

# MNA Survey 2021 Report

Olympic Taekwondo

# 20



# 40

International Day  
of Peace



## Foreword



Dear Taekwondo Family,

I hope that 2021 has been better to the global *Taekwondo*in than the previous year, especially in terms of health and safety.

From World Taekwondo's perspective, 2021 has seen a marked improvement in terms of operations. First and foremost, we celebrated Taekwondo's sixth consecutive Olympic Games in Tokyo. In addition, we welcomed the exciting debut of Taekwondo in the Paralympic Games.

Without a doubt, Taekwondo has evolved into one of the fairest, most transparent, and most innovative sports in the world. Taekwondo's inclusion in the Olympic Games Los Angeles 2028 sports programme is testament of our global standing.

World Taekwondo continues to contribute to the UN Sustainable Development Goals and Olympic Agenda, through initiatives such as the first-ever World Taekwondo Women's Open Championships in Riyadh, Saudi Arabia, and online Poomsae open competitions.

We welcomed our 211<sup>th</sup> Member National Association: the Athletica Vaticana – Vatican Taekwondo! In the process, we became just the second sport to be recognised by The Vatican.

I also had the honour to be re-elected by you, our Member National Associations, as President of World Taekwondo.

From 'reset' in 2020 to 'rethink' in 2021, we now move on to 'restart' in 2022. We at World Taekwondo will inspire the global *Taekwondo*in as we strive to once again be recognised as one of the best governed international federations.

Furthermore, we will continue to be one of the most technologically innovative organisations with the launch of Virtual Taekwondo. Sport Taekwondo will undergo improvements to become more dynamic, athletic, and exciting.

There is much to look forward to in 2022. To our 211 Member National Associations around the world, Taekwondo is where we are today because of you. Thank you for your dedication and passion for our beloved Taekwondo.

World Taekwondo will continue to look for ways to improve. In this regard, the MNA Survey will serve as one of the pillars of improvement and good governance that guide World Taekwondo and our stakeholders.

Thank you for your active participation. Stay safe and a Happy New Year!

*Chungwon Choue*

Dr. Chungwon Choue  
President, World Taekwondo

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# I. Introduction

## 1. Executive Summary

This document is the report of the 2021 MNA (Member National Association) Survey which serve as the final exercise before WT publishes MNA Ranking based on the next year's survey. This initiative is the part of the WT's efforts to enhance governance of the WT and its members.

The survey was conducted online from 15 September to 31 October 2021 in 4 languages: English, French, Spanish and Arabic.

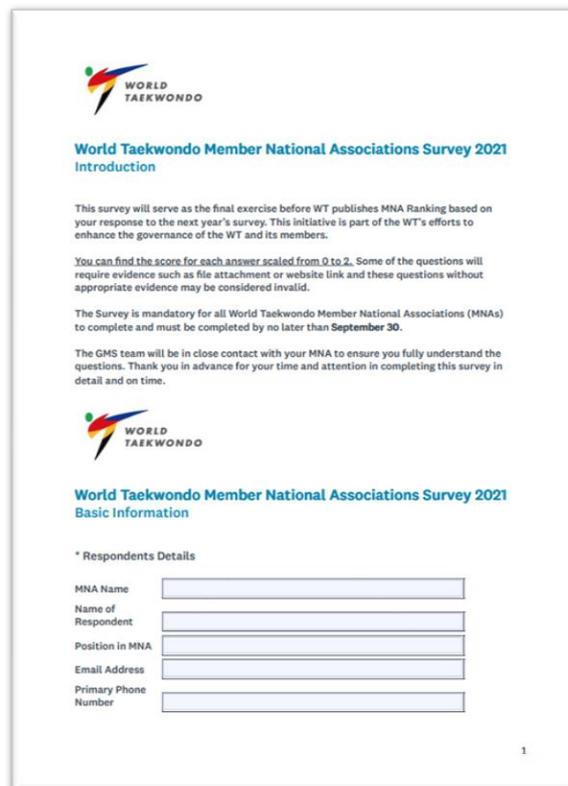
The survey questionnaire consisted of 28 questions with 6 Categories: Background, Governance, Transparency, Integrity, Democracy and Development.

This year, each answer was scored on a scale of 0 to 2. Some of the questions required evidence such as file attachment or website link.

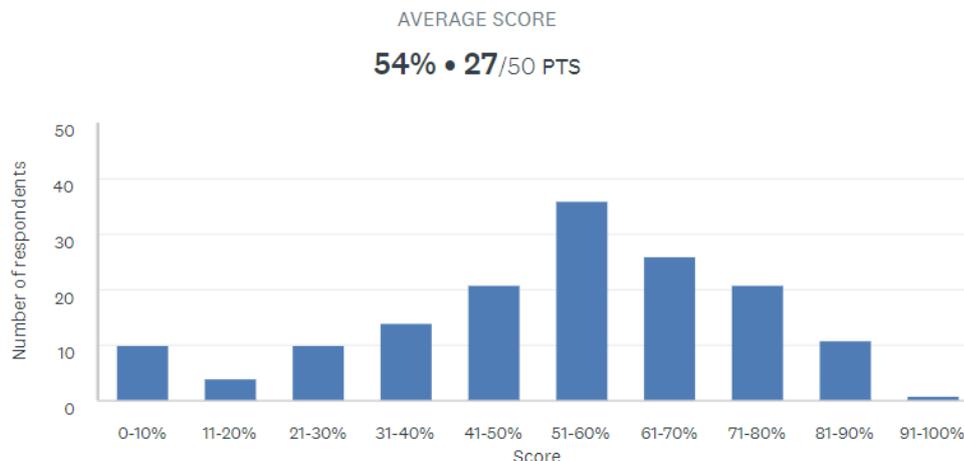
Article 8.4 of the WT Statutes states that participation in MNA survey is one of the requirements of MNAs. 73% of MNAs which are 153 MNAs among 211 WT MNAs participated the survey.

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 important to gather status of good governance of MNAs so that WT can find the most appropriate solutions to enhancement of MNA governance.



## 2. Key Findings



- ❑ 153 MNAs were scored out of 50 points according to their answers and evidence. Each answer of 25 questions in 5 Categories: Governance, Transparency, Integrity, Democracy and Development was scored on a scale of 0 to 2. The average score of 153 MNAs is 27 points out of 50 points.
- ❑ Taekwondo is adopted by Elementary/Primary Schools in 81 MNAs (52.94%), Middle/Secondary School in 79 MNAs (51.63%), High School/Junior College in 76 MNAs (49.67%), University/College in 83 MNAs (54.25%) and Military/Police 71 MNAs (46.41%). This result is inspiring as the figure shows the practical value as well as education value of Taekwondo
- ❑ 139 MNAs (90.85%) have Statutes, rules and regulations and 136 MNAs (91.28%) have a website and/or social media page according to the result of Q2.1 and Q3.1. But only 58 MNAs (39.19%) are publishing the documents on website/social media.
- ❑ Female representation in the Executive Board or equivalent is above 30% in 38 MNAs (26.03%), 30% or less in 76 MNAs (52.05%) and no female representation in 32 MNAs (32%).
- ❑ 55 MNAs (38.19%) have term limits for elected official in place with a maximum of no more than 12 years in 1 role, 63 MNAs (43.75%) have some term limits but possibility of multiple re-elections to the same position and 26 MNAs (18.06%) don't have the term limits.
- ❑ 56 MNAs (38.89%) define conflict of interest policy, evidence of implementation, 42 MNAs (29.17%) have some conflict-of-interest rules and 46 MNAs (31.94%) don't have the conflict-of-interest policy.
- ❑ 91 MNAs (63.64%) run a sport development program to grow grassroots development in their country and 37 MNAs (25.87%) have some reference to sport development program in official documents.
- ❑ 83 MNAs (58.04%) have education programmes and assistance for coaches, referees, and athletes, 44 MNAs (30.77%) have some educational support for coaches, referees and athletes and 16 MNAs (11.19%) don't have.
- ❑ 15 MNAs (10.49%) have sustainable event monitoring system in place, 24 MNAs (16.78%) have some reference to sustainable event monitoring system in official documents

## II. Category

### 1. Background

This section is aimed to discover more information on MNAs particularly on their capacities and demands as the national governing body of Taekwondo and the spread of taekwondo in each country.

The questions are about Taekwondo population, Adoption of Taekwondo in public sectors, Demand for development program, PSS and OVR.



## Question 1.1

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

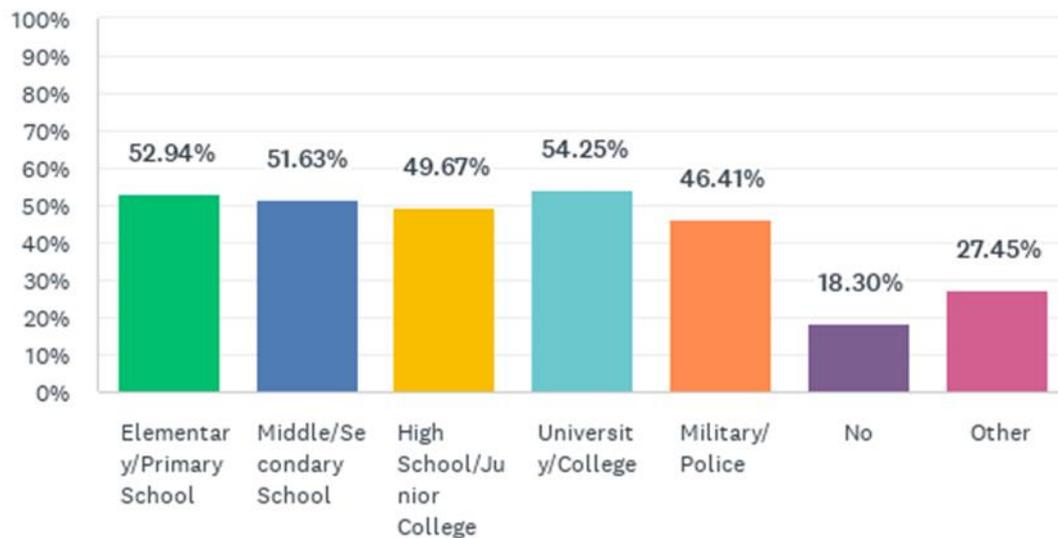
Conduct research for exact number of Taekwondo practitioners in your country.



## Question 1.2

**Which public or private institutions in your country adopts Taekwondo?**

ANSWER CHOICES	RESPONSES	
Elementary/Primary School	52.94%	81
Middle/Secondary School	51.63%	79
High School/Junior College	49.67%	76
University/College	54.25%	83
Military/Police	46.41%	71
No	18.30%	28
Other	27.45%	42
Total Respondents: 153		



### Findings

Taekwondo is adopted by Elementary/Primary Schools in 81 MNAs (52.94%), Middle/Secondary School in 79 MNAs (51.63%), High School/Junior College in 76 MNAs (49.67%), University/College in 83 MNAs (54.25%) and Military/Police 71 MNAs (46.41%). This result is inspiring as the figure shows the practical value as well as education value of Taekwondo

### Measures

- Collect the details of each case and find out the process of adoption of Taekwondo.
- Introduce the exemplary cases for adoption of Taekwondo through the education program for MNA President.

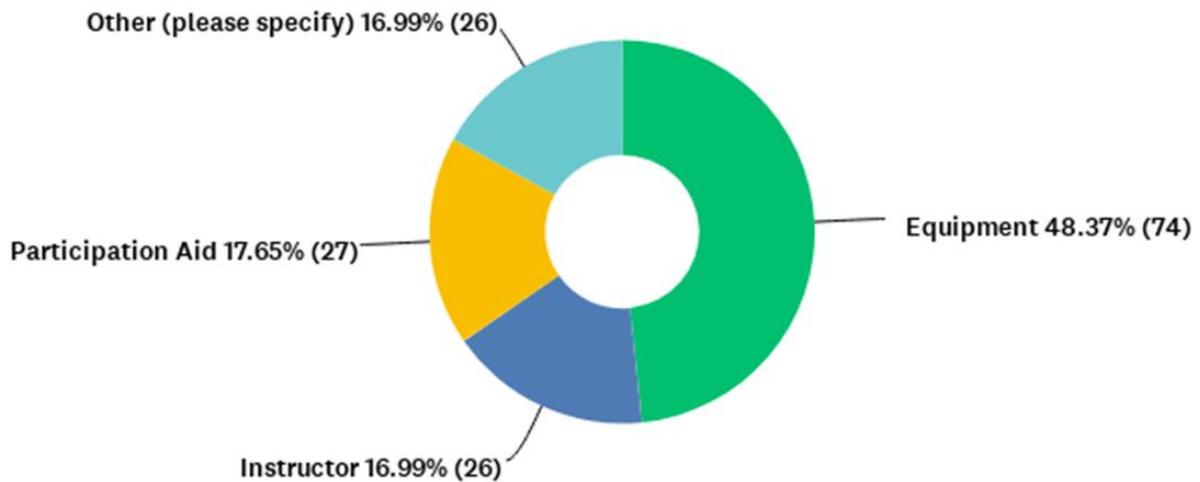
### Reference for MNA

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

### Question 1.3

#### What support would you need most from WT?

ANSWER CHOICES	RESPONSES	
Equipment	48.37%	74
Instructor	16.99%	26
Participation Aid	17.65%	27
Other (please specify)	16.99%	26
TOTAL		153



#### Findings

Equipment aid is still what MNAs need most. (74 MNAs, 48.37%)

#### Measures

- Actively promote the WT Development Program 2022 which can serve a practical need of MNAs.
- Strengthen the partnership with governmental institutes to secure more sources of equipment support for MNAs.

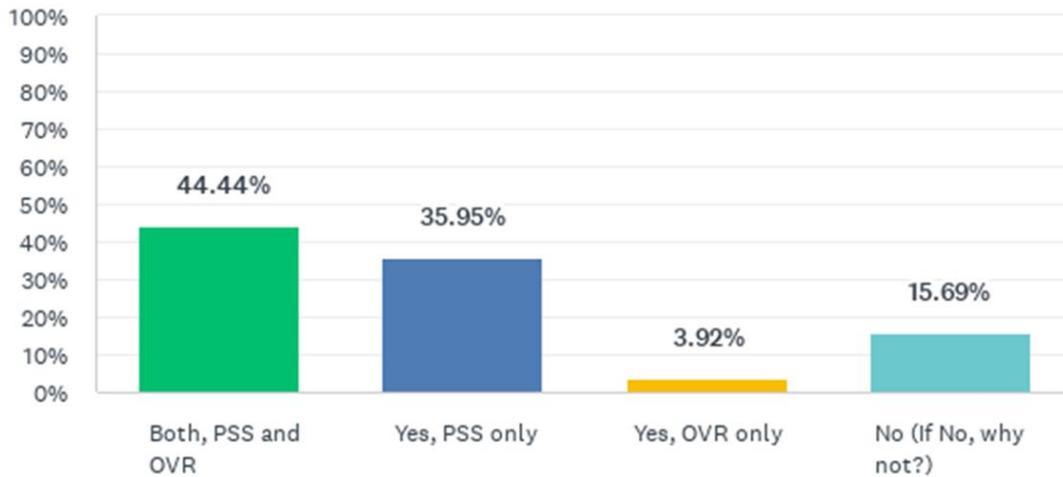
#### Reference for MNA

- Pay attention to the notice of WT on the 'Development Program in 2022' which was released at the end of last year and visit <http://www.worldtaekwondo.org/development-wt/program.html> for the application forms and procedures. (Deadline June 20, 2022)

## Question 1.4

### Is Protector & Scoring System (PSS) or On Venue Result (OVR) system used in your MNA?

ANSWER CHOICES	RESPONSES	
Both, PSS and OVR	44.44%	68
Yes, PSS only	35.95%	55
Yes, OVR only	3.92%	6
No (If No, why not?)	15.69%	24
TOTAL		153



#### Findings

68 MNAs (44.44%) use both, PSS and OVR, 55 MNAs (35.95%) use PSS only, 6 MNAs (3.92%) use OVR only and 24 MNAs (15.69%) do not use either PSS or OVR.

#### Measures

- Provide PSS through the Development Fund to MNAs not being able to be equipped with the system due to the financial difficulties.

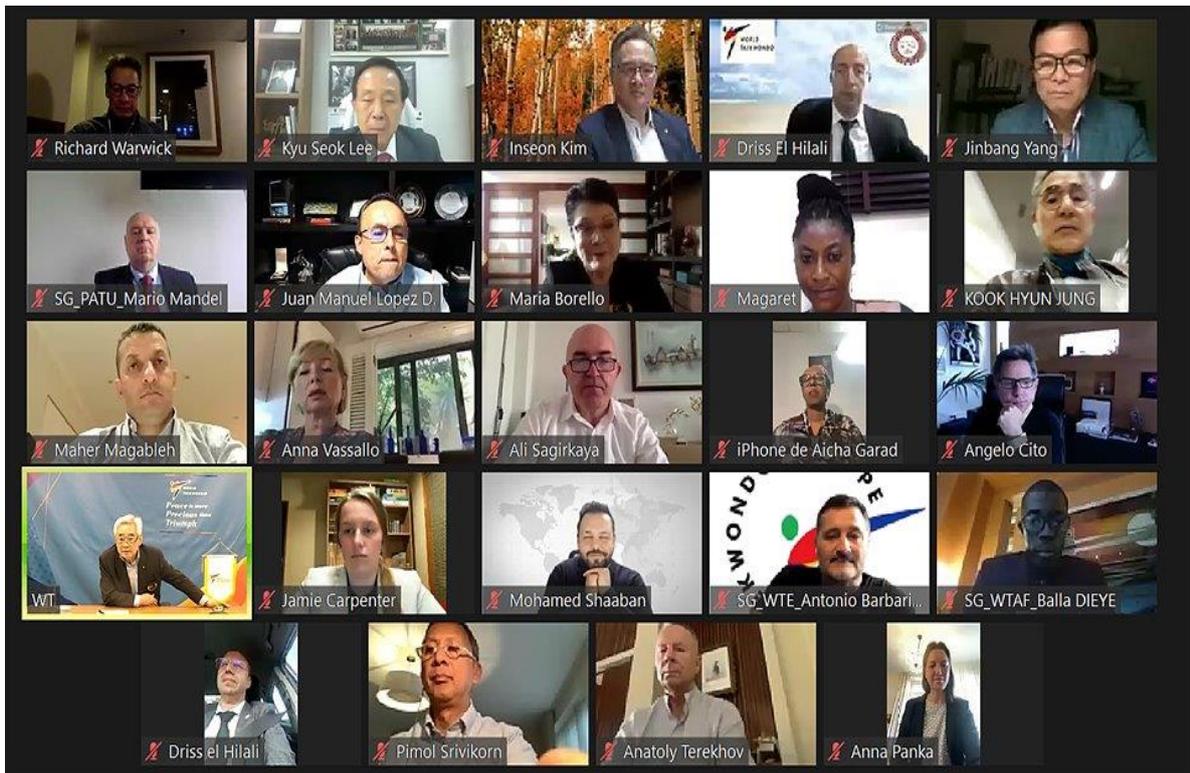
#### Reference for MNA

- Use proper OVR system and PSS at the competitions. Contact WT for equipment 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, Organizational structure, Rules & Regulations and Committee.



## Question 2.1

### MNA Statutes, rules and regulations

ANSWER CHOICES	RESPONSES	
No, we don't have (0 points)	9.15%	14
We have, but not sent to & not received the confirmation from WT (1 point)	62.09%	95
We have and received the confirmation from WT (2 points)	28.76%	44
TOTAL		153



#### Findings

139 MNAs (90.85%) have Statutes, rules and regulations but only 44 MNAs (28.76%) submitted the documents to WT and received the confirmation from WT.

#### 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

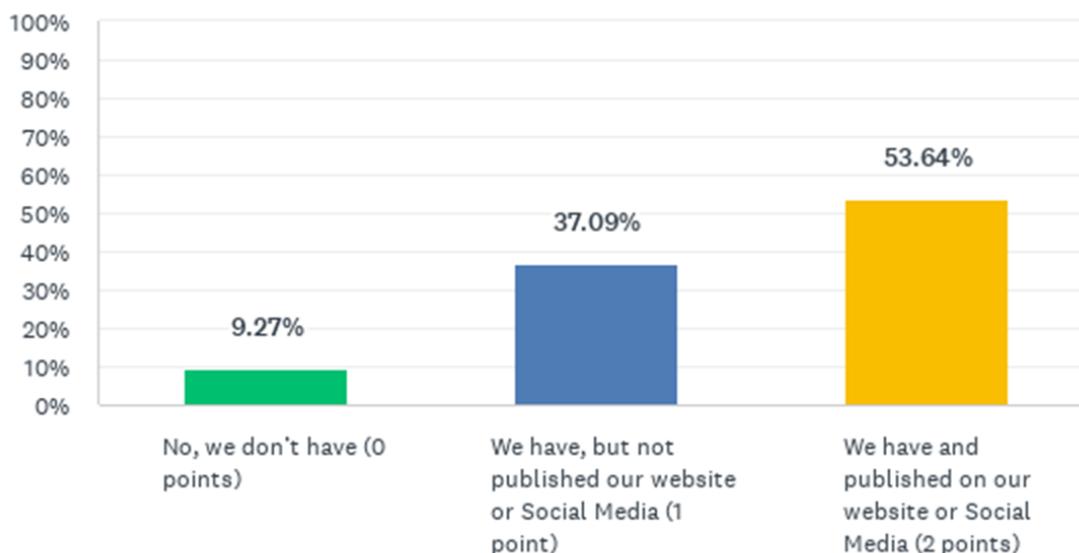
- Develop Statutes and relevant regulations by this year. Contact WT for any assistance.
- Visit <http://www.worldtaekwondo.org/rules-wt/rules.html?sc=05> to check the most updated WT Statutes and ensure alignment with your constitution.
- Visit the following WT website to access to the WT Guidelines Model Statutes to revise the constitution in accordance with the requirements of WT.

[http://www.worldtaekwondo.org/viewer\\_pdf\\_external/pdfjs-2.1.266-dist/web/viewer.html?file=http://www.worldtaekwondo.org/att\\_file/documents/Guidelines\\_Model-Statutes\\_MNA\\_20200114.pdf](http://www.worldtaekwondo.org/viewer_pdf_external/pdfjs-2.1.266-dist/web/viewer.html?file=http://www.worldtaekwondo.org/att_file/documents/Guidelines_Model-Statutes_MNA_20200114.pdf)

## Question 2.2

### Organizational structure including staff, elected officials, committee structures/Information

ANSWER CHOICES	RESPONSES
No, we don't have (0 points)	9.27% 14
We have, but not published our website or Social Media (1 point)	37.09% 56
We have and published on our website or Social Media (2 points)	53.64% 81
TOTAL	151



#### Findings

137 MNAs (90.73%) have Organizational structure and 81 MNAs (53.64%) published on MNAs' website or social media.

#### Measures

- Request all MNAs to publish the organizational structure on MNAs' website or social media.

#### Reference for MNA

- Develop Organizational structure and publish on website or social media page.
- Visit WT Website to check the example of organizational structure and information.

Organization:

<http://www.worldtaekwondo.org/about-wt/organization.html>

Secretariat (Staff):

<http://www.worldtaekwondo.org/about-wt/office.html>

Elected Officials:

<http://www.worldtaekwondo.org/about-wt/council.html>

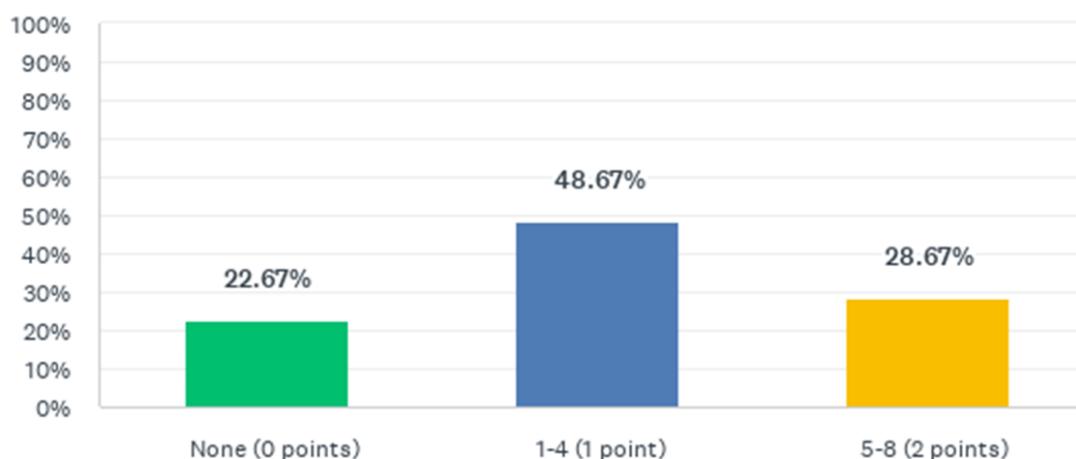
Commissions and Committees:

<http://www.worldtaekwondo.org/about-wt/committees.html>

## Question 2.3

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

ANSWER CHOICES	RESPONSES	
None (0 points)	22.67%	34
1-4 (1 point)	48.67%	73
5-8 (2 points)	28.67%	43
TOTAL		150



### Findings

43 MNAs (28.67%) have more than half of the documents mentioned above and 73 MNAs (48.67%) have some of documents but less than five.

### Measures

- Emphasize the importance of own rules and regulation and provide the model rules and regulations to be in line with WT's through the education program for MNA President.

### Reference for MNA

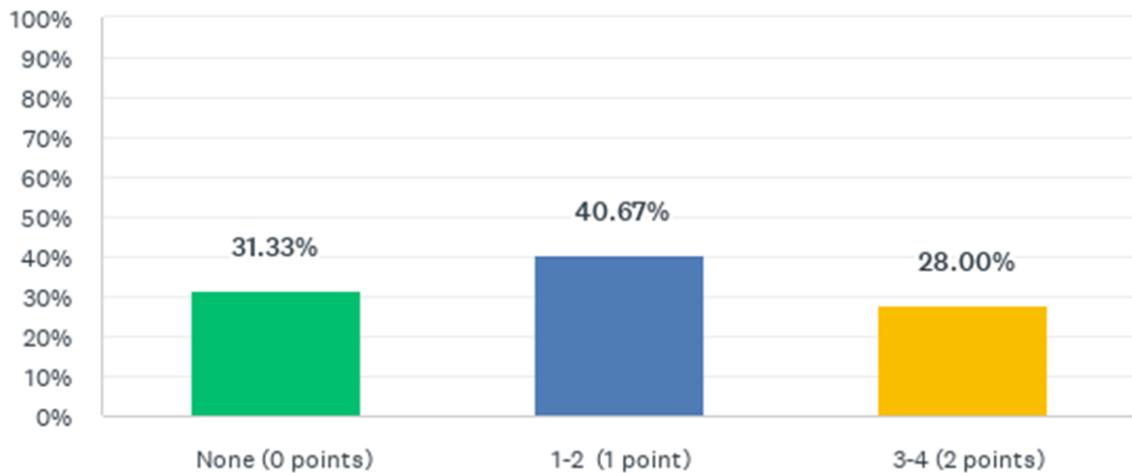
- Create these documents with assistance of WT.
- Visit the following WT website to access to the most updated regulations and bylaws to create your own rules.

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

## Question 2.4

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

ANSWER CHOICES	RESPONSES	
None (0 points)	31.33%	47
1-2 (1 point)	40.67%	61
3-4 (2 points)	28.00%	42
TOTAL		150



### Findings

103 MNAs (68.67%) have the Committee mentioned above and 47 MNAs (31.33%) have none of the above.

### Measures

- Emphasize and encourage to establish committees for Para, Integrity, Women and Athlete through the education program for MNA President.
- 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.

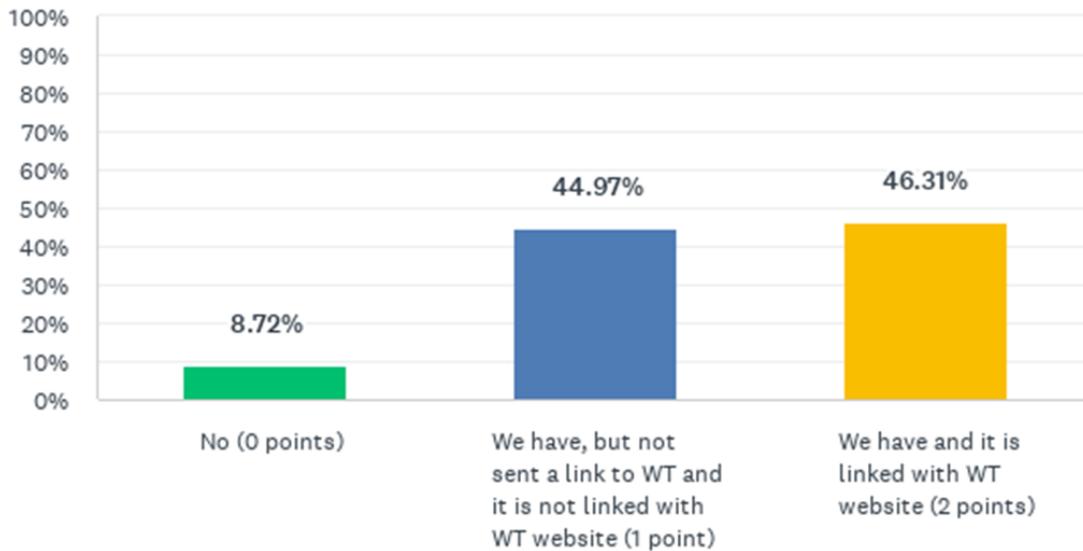
The questions are about the Website & Social Media, Publication of Statutes, Rules & Regulations, Annual Report, Financial Report, General Assembly documents and Report/decisions of Executive Board.



### Question 3.1

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

ANSWER CHOICES	RESPONSES	
No (0 points)	8.72%	13
We have, but not sent a link to WT and it is not linked with WT website (1 point)	44.97%	67
We have and it is linked with WT website (2 points)	46.31%	69
TOTAL		149



#### Findings

136 MNAs (91.28%) have a website and/or social media page and half of them linked with WT website.

#### Measures

- Update the MNA Information on WT's website with the link provided by MNA through the survey.
- Provide how to utilize the website and use it as the platform for transparency and promotion through the MNA the education program for MNA President.

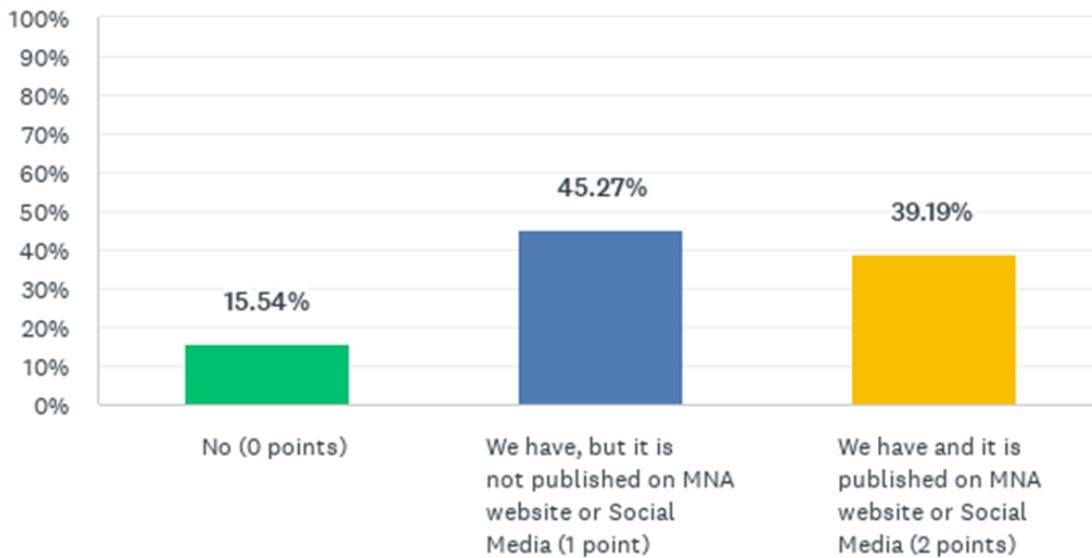
#### Reference for MNA

- The MNAs that have no website yet should create one or social media page.
- Visit <http://www.worldtaekwondo.org/about-wt/cumna.html> and check the website link of your MNA.
- Contact Member Relations & Development Department at [member@worldtaekwondo.org](mailto:member@worldtaekwondo.org) if the link your MNA website and/or social media is missing from the WT website.

## Question 3.2

### Publication of Statutes, rules and regulations

ANSWER CHOICES	RESPONSES
No (0 points)	15.54% 23
We have, but it is not published on MNA website or Social Media (1 point)	45.27% 67
We have and it is published on MNA website or Social Media (2 points)	39.19% 58
TOTAL	148



#### Findings

139 MNAs (90.85%) have Statutes, rules and regulations and 136 MNAs (91.28%) have a website and/or social media page according to the result of Q2.1 and Q3.1. But only 58 MNAs (39.19%) are publishing the documents on website/social media.

#### Measures

- Emphasize the importance of publishing the documents and encourage MNAs to publish their statutes as well as other rules and regulations on their website or on social media page.

#### Reference for MNA

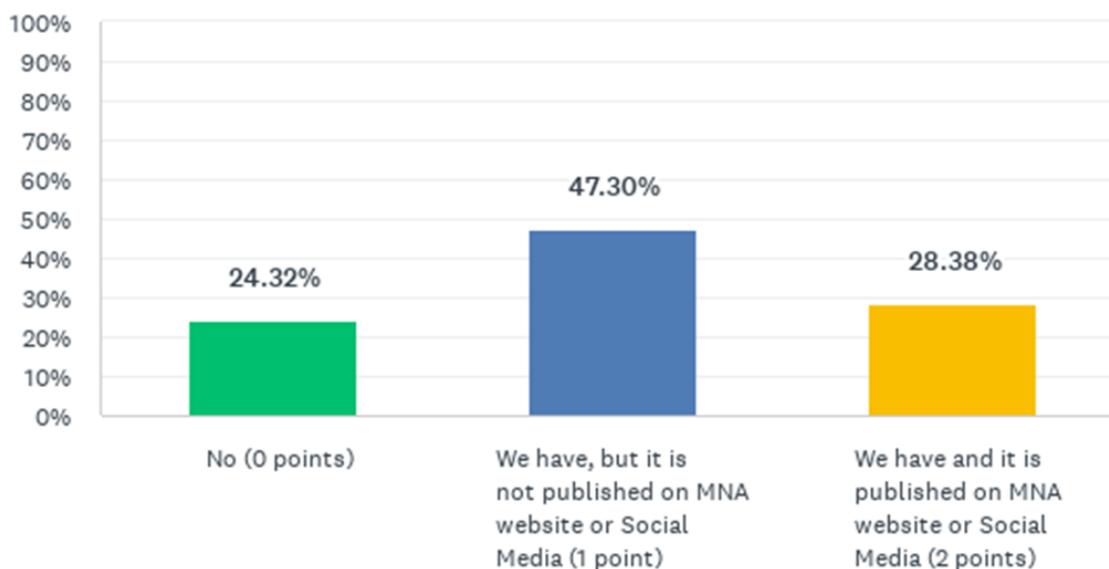
- Publish Statutes and Regulations on your website or on social media page.
- Visit the following WT website to access to the most updated statutes, rules and regulations.

<http://www.worldtaekwondo.org/documents-wt/docu.html>

### Question 3.3

### Publication of Annual Report

ANSWER CHOICES	RESPONSES
No (0 points)	24.32% 36
We have, but it is not published on MNA website or Social Media (1 point)	47.30% 70
We have and it is published on MNA website or Social Media (2 points)	28.38% 42
TOTAL	148



#### Findings

112 MNAs (75.68%) develop the annual report but only 42 MNAs (28.38%) publish it on website and/or social media.

#### 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 for 2022 MNA Ranking.

*Article 8.4.2.4 of WT Statutes, MNAs are expected to Submit a report of activities to the WT upon WT's request;*

#### Reference for MNA

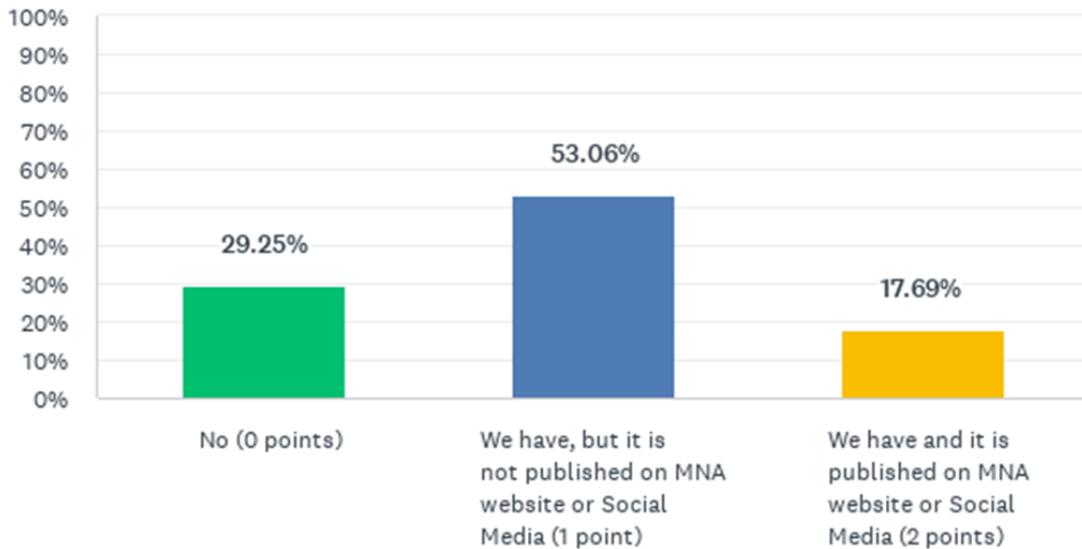
- The MNAs that have not yet published the annual report should start publishing.
- Visit the following WT website to access the WT Annual Report

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

### Question 3.4

## Publication of Annual Financial Report following independent audit

ANSWER CHOICES	RESPONSES
No (0 points)	29.25% 43
We have, but it is not published on MNA website or Social Media (1 point)	53.06% 78
We have and it is published on MNA website or Social Media (2 points)	17.69% 26
TOTAL	147



### Findings

112 MNAs (75.68%) develop the annual financial report but only 42 MNAs (28.38%) publish it on website and/or social media.

### Measures

- Encourage MNA to publish documents and to produce it annually.
- Add this requirement to the criteria of 2022 MNA Ranking.

### Reference for MNA

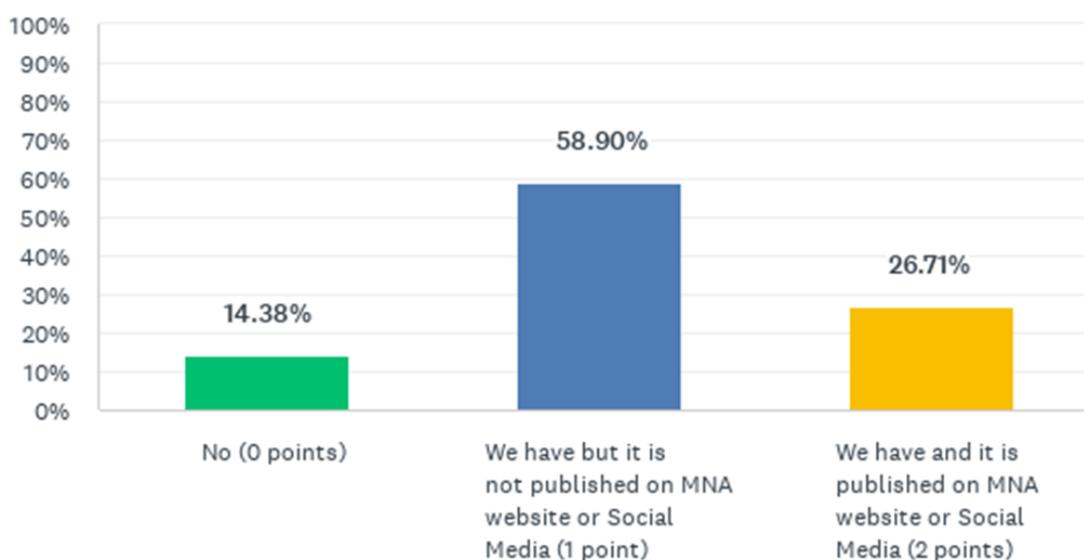
- The MNAs that have not yet developed or published the annual financial report should do that by end of this year.
- Visit the following WT website to access the WT Annual Financial Report

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

### Question 3.5

#### Publication of agenda and minutes of General Assembly and decisions taken by Executive Board or equivalent

ANSWER CHOICES	RESPONSES	
No (0 points)	14.38%	21
We have but it is not published on MNA website or Social Media (1 point)	58.90%	86
We have and it is published on MNA website or Social Media (2 points)	26.71%	39
TOTAL		146



#### Findings

125 MNAs (85.61%) have documents including agenda and minutes of GA and decision taken by Executive Board or equivalent but only 39 MNAs (26.71%) publish on website and/or social media.

#### Measures

- Provide the guideline and encourage MNAs to publish the agenda and minutes of General Assembly and decisions taken by Executive Board or equivalent.
- Add this requirement to the criteria of 2022 MNA Ranking.

#### Reference for MNA

- Publish meeting documents on website or social media page.
- Visit the following WT website to access the documents

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

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

## 4. Integrity

This section is aimed to discover more information on the MNAs' implementation of the ethic principles of the taekwondo movement as set out in the Statutes, Rules and regulations.

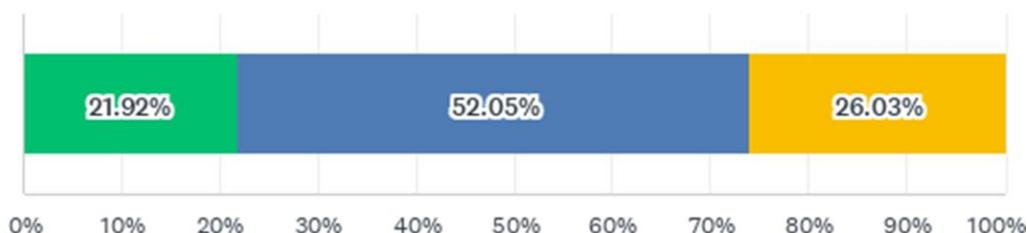
The questions are about the gender balance in the Executive Board, Committees and Coaching staff, Programs regarding safeguarding from harassment and abuse, Confidential reporting process for whistle-blower and Anti-doping test at the competition.



## Question 4.1

### Appropriate gender balance in the Executive Board or equivalent

ANSWER CHOICES	RESPONSES	
No Female Representation (0 points)	21.92%	32
Female representation is more than 0% but less than 30% (1 point)	52.05%	76
Female representation is above 30% (2 points)	26.03%	38
TOTAL		146



- No Female Representation (0 points)
- Female representation is more than 0% but less than 30% (1 point)
- Female representation is above 30% (2 points)

#### Findings

Female representation in the Executive Board or equivalent is above 30% in 38 MNAs (26.03%), 30% or less in 76 MNAs (52.05%) and no female representation in 32 MNAs (32%).

#### Measures

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

#### Reference for MNA

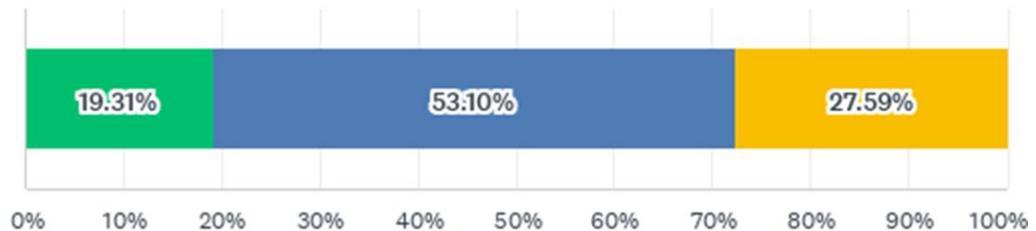
- Set a long-term strategy to increase gender balance within decision-making organ within your MNA, targeting to reach 25% in short-term and 35% in long term.
- Click on the link below and watch the video of 2<sup>nd</sup> WT Gender Equity and Women Leadership Forum in 2021

[https://www.youtube.com/watch?v=DnwwEx5i\\_I](https://www.youtube.com/watch?v=DnwwEx5i_I)

## Question 4.2

### Appropriate gender balance in the Committee and Coaching staff

ANSWER CHOICES	RESPONSES	
No Female Representation (0 points)	19.31%	28
Female representation is more than 0% but less than 20% (1 point)	53.10%	77
Female representation is above 20% (2 points)	27.59%	40
TOTAL		145



- No Female Representation (0 points)
- Female representation is more than 0% but less than 20% (1 point)
- Female representation is above 20% (2 points)

#### Findings

Female representation in the Committee and Coaching staff is above 20% in 40 MNAs (27.59%), 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

- Create the program to cultivate the female representatives in each MNAs through education program and WT Development program.
- Suggest the WT Taekwondo for All committee to establish the plan to gender balance in national level.

#### Reference for MNA

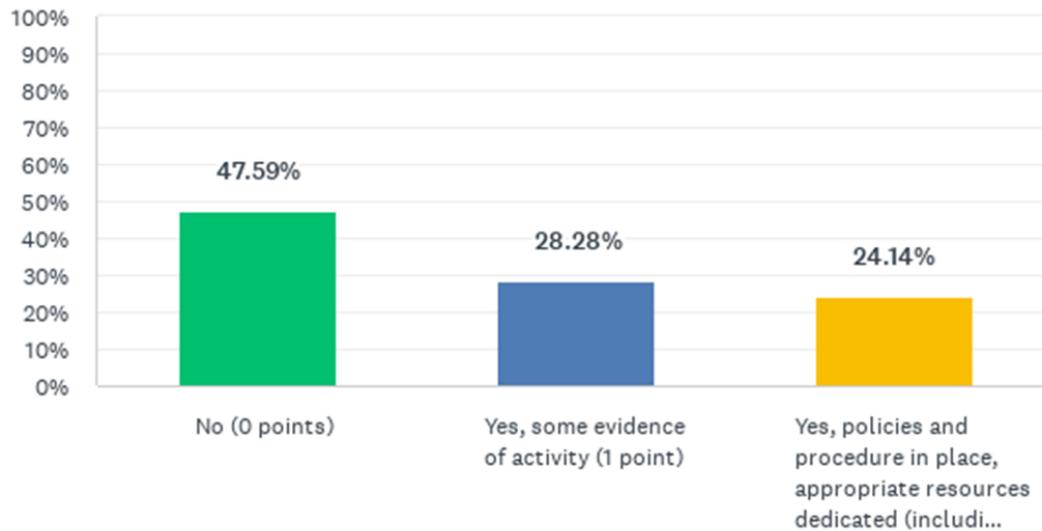
- Click on the link below and watch the video of 2<sup>nd</sup> WT Gender Equity and Women Leadership Forum in 2021

[https://www.youtube.com/watch?v=DnwwEx5i\\_I](https://www.youtube.com/watch?v=DnwwEx5i_I)

### Question 4.3

## Programmes or policies in place regarding safeguarding from harassment and abuse

ANSWER CHOICES	RESPONSES
No (0 points)	47.59% 69
Yes, some evidence of activity (1 point)	28.28% 41
Yes, policies and procedure in place, appropriate resources dedicated (including providing resources for members), plus evidence of implementation (2 points)	24.14% 35
TOTAL	145



### Findings

76 MNAs (52.42%) provide the safeguarding from harassment and abuse and 35 MNAs (24.14%) have policies and procedures in place.

### Measures

- Provide the guideline and encourage MNAs to set programmes or policies in place regarding safeguarding from harassment and abuse

### Reference for MNA

- Create safeguarding from harassment and abuse.
- Visit the following WT website to access the WT Safeguarding Policy

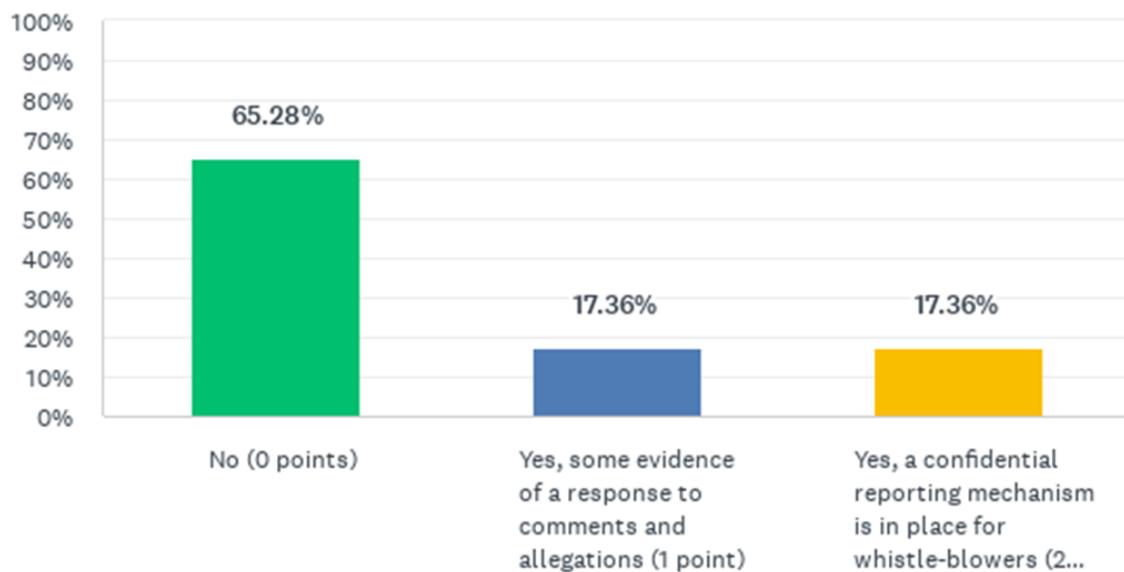
[http://www.worldtaekwondo.org/viewer\\_pdf/external/pdfs-2.1.266-dist/web/viewer.html?file=http://www.worldtaekwondo.org/att\\_file/documents/WT%20Safeguarding%20Policy%20\(As%20of%20Oct%206,%202020\).pdf](http://www.worldtaekwondo.org/viewer_pdf/external/pdfs-2.1.266-dist/web/viewer.html?file=http://www.worldtaekwondo.org/att_file/documents/WT%20Safeguarding%20Policy%20(As%20of%20Oct%206,%202020).pdf)

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

## Question 4.4

### Confidential reporting process for 'whistle-blower' with protection scheme for individuals coming forward

ANSWER CHOICES	RESPONSES
No (0 points)	65.28% 94
Yes, some evidence of a response to comments and allegations (1 point)	17.36% 25
Yes, a confidential reporting mechanism is in place for whistle-blowers (2 points)	17.36% 25
TOTAL	144



#### Findings

50 MNAs (54.72%) can provide the confidential reporting process for 'whistle-blower' and 15 MNAs (17.36%) have confidential reporting mechanism which is in place.

#### Measures

- Provide the guideline and encourage MNAs to set programmes or policies in place regarding safeguarding from harassment and abuse

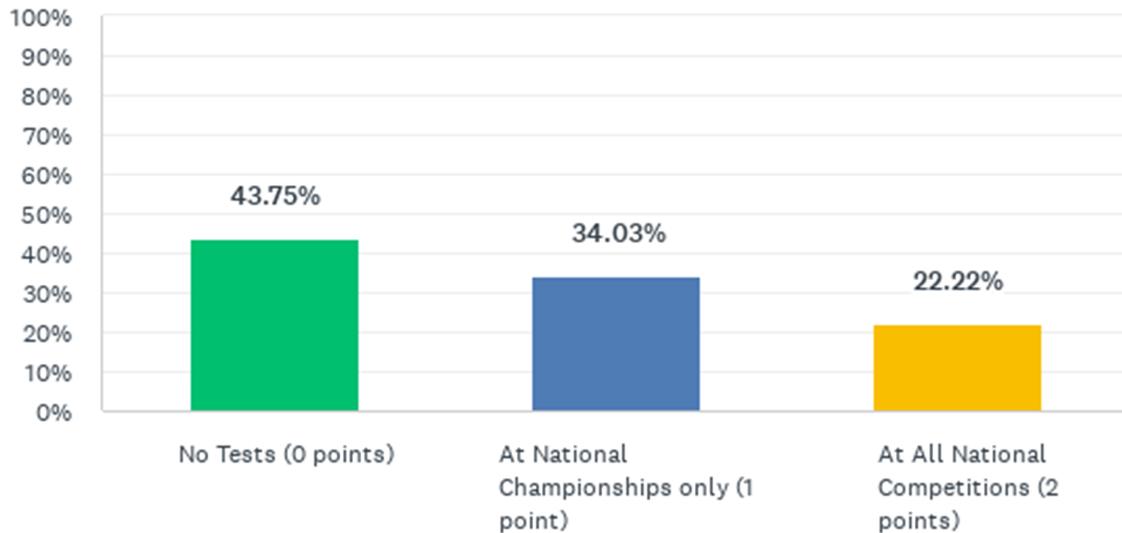
#### Reference for MNA

- Create confidential reporting process for 'whistle-blower' and contact WT for any assistance.

## Question 4.5

### Anti-Doping test at the competition

ANSWER CHOICES	RESPONSES	
No Tests (0 points)	43.75%	63
At National Championships only (1 point)	34.03%	49
At All National Competitions (2 points)	22.22%	32
TOTAL		144



#### Findings

32 MNAs (22.22%) do the anti-doping test at all national competition, 49 MNAs (34.03%) do the anti-doping test at national championships only and 63 MNAs (43.75%) answered no tests.

#### Measures

- Organising the education seminars in cooperation with ITA and if necessary NADOs to ensure the World Anti-Doping Code is abided by at all levels of competitions.

#### Reference for MNA

- The MNAs that has not yet conducted anti-doping tests at national level should doing them with assistance of pertinent National Anti-Doping Agency in your country.

## 5. Democracy

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

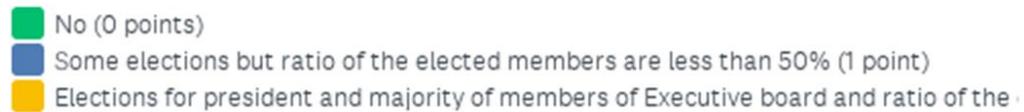
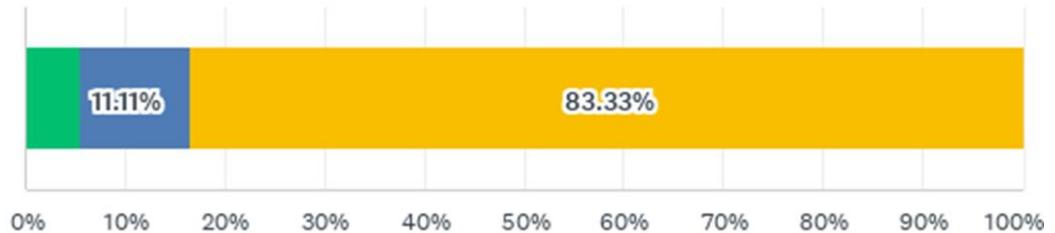
The questions are about the Election, Term limit, General Assembly and Conflict of Interest policy.



## Question 5.1

### Election of the President and Executive board or equivalent

ANSWER CHOICES	RESPONSES	
No (0 points)	5.56%	8
Some elections but ratio of the elected members are less than 50% (1 point)	11.11%	16
Elections for president and majority of members of Executive board and ratio of the elected members are more than 50% (2 points)	83.33%	120
TOTAL		144



#### Findings

Clear guidance for 8 MNAs who have no election process are required.

#### Measures

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

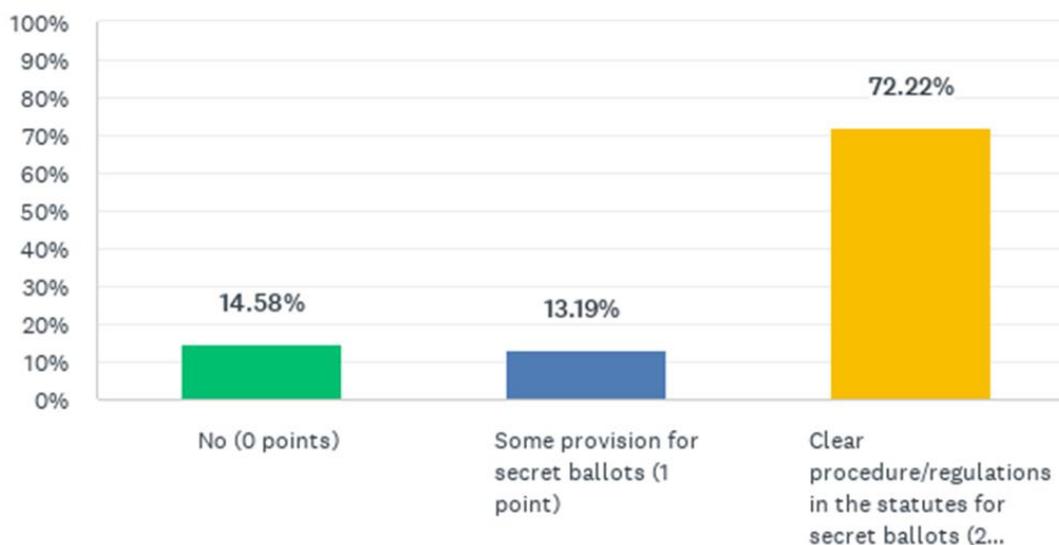
#### Reference for MNA

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

## Question 5.2

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

ANSWER CHOICES	RESPONSES	
No (0 points)	14.58%	21
Some provision for secret ballots (1 point)	13.19%	19
Clear procedure/regulations in the statutes for secret ballots (2 points)	72.22%	104
TOTAL		144



#### Findings

It was found that 104 MNAs (72.22%) have clear procedure/regulations in the statutes for secret ballots, 19 MNAs (13.19%) have some provision for secret ballots and 21 MNAs (14.58%) 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

- Contact WT for assistance in the creation or update of the election procedures.
- Visit the following WT website to access the WT's Statutes for the articles related to election procedures

<http://www.worldtaekwondo.org/rules-wt/rules.html?sc=05>

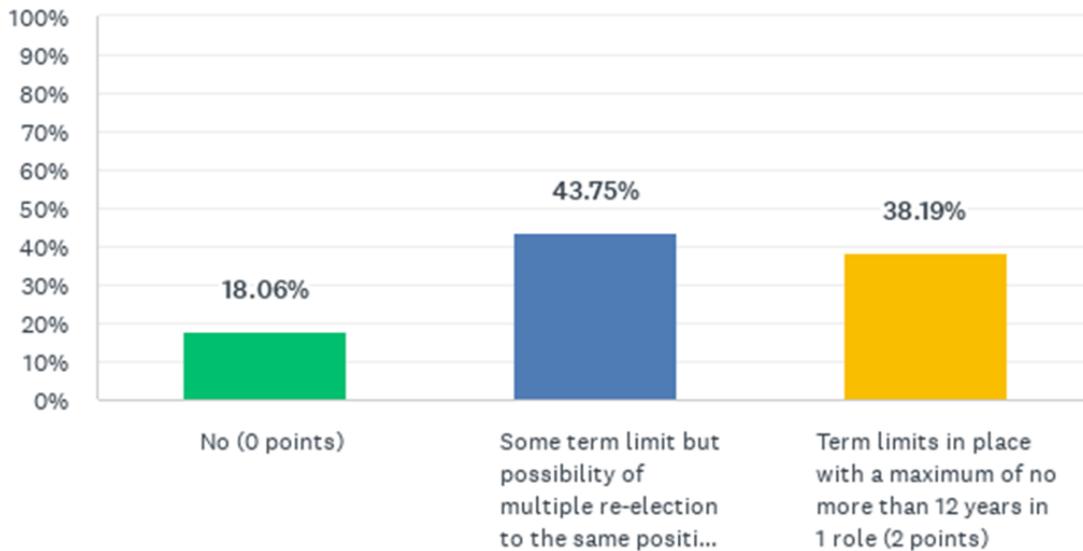
- Visit the following WT website to access the WT's Election procedure 2021

[http://www.worldtaekwondo.org/election/election\\_2021.html](http://www.worldtaekwondo.org/election/election_2021.html)

## Question 5.3

### Term limits for elected official

ANSWER CHOICES	RESPONSES
No (0 points)	18.06% 26
Some term limit but possibility of multiple re-election to the same position (1 point)	43.75% 63
Term limits in place with a maximum of no more than 12 years in 1 role (2 points)	38.19% 55
TOTAL	144



#### Findings

It was found that 55 MNAs (38.19%) have term limits for elected official in place with a maximum of no more than 12 years in 1 role, 63 MNAs (43.75%) have some term limits but possibility of multiple re-election to the same position and 26 MNAs (18.06%) 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 26 MNAs who have no term limit.

#### Measures

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

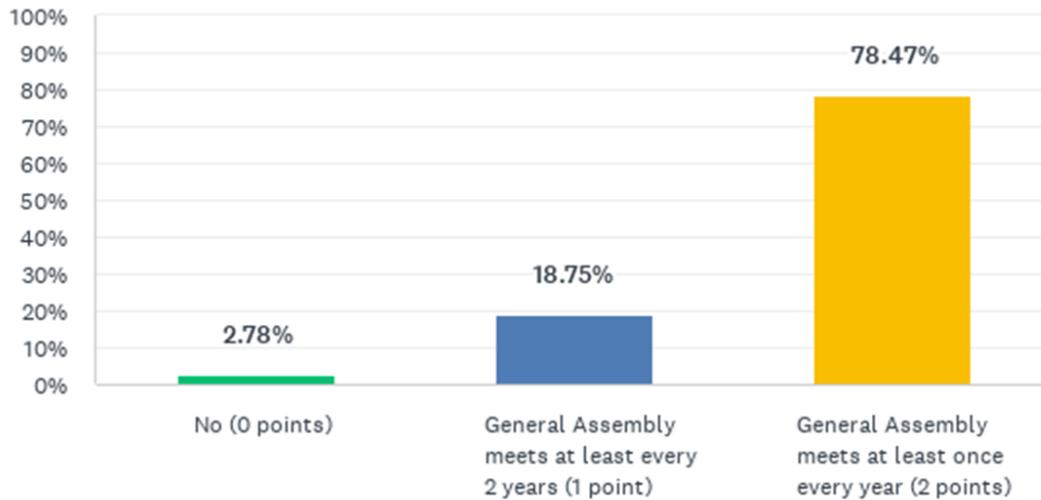
#### Reference for MNA

- Amend the statutes in alignment with WT to ensure democracy is reflected on the election system of your MNA.

## Question 5.4

### Governing bodies meet regularly

ANSWER CHOICES	RESPONSES	
No (0 points)	2.78%	4
General Assembly meets at least every 2 years (1 point)	18.75%	27
General Assembly meets at least once every year (2 points)	78.47%	113
TOTAL		144



#### Findings

113 MNAs' (78.47%) General Assembly meets at least once every year, 27 MNAs' (18.75%) General Assembly meets at least once every 2 years and 4 MNAs (2.7%) do not meet regularly.

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

#### Measures

- Encourage establishing the regular meeting
- Provide the guideline for having virtual meetings through video conference.

#### Reference for MNA

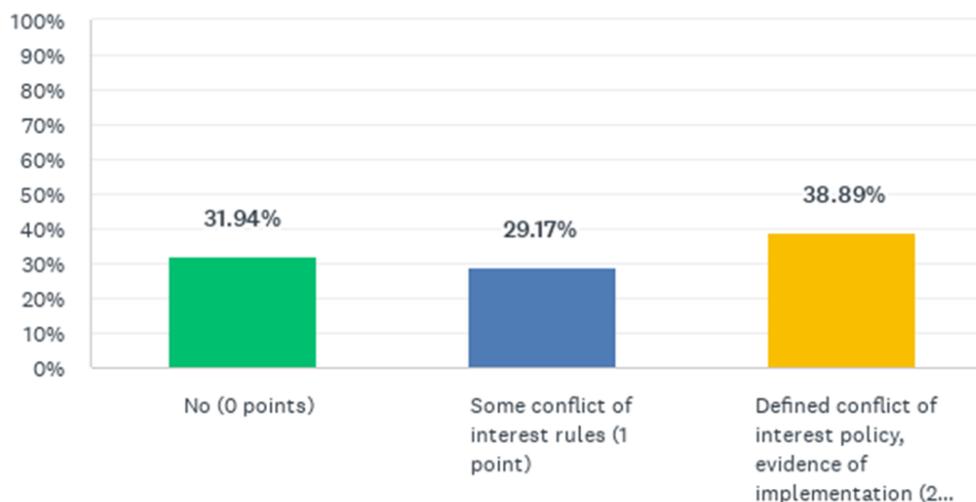
- Try to organize General Assembly annually to ensure the most updated information is shared among stakeholders.
- Visit the following WT website to read the news article of WT's virtual Council meeting through Zoom.

<http://www.worldtaekwondo.org/wtnews/virtual.html?nid=138389&sc=ne&w=virtual>

## Question 5.5

### Conflict of Interest policy identifying actual, potential and perceived conflicts with exclusion of members with an actual conflict from decision-making

ANSWER CHOICES	RESPONSES	
No (0 points)	31.94%	46
Some conflict of interest rules (1 point)	29.17%	42
Defined conflict of interest policy, evidence of implementation (2 points)	38.89%	56
TOTAL		144



#### Findings

56 MNAs (38.89%) define conflict of interest policy, evidence of implementation, 42 MNAs (29.17%) have some conflict-of-interest rules and 46 MNAs (31.94%) don't have the conflict-of-interest policy.

#### Measures

- Provide the guideline and encourage MNAs to establish the Conflict-of-Interest policy.

#### Reference for MNA

- Create the conflict of interest policy and contact WT for any assistance.
- Visit the following WT website to access the WT's Conflict of Interest policy

[http://www.worldtaekwondo.org/viewer\\_pdf/external/pdfjs-2.1.266-dist/web/viewer.html?file=http://www.worldtaekwondo.org/att\\_file/documents/WT%20Conflicts%20of%20Interest%20Policy.pdf](http://www.worldtaekwondo.org/viewer_pdf/external/pdfjs-2.1.266-dist/web/viewer.html?file=http://www.worldtaekwondo.org/att_file/documents/WT%20Conflicts%20of%20Interest%20Policy.pdf)

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

## 6. Development

This section is aimed to understand how many and which MNAs are actively contributing on the development program and social responsibility.

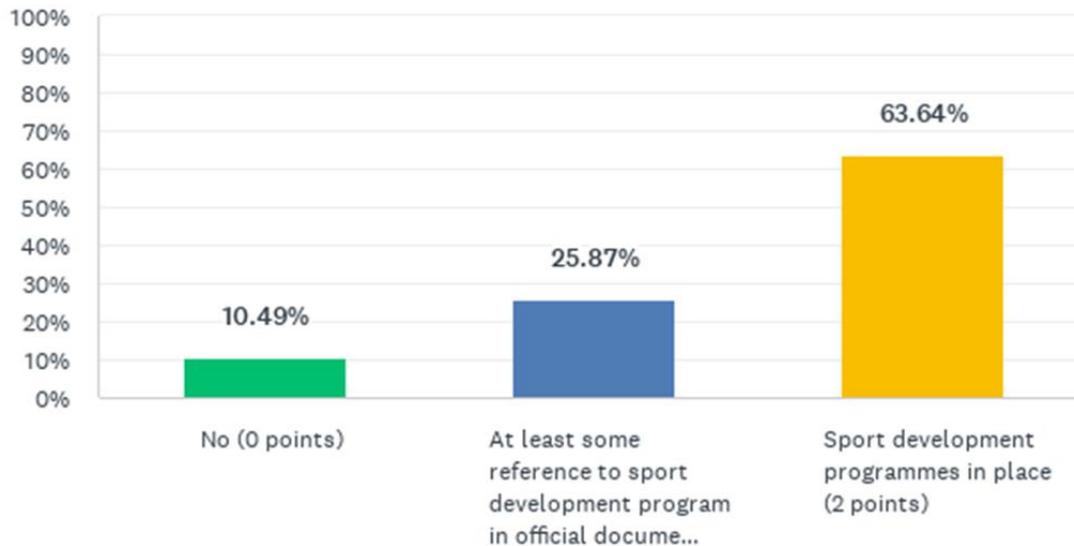
The questions are about the Sport development program, Social responsibility policy, Education programs for Coaches, Referees and athletes and Para Taekwondo.



## Question 6.1

### Sport development programmes to grow grassroots development of taekwondo in the country

ANSWER CHOICES	RESPONSES
No (0 points)	10.49% 15
At least some reference to sport development program in official documents (1 point)	25.87% 37
Sport development programmes in place (2 points)	63.64% 91
TOTAL	143



#### Findings

91 MNAs (63.64%) run a sport development program to grow grassroots development in their country and 37 MNAs (25.87%) have some reference to sport development program in official documents.

#### Measures

- Reflect this result into the WT Development programs to better serve MNAs.
- Provide the guideline and encourage MNAs to set and activate a sport development programmes or policies to grow grassroots development in place.

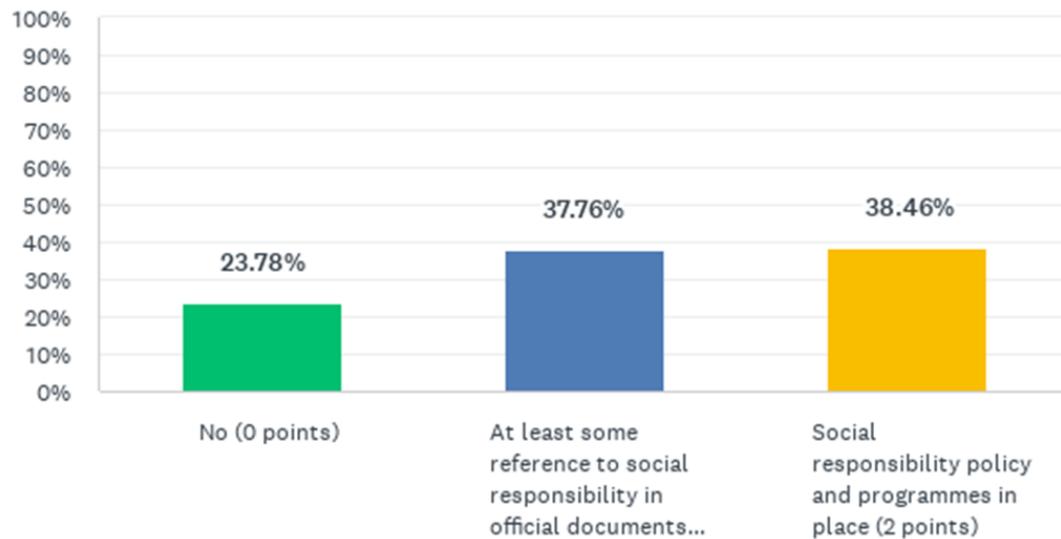
#### Reference for MNA

- Benchmark WT's development program to explore possibility to support grassroots level Taekwondo in your country.

## Question 6.2

### Social responsibility policy and participation programmes targeting hard to reach areas

ANSWER CHOICES	RESPONSES
No (0 points)	23.78% 34
At least some reference to social responsibility in official documents (1 point)	37.76% 54
Social responsibility policy and programmes in place (2 points)	38.46% 55
TOTAL	143



#### Findings

55 MNAs (38.46%) have social responsibility policy and programmes in place, 54 MNAs (37.76%) have some reference to social responsibility in official documents and 34 MNAs (23.78%) don't have.

#### Measures

- Provide the guideline and encourage MNAs to set and activate a social responsibility policy and participation programmes targeting hard to reach areas.

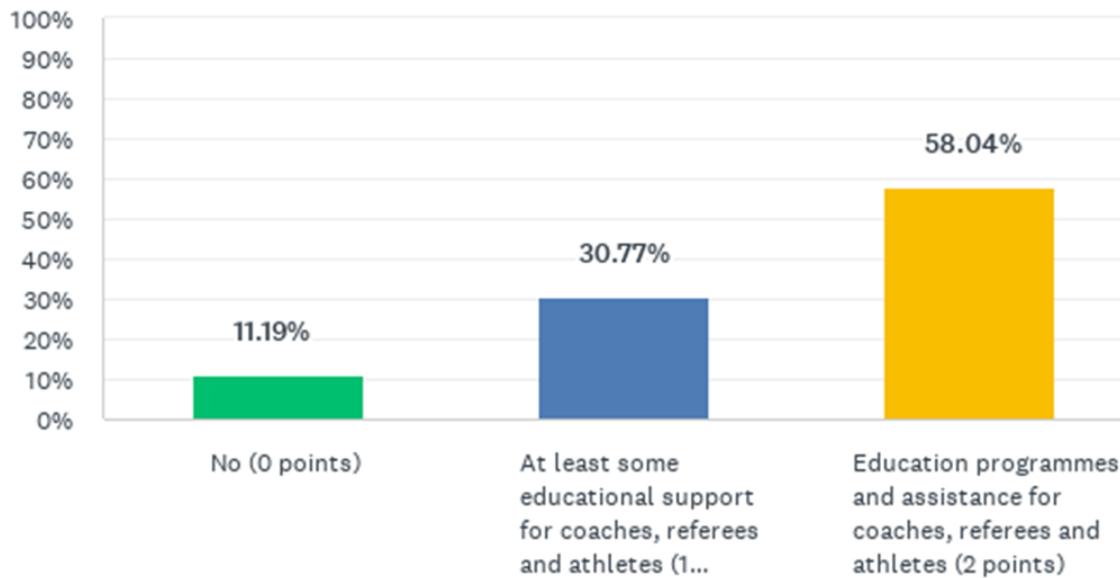
#### Reference for MNA

- Benchmark WT's Cares Program to support the underprivileged in your country ultimately to achieve Taekwondo for social development.

### Question 6.3

## Education programmes and assistance to coaches, referees and athletes

ANSWER CHOICES	RESPONSES
No (0 points)	11.19% 16
At least some educational support for coaches, referees and athletes (1 point)	30.77% 44
Education programmes and assistance for coaches, referees and athletes (2 points)	58.04% 83
TOTAL	143



### Findings

83 MNAs (58.04%) have education programmes and assistance for coaches, referees, and athletes, 44 MNAs (30.77%) have some educational support for coaches, referees and athletes and 16 MNAs (11.19%) don't have. This result is inspiring as it was found that most of the MNAs are conducting their own education programs.

### Measures

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

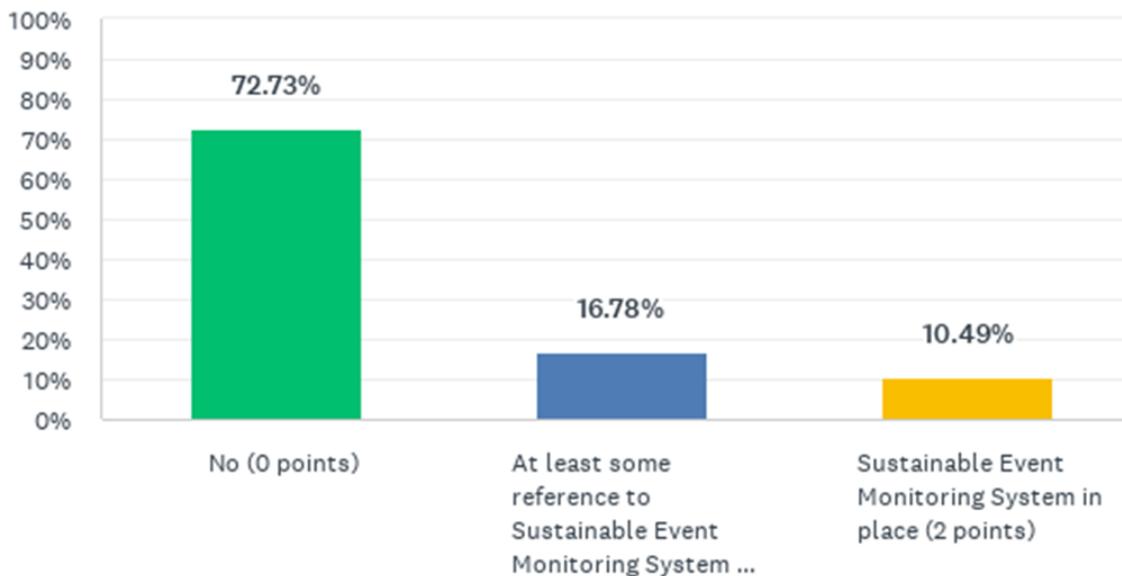
### Reference for MNA

- 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.

## Question 6.4

**Use a tool like the Sustainable Event Monitoring System (SEMS) to monitor the sustainability performance (e.g., carbon footprint) of events**

ANSWER CHOICES	RESPONSES
No (0 points)	72.73% 104
At least some reference to Sustainable Event Monitoring System in official documents (1 point)	16.78% 24
Sustainable Event Monitoring System in place (2 points)	10.49% 15
TOTAL	143



### Findings

15 MNAs (10.49%) have sustainable event monitoring system in place, 24 MNAs (16.78%) have some reference to sustainable event monitoring system in official documents and 104 MNAs (72.73%) don't have.

### Measures

- ❑ Emphasize the importance of using a tool like the Sustainable Event Monitoring System to monitor the sustainability performance through the education program for MNA President.

### Reference for MNA

- ❑ Visit the following WT website to access the WT Sustainability Strategy

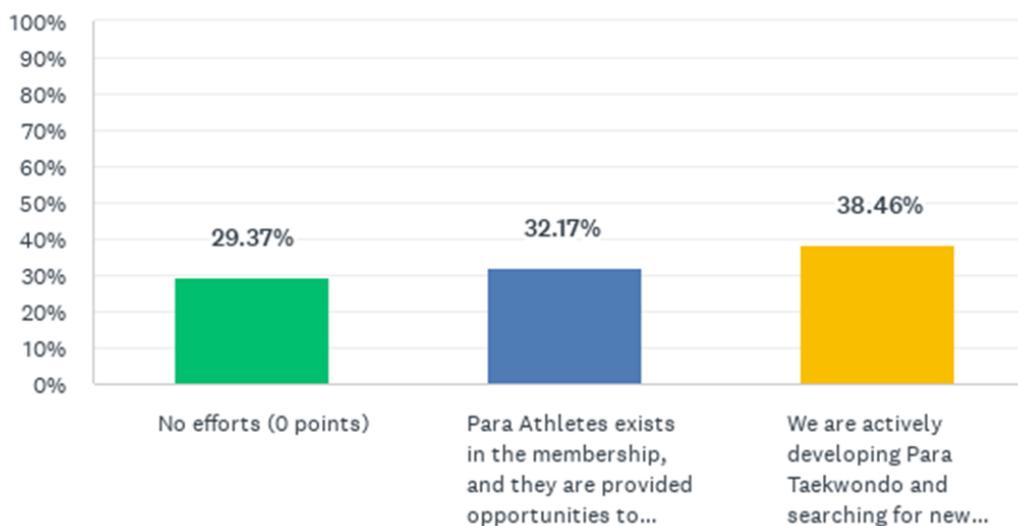
<http://www.worldtaekwondo.org/rules-wt/rules.html?sc=06>

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## Question 6.5

### Grow Para Taekwondo at a national level

ANSWER CHOICES	RESPONSES	
No efforts (0 points)	29.37%	42
Para Athletes exists in the membership, and they are provided opportunities to develop and compete (1 point)	32.17%	46
We are actively developing Para Taekwondo and searching for new athletes inside and outside our membership (2 points)	38.46%	55
TOTAL		143



#### Findings

55 MNAs (38.46%) are actively developing Para TKD and searching for new athletes inside and outside their membership, 46 MNAs (32.17%) have Para athletes in their membership, and they provided opportunities to develop and compete, 42 MNAs (29.37%) do not have any Para TKD activities.

#### Measures

- ❑ The WT Statutes states under Membership requirements (Article. 8.4.4) that “*MNAs shall incorporate Para Taekwondo under the umbrella of their organization in order to provide Para athletes with a pathway to international competition and the Paralympic Games.*”
- ❑ MNAs are the governing bodies for Para Taekwondo at a national level in the eyes of WT and IPC.
- ❑ 42 MNAs (29.37%) do not have any Para Taekwondo activities need to actively provide opportunities for persons with an impairment and attend World Para Taekwondo Education Programs.

#### Reference for MNA

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

### III. Conclusion

The most inspiring outcome of the survey is the high evidence rate.

This year's survey served as the final exercise before the MNA Ranking according to the MNA's response to the next year's survey.

In 2022, the WT plans to announce good governance results for each MNA based on acceptable and clear standards based on established governance indicators.

Based on the analysis of survey responses, World Taekwondo will be able to meet our governance standards across all levels and enhance our events and development programs. MNA Survey will be an axis of guiding World Taekwondo and our stakeholders.

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



## Appendix. List of Participating MNAs

<b>AFRICA</b>	<b>ASIA</b>	<b>EUROPE</b>	<b>PAN AMERICA</b>
Algeria	Afghanistan	Albania	Argentina
Botswana	Bangladesh	Andorra	Barbados
Burkina Faso	Bhutan	Armenia	Bolivia
Burundi	Brunei Darussalam	Austria	Brazil
Cameroon	Cambodia	Azerbaijan	Canada
Central African Republic	China	Belgium	Cayman Islands
Chad	Chinese Taipei	Belarus	Chile
Congo	India	Bosnia and Herzegovina	Costa Rica
Cote d'Ivoire	Iran	Bulgaria	Cuba
Djibouti	Japan	Croatia	Ecuador
Eswatini	Jordan	Cyprus	French Guiana
Ethiopia	Kazakhstan	Czech Republic	Grenada
Gabon	Kuwait	Denmark	Guadeloupe
Gambia	Kyrgyzstan	Estonia	Guatemala
Ghana	Lebanon	Finland	Haiti
Kenya	Macau	Georgia	Jamaica
Liberia	Malaysia	Germany	Mexico
Libya	Myanmar	Great Britain	Nicaragua
Malawi	Nepal	Greece	Panama
Mali	Oman	Hungary	Peru
Mauritius	Pakistan	Iceland	Puerto Rico
Madagascar	Palestine	Ireland	St. Lucia
Morocco	Republic of Korea	Isle Of Man	St. Vincent and the Grenadines
Mozambique	Saudi Arabia	Israel	Surinam
Rwanda	Tajikistan	Italy	Trinidad And Tobago
Republic of Guinea-Bissau	Thailand	Lithuania	United States of America
Sao Tome and Principe	Timor-Leste	Luxembourg	Uruguay
Senegal	Turkmenistan	Macedonia	Venezuela
Sierra Leone	United Arab Emirates	Malta	Curacao* <i>(Incomplete)</i>
Somalia	Qatar* <i>(Incomplete)</i>	Moldova	Dominican Republic* <i>(Incomplete)</i>
South Africa	Sri Lanka* <i>(Incomplete)</i>	Netherlands	El Salvador* <i>(Incomplete)</i>
Sudan		Norway	
Togo	<b>OCEANIA</b>	Portugal	
Tunisia	Australia	Poland	
United Republic of Tanzania	Fiji	Russia	
Comoros* <i>(Incomplete)</i>	French Polynesia	San Marino	
Lesotho* <i>(Incomplete)</i>	Guam	Serbia	
	Marshall Islands	Slovakia	
	New Caledonia	Slovenia	
	New Zealand	Sweden	
	Solomon Islands	Switzerland	
	Kiribati* <i>(Incomplete)</i>	Ukraine	
	Vanuatu* <i>(Incomplete)</i>	Faroe Islands"	
		<i>(Incomplete)</i>	
		Turkey* <i>(Incomplete)</i>	



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