals. It is important to adjust programs to match the organization's characteristics, with a particular focus on reaching underserved populations.
- Fostering partnerships among sport organizations is strongly encouraged. Similarly, promoting the expansion and maintenance of sports facilities in developing countries is recommended. For effective monitoring and evaluation, a system to measure the program's impact should be established.

References & Resources

- Access the [WT Sustainability Strategy](#) and refer to the goal, objectives and activities listed under the Diversity, Equity, & Inclusion (DEI) and Community focus area from page 32-35. The strategy's [implementation list](#) details the activities under that focus area including timeline, KPIs, and owners.
- Access information about the [WT Cares Program](#), a joint effort by World Taekwondo and the Asia Development Foundation that aims to empower marginalized populations in developing countries through Taekwondo as a tool for development. Guidelines, reports, and relevant resources are available for reference.
- Refer to the World Taekwondo's [Diversity, Equity, and Inclusion Statement](#) released on the UN International Day for the Elimination of Racial Discrimination.

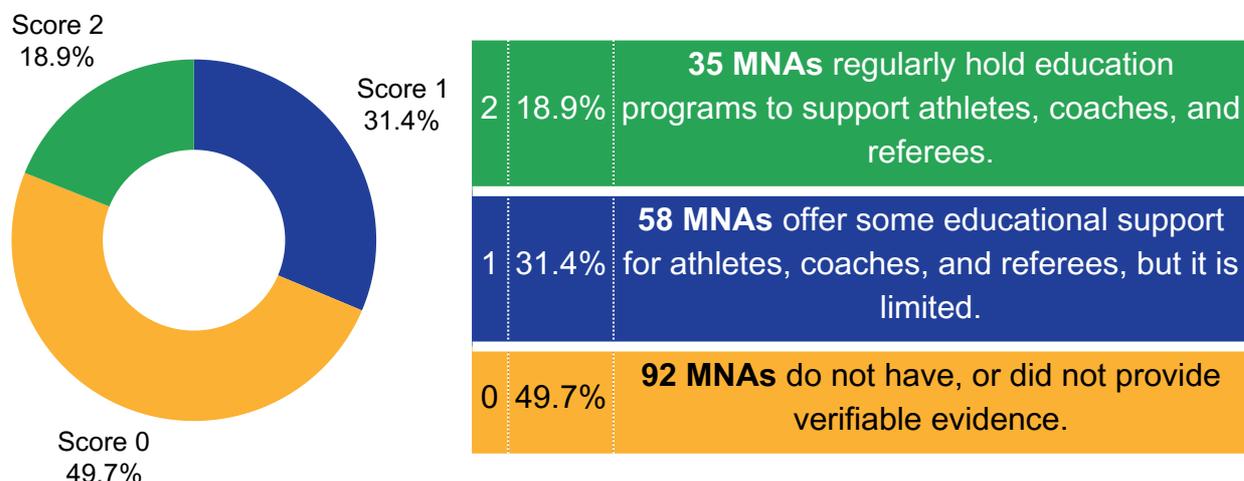
MNAs have social responsibility policies or DEI programs or refer to them in official documents

32%

Question 6.3

Education programs and assistance to athletes, coaches, and referees including related to mental health

Findings



Fundamentals

- Education and awareness raising programs should be available to support athletes, their entourages, and all sports officials, including judges and referees.
- The programs should cover a range of topics, including athletes' rights and responsibilities, ethical values, non-discrimination, safe sport policies, health risks, anti-doping measures, prevention of competition manipulation, and risks associated with recruiters and agents.
- Additionally, career management programs should be available for athletes to maximize their educational and employment opportunities throughout and beyond their sports careers.

References & Resources

- Access the [WT Education Calendar](#) for information about programs and certification courses for educators, coaches, referees, and technical delegates.
- Access the "[Education and Certification](#)" section of the WT Global Integrity Unit for materials and useful resources related to the prevention of competition manipulation, safeguarding, and anti-doping.
- Explore programs like the [WT Joint Training Camp in Honiara, Solomon Islands](#). These initiatives offer training sessions and workshops to help participants prepare for high-level competitions and contribute to regional development. For more information and resources on upcoming initiatives, refer to the [WT Legacy Programs](#).
- Access the complete results and overall report of the survey "[Mental Health in Elite Level Taekwondo Athletes](#)," conducted as part of WT's Sustainability Strategy.

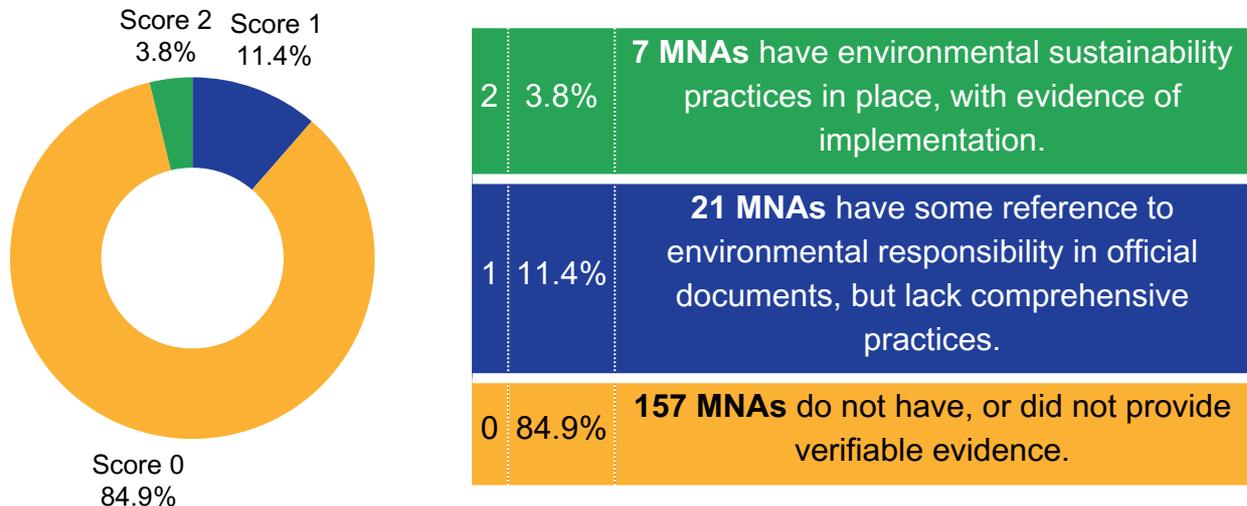
MNAs have educational support for athletes, coaches, and referees

50%

Question 6.4

Respect principles of sustainable development and regard for the environment

Findings



Fundamentals

- Sustainable development and protection of the environment should be part of the mission and goals of sports organizations. They should strive to minimize negative impacts and maximize positive ones across their spheres of responsibility: direct operations, event organization, and community impact.
- To uphold environmental responsibility, some examples of initiatives that could be implemented include measuring carbon footprint and achieving carbon neutrality, sustainable sourcing, and waste management.
- Additionally, when awarding sporting events, sustainable development should be part of the assessment criteria including areas such as human rights, diversity, equity and inclusion, environment, and legacy.

References & Resources

- Refer to pages 36-39 of the [WT Sustainability Strategy](#) for detailed information on environmental sustainability initiatives.
- Find the winners of the inaugural [2023 WT Sustainability Awards](#), recognizing MNAs' contributions to global sustainable development goals through Taekwondo.
- On May 19, 2019, World Taekwondo signed the [Sport for Climate Action declaration](#), pledging to collaborate with its peers and relevant stakeholders to develop, implement, and enhance the climate action agenda in sports. Access the WT carbon footprint report [here](#).
- On November 10, 2023, World Taekwondo signed the [Sports for Nature framework](#), committing to contribute to nature protection, restoration, risk reduction in supply chains, and awareness raising for positive action across and beyond sport.

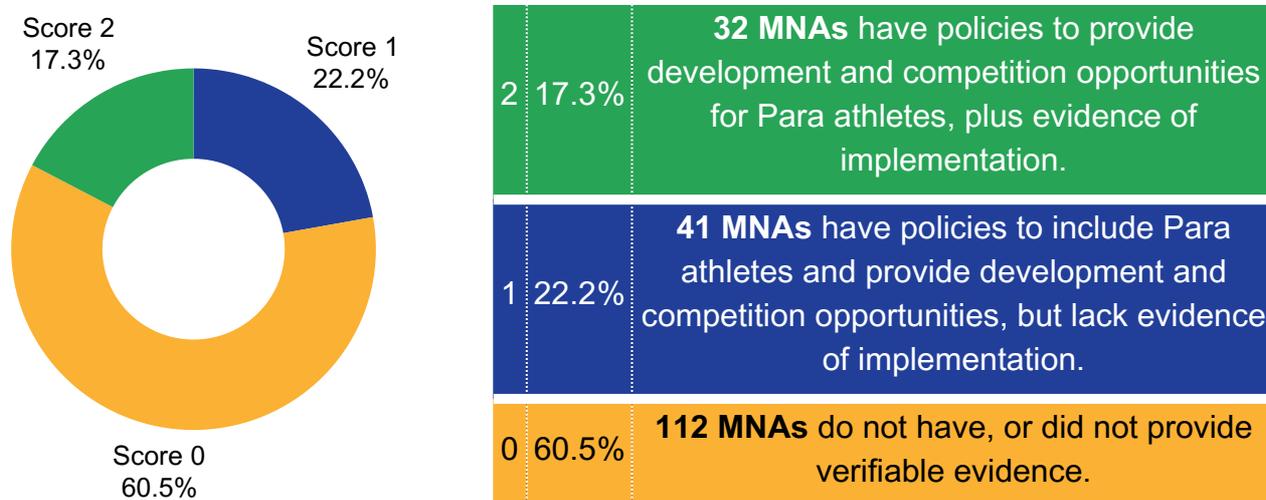
MNAs have environmental sustainability practices or refer to them in official documents

15%

Question 6.5

Para Taekwondo Development at a national level

Findings



Fundamentals

- Ensuring the inclusion and support of Para Athletes within sport organizations is important for fostering diversity, inclusivity, and accessibility within the sport. The development and advancement of Para Athletes should be emphasized by providing them with opportunities to participate, compete, and contribute to the sport.

References & Resources

- The [2023 WT Development Program Report](#) outlines Para Taekwondo development support on page 20. Additionally, a testimonial from a Para Taekwondo athlete, recipient of the individual athlete scholarship, is available on page 12 of the report.
- [Guidelines on Development Programs 2024](#) stipulate that at least one project granted to Continental Unions through the development fund must relate to Para Taekwondo.
- The [implementation list](#) of the WT Sustainability Strategy includes activities such as adaptive coaching for individuals with disabilities and providing accessibility information at WT events. It also details the promotion of “Taekwondo for All” events.
- Information on the history of the Para Taekwondo pathway to the Olympics and additional details is available [here](#).

MNAs ensure Para Athletes have membership and development opportunities.

39%



PARTICIPATION

Participation

Overview

The Participation score, with a maximum of 25 points, comprises two main components:

- **Participation in World Taekwondo (WT) Promoted Events** (maximum of 17 points)
- **Attendance at Ordinary General Assemblies (OGAs)** (maximum of 8 points)

Participation in World Taekwondo Promoted Events

MNAs can earn up to 17 points based on athletes' participation in the following events:

- World Taekwondo Championships: 3 points
- World Taekwondo Junior Championships: 3 points
- World Taekwondo Poomsae Championships: 3 points
- World Taekwondo Cadet Championships: 3 points
- World Para Taekwondo Championships: 3 points
- World Taekwondo World Cup Team Championships Final: 2 points

Points allocation for each event is determined as follows:

- Mixed gender participation: 100% of the maximum points for the event.
- Single gender participation: 50% of the maximum points for the event.
- No participation: 0 points.

Only the most recent editions of these events, held and concluded before the OGA where the MNA Ranking is updated, are considered for earning points.

Attendance at Ordinary General Assemblies (OGAs)

Up to 8 points can be earned based on MNA attendance at the two most recent OGAs preceding the MNA Ranking update:

- Attendance at OGA A (one year prior): 4 points
- Attendance at OGA B (two years prior): 4 points

Participation

Results

Participation in World Taekwondo Promoted Events

The following table summarizes the participation across the six WT promoted events:

Event	Year	Host City	Female Athletes	Male Athletes	Total Athletes	Participating MNAs
WT Championships	2023	Baku	371	460	831	134*
WT Junior Championships	2022	Sofia	365	438	803	89*
WT Poomsae Championships	2022	Goyang	346	362	708	57
WT Cadet Championships	2023	Sarajevo	253	320	573	67
World Para Taekwondo Championships	2023	Veracruz	76	169	245	46*
WT World Cup Team Championships Final	2023	Wuxi	24	26	50	8

**Includes WT Refugee Team*

Attendance at Ordinary General Assemblies (OGAs)

The following table summarizes the attendance at the two most recent OGAs:

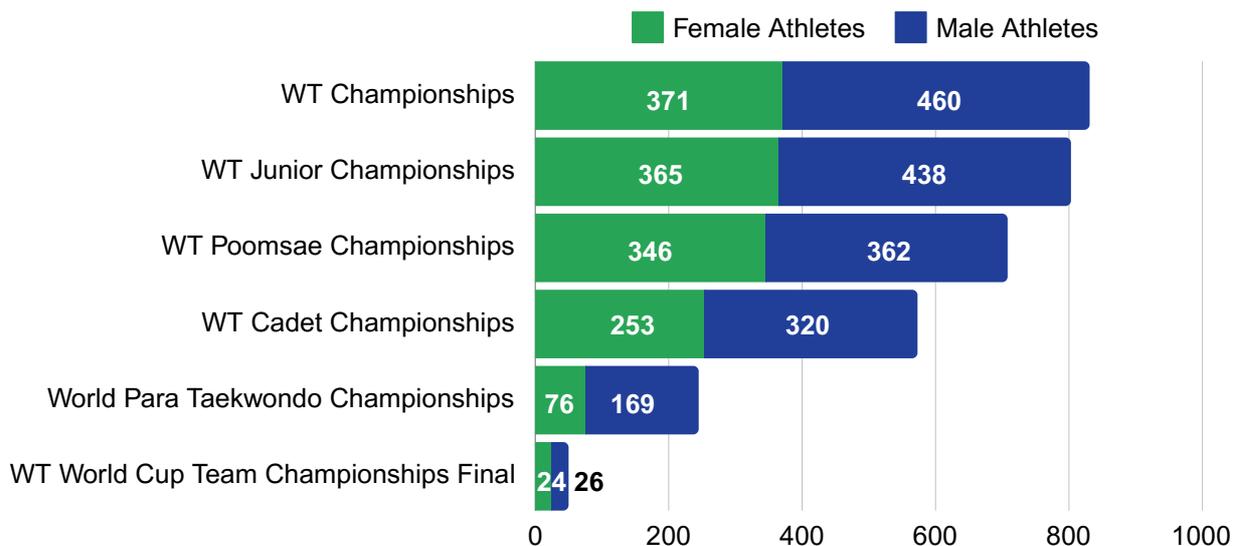
General Assembly	In-Person Attendance	Online Attendance	Total Attendance
Baku 2023	98	28	126
Sofia 2022	50	50	100

Participation

Results (continued)

Participation in World Taekwondo Promoted Events

- Analysis of the participation across the six WT promoted events indicates a varying level of engagement among MNAs. For instance, the highest participation was observed in the World Taekwondo Championships 2023, with 134 MNAs and 831 athletes in total, while the World Cup Team Championships Final 2023 had the lowest participation, with only 8 MNAs and 50 athletes.
- Male participation generally outpaced female participation across all events, suggesting a need for initiatives to boost female athlete involvement, particularly in events like the World Para Taekwondo Championships where the gender gap was more pronounced (see figure below).
- The varying levels of MNA participation across events highlight areas that might need more promotion and support to enhance global participation, particularly in less attended events.



Participation figures by gender across six WT promoted events

Attendance at Ordinary General Assemblies (OGAs)

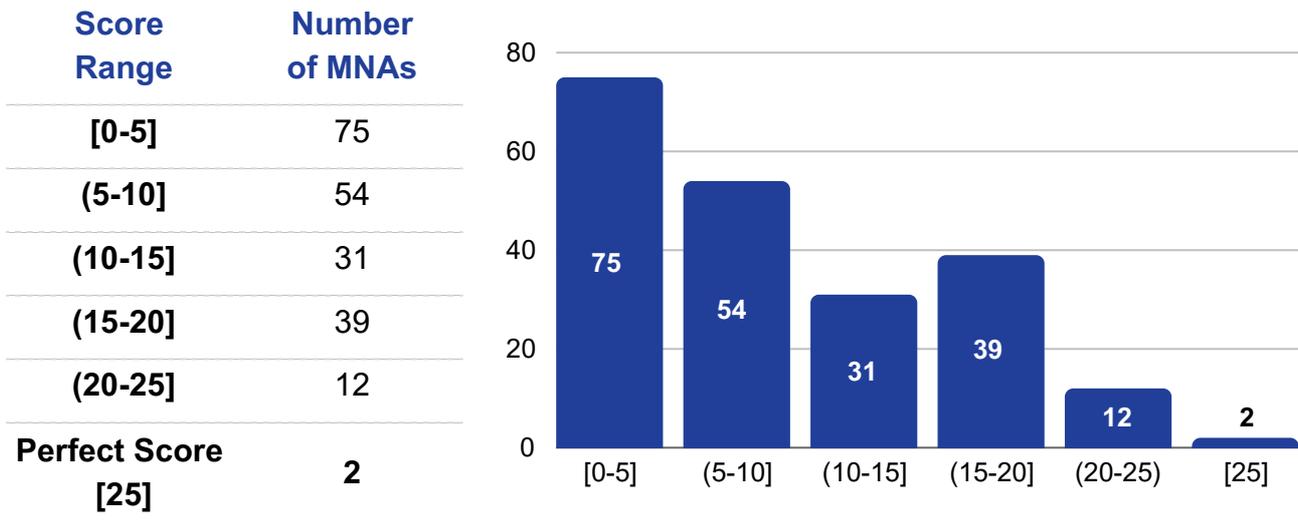
- The data shows a strong preference for in-person attendance, which might guide future planning, emphasizing the importance of selecting strategic locations for OGAs. However, maintaining robust online participation options remains important for inclusivity and democracy, ensuring that all MNAs can engage regardless of travel constraints.

Participation

Scores

Distribution of Participation Scores

The following chart shows a distribution of MNAs grouped based on their total Participation scores:



- A large group of MNAs (75) scored between 0-5 points, indicating limited participation. In contrast, only 2 MNAs achieved a perfect score of 25, highlighting the difficulty in fully meeting the participation criteria.
- The majority of MNAs are in the mid-range (5-20 points), showing that while many MNAs are active, there is still potential to increase their overall engagement.
- These insights suggest the need for targeted support to help lower-scoring MNAs improve their participation, potentially by focusing on the most accessible events or ensuring consistent OGA attendance.



PERFORMANCE

Performance

Overview

The Performance score, with a maximum of 10 points, evaluates MNAs based on their ranking in the top 20 of the Men's or Women's Team Standings in six major World Taekwondo events. Points are allocated as follows:

- [World Taekwondo Championships](#): 3 points maximum
- [World Taekwondo Junior Championships](#): 2 points maximum
- [World Taekwondo Poomsae Championships](#): 2 points maximum
- [World Taekwondo Cadet Championships](#): 1 point maximum
- [World Taekwondo Para Taekwondo Championships](#): 1 point maximum
- [World Taekwondo World Cup Team Championships Final](#): 1 point maximum

Points are awarded based on the highest placement in either the men's or women's team standings for each event:

- [Top 10 Ranking](#): 100% of the maximum points for that event
- [11th-20th Ranking](#): 50% of the maximum points for that event
- [Not Ranked in Top 20](#): 0 points

Only the most recent edition of each event, held and concluded before the OGA where the MNA Ranking is updated, is considered for points allocation.

Performance

Results

The following six major events were considered for allocation of points:

- Baku 2023 World Taekwondo Championships
- Sofia 2022 World Taekwondo Junior Championships
- Goyang 2022 World Taekwondo Poomsae Championships
- Sarajevo 2023 World Taekwondo Cadet Championships
- Veracruz 2023 World Para Taekwondo Championships
- Wuxi 2023 World Taekwondo World Cup Team Championships Final

The data below summarizes the number of MNAs that scored in the top 10 or top 11-20 across the listed six major events.

Number of Events	Top 10	Top 11-20
1 Event	15 MNAs	22 MNAs
2 Event	5 MNAs	10 MNAs
3 Event	6 MNAs	4 MNAs
4 Event	4 MNAs	0 MNAs
5 Event	1 MNAs	0 MNAs
6 Event	1 MNAs	0 MNAs

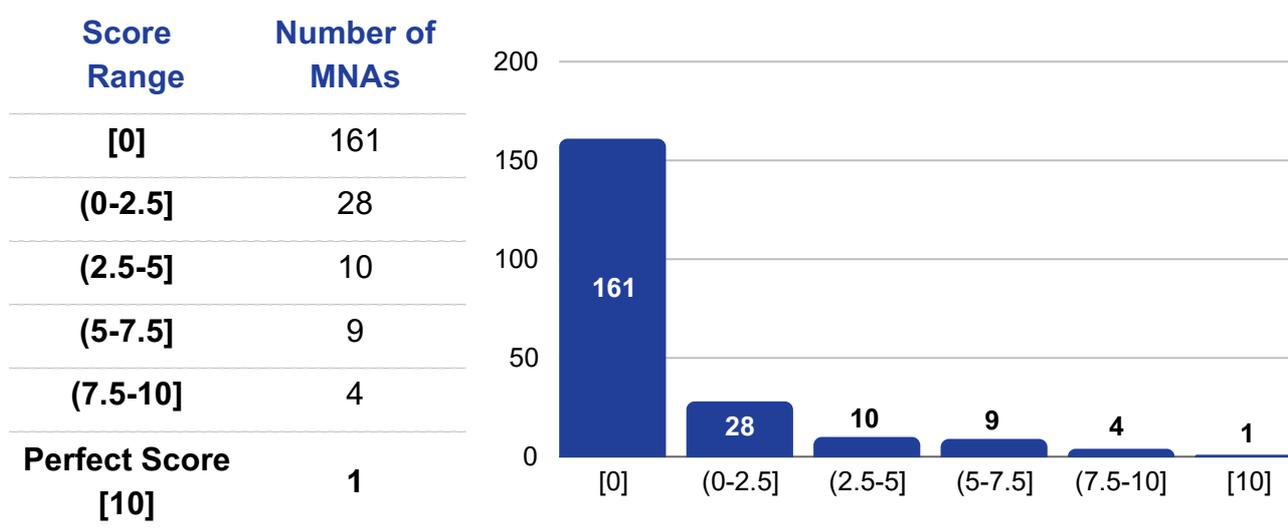
- 15 MNAs achieved a top 10 ranking in at least one event, demonstrating strong competitive performance.
- Notably, only 1 MNA managed to secure a top 10 ranking across all six events, indicating the exceptional difficulty of maintaining consistent high performance.
- 22 MNAs ranked between 11th and 20th in at least one event, showing competitive presence even if they did not break into the top 10. None of the MNAs achieved a top 11-20 ranking across more than three events, highlighting the steep competition and limited spots in the top rankings.
- A significant portion of MNAs (161) did not rank in the top 20 in any event. This underscores the competitive nature of these events, where only the strongest MNAs consistently earn points.

Performance

Scores

Distribution of Performance Scores

The following chart shows a distribution of MNAs grouped based on their total Performance scores:



- Only 1 MNA achieved the perfect score of 10 points, reflecting outstanding and consistent performance across multiple events.
- The majority of MNAs (161) scored 0, indicating they did not place in the top 20 in any event. The remaining MNAs are spread across various score ranges, with only a small number reaching above 7.5 points.
- The data reveals a highly competitive landscape, where only a small fraction of MNAs consistently rank in the top 10 or 20 across multiple events. This suggests that high-level performance is concentrated among a few MNAs, while many struggle to break into the top ranks.
- With 161 MNAs not earning any Performance points, there is potential for development programs and initiatives aimed at helping these MNAs improve their competitive standing in international events.



EVENTS

Events

Overview

The Events score, with a maximum of 10 points, is awarded to MNAs that host World Taekwondo-promoted events as outlined in Article 11 of the WT Statutes. Points are allocated based on the type of event hosted:

- **10 points for hosting:**
 - World Taekwondo Championships
- **7.5 points for hosting:**
 - World Taekwondo Junior Championships
 - World Taekwondo Poomsae Championships
 - World Para Taekwondo Championships
 - World Taekwondo Grand Prix Final
- **5 points for hosting:**
 - World Taekwondo World Cup Team Championships Final
 - World Taekwondo Grand Slam Champions Series
 - World Taekwondo Cadet Championships
 - World Taekwondo Grand Prix Series
 - World Taekwondo Grand Prix Challenge
- **2.5 points for hosting:**
 - World Taekwondo Deaf-Taekwondo Championships
 - World Taekwondo Beach Championships
 - World Taekwondo Urban Championships
 - World Taekwondo Poomsae Open Challenge
 - World Para Taekwondo Open Challenge
 - World Taekwondo World Cup Team Championships Series
 - World Taekwondo Club Championships
 - World Taekwondo Demonstration Team Championships
 - World Taekwondo Festival
 - World Taekwondo Virtual Championships
 - World Taekwondo Women's Open Championships
 - World Taekwondo Children Championships

Points accumulate until the 10-point maximum is reached. Only the most recent edition of the listed events, held and concluded before the OGA where the MNA Ranking is updated, is considered for earning points.

Events

Results

During the most recent period under review, 11 MNAs hosted World Taekwondo-promoted events. Below is a summary of the events hosted and their locations:

WT Events	Year	City	MNA
WT Women's Open Championships	2021	Riyadh	Saudi Arabia
WT Poomsae Championships	2022	Goyang	Republic of Korea
WT Junior Championships	2022	Sofia	Bulgaria
WT Championships	2023	Baku	Azerbaijan
WT Grand Prix Series I	2023	Rome	Italy
WT Grand Prix Challenge	2023	Muju	Republic of Korea
WT Grand Prix Challenge	2023	Dakar	Senegal
WT Cadet Championships	2023	Sarajevo	Bosnia and Herzegovina
WT Beach Championships	2023	Chuncheon	Republic of Korea
WT Grand Prix Series II	2023	Paris	France
World Para Taekwondo Championships	2023	Veracruz	Mexico
World Para Taekwondo Grand Prix	2023	Veracruz	Mexico
WT Grand Prix Series III	2023	Taiyuan	People's Republic of China

Events

Results (continued)

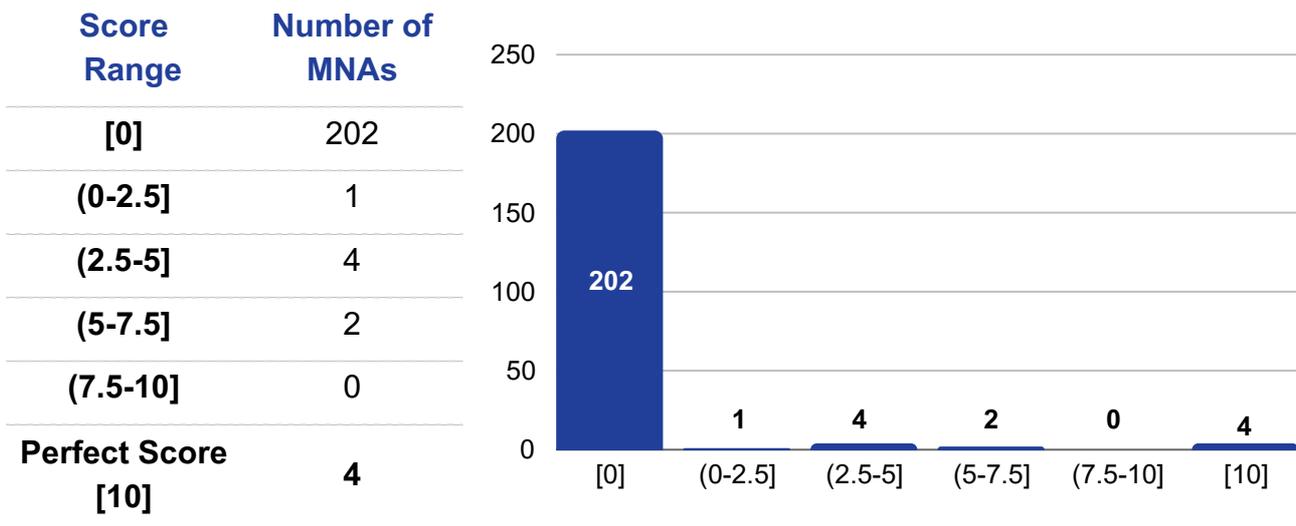
WT Events	Year	City	MNA
WT Poomsae Open Challenge	2023	Muju	Republic of Korea
WT Grand Prix Final	2023	Manchester	Great Britain
WT World Cup Team Championships Final	2023	Wuxi	People's Republic of China
WT Grand Slam Champions Series	2023	Wuxi	People's Republic of China
WT Demonstration & Breaking Championships	2024	Chuncheon	Republic of Korea
WT World Cup Team Championships Series	2024	Chuncheon	Republic of Korea
World Para Taekwondo Open Challenge	2024	Chuncheon	Republic of Korea

Events

Scores

Distribution of Events Scores

The following chart shows a distribution of MNAs grouped based on their total Events scores:



- Four MNAs achieved the maximum score of 10 points, reflecting their significant involvement in hosting major World Taekwondo events. This highlights these MNAs' capacity and commitment to promoting Taekwondo at the highest level.
- A majority of MNAs (202) did not host any World Taekwondo-promoted events during the period under review, resulting in a score of 0.
- The data indicates that event hosting is heavily concentrated among a few MNAs. This suggests that only a small number of MNAs have the infrastructure, resources, and organizational capacity to host major international Taekwondo events.
- There is a clear opportunity for more MNAs to engage in event hosting, particularly for smaller events that still contribute to the overall Events score. Efforts to distribute hosting opportunities more widely could encourage broader participation and development.
- For MNAs aspiring to increase their Events score, targeting opportunities to host mid-tier events (such as the World Taekwondo Grand Prix Series or World Taekwondo Poomsae Open Challenge) could be a strategic focus. Hosting such events not only enhances their score but also raises their profile within the Taekwondo community.



SUSTAINABILITY

Sustainability

Overview

The Sustainability score, with a maximum of 5 points, is allocated based on performance in the annual World Taekwondo Sustainability Awards. Points are distributed as follows:

- 1st Place: 5 points
- 2nd Place: 3 points
- 3rd Place: 1.5 points
- Participation: 1 point

The Sustainability Awards recognize the top three MNAs in three specific categories aligned with the WT Sustainability Strategy:

- Diversity, Equity & Inclusion and Community
- Health & Well-being
- Environmental Sustainability

Only the results from the most recent edition of the Sustainability Awards, held and concluded before the OGA where the MNA Ranking is updated, are considered for earning points.

Sustainability

Results

In the 2023 WT Sustainability Awards (the first edition), 19 MNAs participated. The winners in each category were as follows:

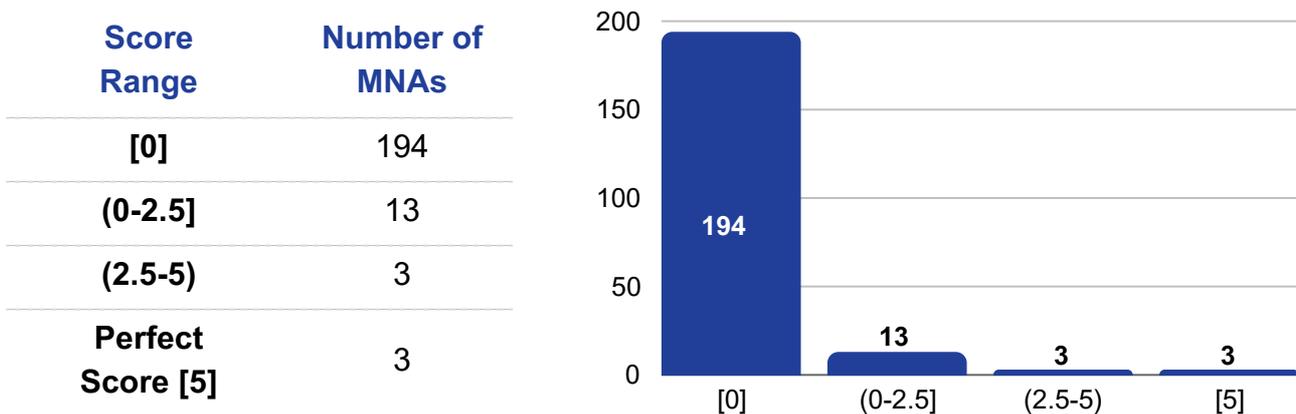
Category	Place	MNA
DEI & Community	1st	Australia
	2nd	Guatemala
	3rd	Kenya
Health & Well-being	1st	Belgium
	2nd	United States of America
	3rd	Ecuador
Environmental Sustainability	1st	Costa Rica
	2nd	Kenya

Sustainability

Scores

Distribution of Sustainability Scores

The following chart shows a distribution of MNAs grouped based on their total Sustainability scores:



- Three MNAs achieved the perfect score of 5 points, reflecting their leadership and excellence in sustainability efforts across the three focus areas of the WT Sustainability Strategy.
- 13 MNAs earned scores between 0 and 2.5 points, indicating participation in the awards but not securing top placements in any of the categories.
- The majority of MNAs (194) did not participate in the 2023 WT Sustainability Awards, resulting in a score of 0.
- The data indicates that sustainability efforts are concentrated among a small number of MNAs. The high scores were achieved by MNAs that demonstrated exceptional commitment to sustainability across the various categories.
- The low participation rate (19 out of 213 MNAs) in the inaugural Sustainability Awards suggests a significant opportunity for broader engagement in future editions. Encouraging more MNAs to participate could promote wider adoption of sustainability practices within the Taekwondo community.
- For MNAs aiming to improve their Sustainability score, active participation in the awards, with a focus on achieving excellence in specific categories, could be a strategic priority. This not only enhances their score but also contributes to the global Taekwondo community's overall sustainability efforts.

Conclusion

The review underscores the commendable efforts of MNAs while identifying several key areas for improvement. Governance frameworks are in place but require greater transparency and robust integrity measures. Participation in WT events is strong in some cases but uneven overall, with a notable gap in female athlete involvement. Performance is highly competitive, and support programs are essential for broader success. Hosting of WT events and sustainability practices are areas with significant potential for broader engagement and development.

Recommendations

Governance

- MNAs should improve transparency by making governance documents and financial reports publicly available. Strengthening ethics and integrity frameworks will enhance governance quality and accountability.

Participation

- Implement targeted programs to increase female participation in Taekwondo. Expand engagement strategies to boost participation across a wider range of WT events.

Performance

- Develop and expand support programs to assist MNAs in improving their competitive performance. Provide resources and training to help MNAs achieve higher rankings.

Events

- Encourage more MNAs to host WT events by offering support and resources. This will help distribute hosting opportunities more evenly and increase global involvement.

Sustainability

- Promote participation in sustainability initiatives and the WT Sustainability Awards. MNAs should adopt and share sustainable practices to drive broader adoption within the Taekwondo community.

2024

FIRST REVIEW

MNA GOVERNANCE AND PERFORMANCE

WT Member Relations and Development
Booyoung Taepyung Building 10th Floor,
55, Sejong-daero, Jung-gu, Seoul Korea
04513

Email: member@worldtaekwondo.org

www.worldtaekwondo.org/
www.facebook.com/WorldTaekwondo
www.instagram.com/worldtaekwondo
twitter.com/WorldTaekwondo
www.youtube.com/user/worldtaekwondo

