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World Taekwondo Council  
World Taekwondo Committees  
World Taekwondo Continental Unions  
World Taekwondo Member National Associations

## 2024 DEPARTMENT PLANS

Dear World Taekwondo Family,

On behalf of the President and the World Taekwondo headquarters, I would like to wish you and our esteemed Member National Associations a Happy New Year filled with joy, success, and great health!

In 2023, we celebrated our Golden Jubilee with numerous outstanding achievements, including the unveiling of a Taekwondo statue in the Olympic Museum in Lausanne; the Taekwondo Humanitarian Foundation being awarded the prestigious Olympic Cup from the IOC and being recognised for the Combat Sport Initiative of the Year at the Peace and Sports Award; and the exciting debut of innovative events.

This year, World Taekwondo has more reasons to rejoice with the 30<sup>th</sup> anniversary of the 103<sup>rd</sup> IOC Session's acceptance of Taekwondo as an Olympic sport on September 4, 1994. Furthermore, with the Paris 2024 Olympic and Paralympic Games in August, this year will prove to be yet another exciting year.

It is imperative that we are guided by our Sustainability Strategy and an all-encompassing strategic plan for 2024. In this regard, I am sharing the World Taekwondo department plans with you. We look forward to working closely with you over the course of the year as we strive to be one of the best governed, sustainable, and well-respected International Federations in the Olympic and Paralympic movements.

Sincerely yours,

Jeongkang Seo  
Secretary General

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## **Vision**

Taekwondo for All

## **Motto**

Peace is More Precious than Triumph

## **Objectives for 2024**

1. To be recognised as one of the most sustainable and respected International Federations of the Olympic and Paralympic movements
2. To deliver fair and exciting Taekwondo competitions at the Olympic and Paralympic Games
3. To organise events and activities to commemorate 30 years of the 103rd IOC Session's decision to accept Taekwondo as an Olympic sport
4. To enhance engagement with the Member National Associations and Continental Unions in their governance and in the development of Taekwondo worldwide
5. To expand on the global membership of World Taekwondo MNAs
6. To expand on innovative projects and events, including but not limited to Virtual Taekwondo and the Octagon Diamond Game
7. To efficiently monitor and manage the budget and projects of World Taekwondo and ensure proper risk management procedures are implemented

# DEPARTMENT PLANS – 2024

## (PLANNING AND FINANCE)

### KEY DEPARTMENT GOALS

1. Elevate World Taekwondo's ASOIF governance review ranking to A1.
2. Establish World Taekwondo as one of the most sustainable international federations in the Olympic and Paralympic movements.
3. Expand Virtual Taekwondo's outreach globally and set up the framework as a medal event in future Olympic Games.
4. Develop the most optimal structure of the office to be more sustainable and effective administration and create KPI for staff assessment.
5. Support Secretary General in the development and monitoring of the operations and budget execution of the office.
6. Oversee the integrity and effectiveness of World Taekwondo's annual budget, including the publication of finance-related policies and procedures.
7. Coordinate main events outside of sport events of World Taekwondo (including Hope and Dreams Sport Festival).
8. Serve as the function to more efficiently oversee WT Wuxi Centre and GMS operations within the administration.
9. Engage with Finance Committee to strengthen the audit process for the distributed funds.
10. Establish strategies for commercial and marketing activities of World Taekwondo.
11. Serve as centralized storage hub for all contracts and agreements, including assessment of deadlines and project management.

### 1. REGULAR PROJECTS/ACTIVITIES – ANNUAL

#### A. Planning - Sustainability

- i. WT Sustainability
  1. Renew consultancy agreements of Mr. Daniel Cade and Mr. Pietro Molino
  2. Manage the operation of the Sustainability Committee and its sub-committees
  3. Organise a cross-department and cross-Committee Working Group to work on the Sustainability Strategy activities
  4. Complete 40 Sustainability Strategy activities with deadlines in 2023

and 2024 (e.g. Appoint WT Sustainability Champions, implement second phase of mental health project, develop sustainability standards for suppliers)

5. Organise second edition of Sustainability Awards 2024
  6. Measure WT's carbon footprint in all staff travels and promoted events through WT's designated travel agency and One Carbon World
  7. Organise Sustainability workshop for staff and for Committees
  8. Publish an annual WT Sustainability Strategy report
- ii. IOC, ASOIF and key stakeholders
1. Submit reports to the IOC and the UNFCCC for Sport for Climate Action initiatives
  2. Contribute to Olympic Forest project initiated by the IOC, for reforestation in Mali and Senegal
  3. Lead initiative to create at least one joint project with ASOIF Sustainability Consultative Group
  4. Apply for Sustainability Awards globally

## **B. Planning - Governance**

- i. Submit 5th ASOIF Governance Review questionnaire (Jan. 17, 2024)
- ii. Develop contents and design websites (WT homepage and PNF SharePoint) for governance-related education
- iii. Monitor global use of WT logos (second and third generation) with legal firms
  1. Perkins Coie for 3rd generation logo, and Kim & Chang for 2nd generation logo
- iv. Procure insurance plan for Council members
- v. Develop 6-month to year-long internship programme with universities and institutions that have sport management courses, e.g. Seoul National University, Ewha Womans University
- vi. Create standardised look and feel for WT documents and events
- vii. Create standardised post-event survey/report template for WT-promoted and recognised events
- viii. Publish Annual Report for 2023-2024
- ix. Centralise contracts and MOUs/agreements, plus deadlines tracking

### **C. Planning – Virtual Taekwondo, IOC Esports Commission, Global Esports Federation**

- i. Create and manage ad-hoc World Taekwondo Esports Committee
  1. Strategise World Taekwondo’s Esports direction
  2. Create sub-committee to recommend competition rules and policies related to Virtual Taekwondo
- ii. Plan for competitions and/or showcases
  1. Hopes and Dreams Sports Festival in Amman, Jordan (Apr. 28 – May 2)
  2. World Taekwondo University Festival in Daegu, Korea (Jul. 5-7)
  3. Sport initiation during the Paris 2024 Olympic Games (Aug.)
  4. World Taekwondo Octagon Diamond Game and Virtual Taekwondo Festival (Sep. 6-8)
  5. World Taekwondo Junior Championships in Chuncheon, Korea (Oct. 1-6)
  6. 1st World Taekwondo Virtual Championships in Singapore (mid-Nov.)
  7. 3rd Global Esports Games in China (Dec.)
- iii. Sell Virtual Taekwondo equipment to MNAs, dojangs, and individuals
  1. Target to be identified after workshop with Refract Technologies in Nov. 2023
- iv. Expand Virtual Taekwondo’s outreach in key countries, especially China. In this regard, it is important to hire a planner who is familiar with Taekwondo and the Chinese market (under Virtual Taekwondo joint venture’s expenses). In addition, organise meetings in WT Wuxi Centre for workplans of 2024 and beyond
- v. Attend IOC Esports Commission meetings in person and share knowledge internally (expenses are expected to be covered by the IOC)
- vi. Attend Global Esports Federation Board meetings (WT will be expected to cover own expenses)
- vii. Attend up to three Esports forums/meetings/events to meet with potential investors and have a better understanding of the operations to organise Esports events

### **D. Oversee and manage annual operations and budget**

- i. Implement Budget 2024 (Jan. 2, 2024)
- ii. Manage WT’s budget target, ideally within KRW 10,000,000,000

- (approximately USD 7.5 million) operating expenses
- iii. Manage the operations of the Finance Committee and related to it, the ad-hoc Marketing and Commercial Committee
  - iv. Report 2022 finance statements and audit at Extraordinary Council Meeting in Muju (May 11, 2024), and then to the General Assembly in Chuncheon (Sep. 30, 2024)
  - v. Evaluate KPIs of department plans mid-term and at the end of the year
    1. Auditing (KRW 38,000,000)
    2. Tax consultant (KRW 13,200,000)
    3. Taxes (KRW 7,150,000)
    4. Software and server (KRW 9,500,000)
    5. Reporting (KRW 550,000)
    6. Additional budget set in Jan. 2024 to pay for Dec. 2023 and other outstanding expenses (KRW 80,000,000)
    7. Emergency budget centralised in the Finance department for efficient management of total WT budget (KRW 100,000,000)
    8. Operational expenses (including travel) for Finance Committee and ad-hoc Marketing and Commercial Committee

**E. Centralise WT's independent operations, in particular those that are related to the WT Wuxi Centre and GMS**

- i. Engage with all departments on their activities in relation to the GMS and WT Wuxi Centre
- ii. Develop a centralised plan with related timelines and budget
- iii. Organise regular meetings with GMS and WT Wuxi Centre to monitor progress of activities and report (and if possible, resolve) issues

**2. SPECIAL PROJECTS/ACTIVITIES – ONLY FOR 2024**

**A. 30 years of IOC Session decision and 20 years of Dr. Choue's presidency**

- i. Taekwondo Day event in Paris (Reception during Olympic Games)
- ii. Video production (ANC)

**B. 2024 Hope and Dream Sports Festival**

- i. Invite Olympic IFs that signed MOUs with WT and THF
- ii. Video production (collaborate with ANC)

**C. Establish annual staff assessment system and policies**

- i. Gather best practices from other international and national organisations (1st quarter of 2024)
- ii. Engage with ANC and lawyers to ensure compliance with national legal regulations (2nd quarter of 2024)
- iii. Develop assessment system and policies (3rd quarter of 2024)
- iv. Announce and implement staff assessment system and policies (4th quarter of 2024)

**D. Recommend a new organisational structure that is self-sustaining and allows for greater growth**

- i. Assess current organisational structure in terms of WT's needs and future direction, based on global trends and sustainability (especially from a financial perspective)

# DEPARTMENT PLANS – 2024

## (SPORT & EVENT MANAGEMENT)

### KEY DEPARTMENT GOALS

1. Achieve successful Taekwondo competitions at the Paris 2024 Olympic and Paralympic Games, earning recognition as the most successful and fairly operated event in Olympic and Paralympic Taekwondo history.
2. Successfully manage major promoted events such as the World Taekwondo Junior Championships and the World Taekwondo Poomsae Championships.
3. Establish the application of a new Olympic ranking system for the athletes.
4. Implement a fair selection process for referees in their respective roles to minimize errors by referees during the Paris 2024 Olympic and Paralympic Games.
5. Systematically develop Beach Taekwondo Championships, Octagon Diamond Games, Team Championships, and Virtual Taekwondo.
6. Establish the newly developed WT recognized standardization for PSS (Protective Scoring System) and implement a new WT recognized system.
7. Increase and standardize the medal events of Taekwondo in multi-sport Games.
8. Integrate Para Taekwondo into able-body Taekwondo systems.
9. Develop core technologies of PSS (e.g. sensors, transmitters) for a more robust and consistent system for standardization across different manufacturers.
10. Enhance Taekwondo competitions for more exciting and audience-friendly events, targeting the LA 2028 Olympic and Paralympic Games.
11. Establish a standard form of technical evaluation report for WT promoted championships.
12. Revisit and innovate the bid manual and operational manual for all WT-promoted events.
13. Develop and release the Mobile App containing live results and historical information on WT promoted championships.
14. Conduct filming and analysis for the AI judging system development.

### 1. REGULAR PROJECTS/ACTIVITIES – ANNUAL

#### A. Competition Operation & Development

- i. Continuing Competition Protocol & Database Enhancement
- ii. Studying other IFs' competition systems
- iii. PSS development & testing

- iv. Collecting & analyzing database for AI scoring system
- v. Prize Money for GP Series
- vi. Developing competition system for external funded events (Octagon Diamond Game & Virtual Taekwondo)

## **B. COMPETITION Related**

Ensure the efficient and transparent management of the following work, and uphold the integrity of World Taekwondo:

- i. **Referee Management**
- ii. **Broadcasting & Video Production**
- iii. **Digital**
- iv. **Information Technology**
- v. **Medical**
- vi. **Anti-doping**
- vii. **Independent contractors**
- viii. **Recognition & Licensing**
- ix. **Conferences/Meetings**
- x. **Para Taekwondo**

## **2. SPECIAL PROJECTS/ACTIVITIES – ONLY FOR 2024**

### **A. Paris 2024 Olympic & Paralympic**

- i. Continental Qualification Tournaments
- ii. Ticket & Accommodation
- iii. Subsidy for top 58 IRs in Continental Qualification Tournament for Paris 2024 Olympic & Paralympic Games

### **B. Training Camp for Paris 2024 Olympic**

- i. Muju Taekwondowon Referee & Coach Joint Training Camp in May
- ii. Monaco Referee Training Camp in June

# DEPARTMENT PLANS – 2024

(SEM-IT)

## KEY DEPARTMENT GOALS

1. Provide the best technical set-up for WT competitions and support for Paris 2024 Olympic Games
2. Keep improving system standardization and global technology for competitions, referees, and WT internal working process.
3. Keep improving information technology and competition promotion through various platforms.
4. Keep working closely with WT SEM Senior Director

## 1. REGULAR PROJECTS/ACTIVITIES – ANNUAL

### A. Competitions

- i. Ensure the best and stable set-up working with LOC and WT Officials for WT World Junior Championships and WT Grand Prix Final.
- ii. Provide live streaming, and IVR for Qualification tournaments.
- iii. IT improvement for World Poomsae Championships

### B. Instant video replay

- i. Change IVR system to fit the new requirements.
- ii. Make sure we can operate overhead cameras for all the WT top events. This has been already tested in Taiyuan GP but need some improvements to make sure it can be duplicated all over the World.
- iii. Build IVR Homologation process for WT Recognized competitions.

### C. TV Graphics

- i. Renew the TV Graphics line after Paris Olympic Games. The graphic line is getting old and will be better to follow what will be done during the Games.
- ii. Improve overall graphics using head to head portrait and other features.
- iii. Build TV Graphics for WT Poomsae competitions.

**D. OVR Homologation:**

- i. Keep organizing the WT OVR homologation for Kyorugi competitions.
- ii. Start preparing WT OVR homologation for Poomsae Competitions.
- iii. Improve the overall IT process for Poomsae Competitions

**E. Competition platform, data protocol and mobile application:**

- i. Keep improving the WT competition platform for schedules and live results (Bug fix, new features).
- ii. WT competition mobile application as beta versio will be release for Manchester 2023 World Taekwondo Grand Prix final. In 2024 all data will be migrated from the platform to the application.

**F. Live streaming and audience development:**

- i. Keep streaming all WT promoted events with high standard production.
- ii. Make sure we can stream our top event in China. Huge audience after the test done in Taiyuan GP (6M views)
- iii. Expand live streaming to more competitions to get full event catalogue.
- iv. Keep aware of various streaming solutions (Platform and systems).
- v. Content management and data analytics
- vi. The goal is to bring more followers and more income.

**2. SPECIAL PROJECTS/ACTIVITIES – ONLY FOR 2024**

**A. Paris 2024 Olympic Games Coach & Referee Joint Training Camp**

- i. From SEM

**B. Paris 2024 Olympic Games Referee Camp**

- ii. From SEM

# DEPARTMENT PLANS – 2024

## (PARA TAEKWONDO)

### KEY DEPARTMENT GOALS

1. Include Para Taekwondo in all WT-promoted events.
2. Strengthen the promotion of Para Taekwondo Poomsae for inclusion in the Paralympic Games.
3. Ensure that the Para Taekwondo competition system is aligned with the able-body Taekwondo competition system.
4. Develop the protective equipment for Para Taekwondo.
5. Implement colour belt system in Para Taekwondo.

### 1. REGULAR PROJECTS/ACTIVITIES – ANNUAL

#### A. Competition Management

- i. African Qualification tournament for Paris 2024 Paralympic Games
- ii. European Qualification tournament for Paris 2024 Paralympic Games
- iii. Asian Qualification tournament for Paris 2024 Paralympic Games
- iv. Oceania Qualification tournament for Paris 2024 Paralympic Games
- v. Pan American Qualification tournament for Paris 2024 Paralympic Games
- vi. IR Camp
- vii. 2024 World (Para) Taekwondo Poomsae Championships (Hongkong, China)
- viii. 2024 World Para Taekwondo Open Challenge (Chuncheon, Korea)
- ix. 2024 World Para Taekwondo Grand Prix Final
- x. Assistance at selected Continental Union events for Poomsae promotion
- xi. Site visits for WT-promoted events

#### B. Meetings

- i. IPC/IF Open days
- ii. IPC Head of Classification meeting
- iii. IPC Athletes forum
- iv. IPC Medical meeting

- v. IPC Membership days
- vi. IPC Extraordinary General Assembly
- vii. APSO Meeting
- viii. IPC Regional Member General Assembly
- ix. WT General Assembly
- x. WT Council Meeting
- xi. WT Extraordinary Council Meeting
- xii. WT Gala

**C. Addition of Para Taekwondo Staff**

- i. WT Para Taekwondo Assistant Manager
- ii. WT Medical Assistant Manager
- iii. WT Classification
- iv. Contract

**D. Outside contractor**

- i. Additional administrative support in:
  - 1) Event promotion
  - 2) Classification
  - 3) Para Taekwondo Poomsae
  - 4) Education
  - 5) Research groups
- ii. Hiring process

**E. Projects (ongoing)**

- i. Para Taekwondo equipment
  - 1) Head protector
  - 2) Arm protectors
  - 3) Research
  - 4) Establish standardized rules Para Taekwondo protective equipment
- ii. Para Taekwondo Coach Education
  - 1) Content update
  - 2) Content development for Level 3 Para Taekwondo Coach Course
  - 3) Content development for athlete education
  - 4) Additional course development
- iii. Classifier education

- 1) Content update
- 2) Content development for additional courses
- iv. Athlete Classification
  - 1) Support funds for out of competition classification
- v. Research
  - 1) Assistive devices
  - 2) Autism
  - 3) Intellectual Impairments
  - 4) Neuromuscular
  - 5) Musculoskeletal
  - 6) Visual Impairments
  - 7) Games management (Classification times, Match times, etc. to improve overall event management)

#### **F. Communication**

- i. Facebook
- ii. Instagram
- iii. Twitter
- iv. Youtube
- v. Other social media platforms
- vi. World Para Taekwondo Newsletter
- vii. Communication with IPC
- viii. Communication with WT PR
- ix. Communication strategy

#### **G. Education**

- i. Improved communication with Education Department
- ii. Update of current course curriculum
- iii. Creation of new courses
- iv. Fair integration of courses in IR Kyorugi Education
- v. Solution to IR Para Poomsae Education and Certification
- vi. Para Athlete Education
- vii. MNA Administrator Para Taekwondo Education
- viii. Other education programs in Para Taekwondo

#### **H. Recurring fees**

- i. IPC Membership fee
- ii. Virtus Membership fee
- iii. APSO Membership fee
- iv. World Taekwondo Classification System (WTCS) Fee
- v. Constant Contact
- vi. Survey Monkey
- vii. Promotional materials

**I. Appreciation**

- i. IR appointment certificates
- ii. Classifier appointment certificates
- iii. TD/CSB appointment certificates
- iv. Plaques of appreciation
- v. Gifts

**2. SPECIAL PROJECTS/ACTIVITIES – ONLY FOR 2024**

**A. Addition of Para Taekwondo Staff Paris 2024 Paralympic Games**

- i. Hotel
- ii. Tickets
- iii. Staff
- iv. IR selection Camp
- v. Media-kit development
- vi. Representation
- vii. Improved head protector and arm protectors

**B. 2024 World (Para) Taekwondo Poomsae Championships**

- i. Number of medal events
- ii. Integration with Poomsae
- iii. One court/4 days
- iv. IRs
- v. WT Officials
- vi. Promotion

**C. Ad-Hoc Para Taekwondo Poomsae Committee**

- i. WT Para Poomsae Rule update

- ii. Establish World Para Taekwondo Poomsae Ranking
- iii. Required software updates to WT Recognized Poomsae scoring systems
- iv. Required software updates to WT Recognized OVR systems

**D. Resources for Para Taekwondo Poomsae (2024 and forward)**

- i. Reach target of 36 countries from 3 regions by the end of 2024
- ii. 200 competitors in selected sport class by the end of 2024
- iii. Para Taekwondo Poomsae promotion at a World level
- iv. Rule development (Competition and Ranking)
- v. Software updates (Scoring and OVR)
- vi. Cooperation with IOSDs
- vii. Additional staff for classification, promotion and development
- viii. Successful application early 2025 for Brisbane 2032 Paralympic Games

# DEPARTMENT PLANS – 2024

## (MEMBER RELATIONS & DEVELOPMENT)

### KEY DEPARTMENT GOALS

1. Strengthen and enhance the WT Development Program with a measurable evaluation system for more effective and sustainable development of CUs and MNAs.
2. Enhance administrative capabilities of MNAs (e.g. support the hiring of human resources and equipment).
3. Establish a new MNA ranking system to develop the WT MNAs' governance and transparency, and set up the criteria to expand the selection of targets for further projects supporting MNAs.
4. Establish a comprehensive Status Chart of all MNAs as reference for the effective cooperation and support, through the MNA Survey.
5. Identify at least one (1) key contact person per MNA for effective communication.
6. Continue to support and monitor the MNAs' authority in the administration of the Kukkiwon dan certification in their respective countries.
7. Maximize cooperation with external institutions (including IOC Solidarity and governmental authorities) to use their financial resources to develop the stakeholders of the WT.
8. Expand the membership of MNAs to be ranked as one of the Top 3 IFs among the Summer Olympic International Federations: ITTF (226), FIVB (222), IAAF (214).

### 1. REGULAR PROJECTS/ACTIVITIES – ANNUAL

#### A. Meeting

- i. General Assembly (Sep. 30, 2024)
- ii. Ordinary Council Meeting (Sep. 30, 2024)
- iii. 2 times of Extraordinary Council Meeting (May 11, 2024 / TBC)
- iv. Committee Meetings (MRD Commission, Taekwondo for All Committee, Development Committee)
- v. CU Meeting (TBC)

#### B. Development Program

- i. MNA Equipment Support
  - Expand support budget to 10,000USD from 5,000USD per selected MNA

- ii. MNA Participation Support for WT GA
  - Support for participating delegates in all selected MNAs regardless of tier
- iii. MNA Participation Support for WT (Junior) Championships
  - Support for a coach and an athlete in all selected MNAs regardless of tier
- iv. Refugee Solidarity Program
  - All support procedures to be transferred to the THF from 2024
- v. CU Development Fund
  - Each CU to be asked for a Final Report at the end of each project in order to efficiently confirm the validity of the execution and the effectiveness of support
- vi. Cares Program

#### **C. Governance Improvement**

- i. ASOIF IF Governance Review
  - T website to be revisited to contain more detailed MNA information to achieve a higher score from ASOIF
- ii. MNA Survey
  - A new MNA ranking system to be established to enhance the MNAs' capability and encourage their active participation
- iii. MNA Interview
  - To seek current status and solutions to problems potentially facing by building close and robust relationships with especially inactive MNAs

#### **D. MRD Commission/Committees Activities**

- i. MRD Commission: Recommend on women coaches for 2024 WISH Program for enhancement of women coaches
- ii. Taekwondo for All Committee: New activity section on the WT website to be created to focus on the promotion of the “Taekwondo for Better Life” project by Taekwondo for All Committee
- iii. Development Committee: New project/activity to be proposed by Development Committee

## **2. SPECIAL PROJECTS/ACTIVITIES – ONLY FOR 2024**

### **A. Youth Athlete Development Opportunity Fund for small islands in Oceania for the 2032 Summer Olympics**

- i. A project that receives funds from the IOC to help island countries in Oceania
- ii. It is a program that allows small island countries in Oceania to grow by the experience of hosting training camps. In addition, the equipment is given as a legacy in the hosting country.

### **B. IOC Solidarity Fund**

- The purpose of this project is to collaborate with the IOC to ensure that funds allocated by the IF provided through the IOC Solidity program will be used for Taekwondo.

- i. We plan to implement solidity programs starting from small islands in Oceania and extending to Africa and the Pan Am region.

### **C. Expanding the number of Member National Association**

- i. In May 2023, our targeted nation which was a Namibia, eventually became one of the WT members in cooperation with AFTU.
- ii. Find a communication channel to look for new potential countries that can become WT members

### **D. New MNA Support**

- i. Focus on the development of newly affiliated MNAs within 10 years through dispatching coaches, providing equipment and training program.

# DEPARTMENT PLANS – 2024

## (WORLD TAEKWONDO CARES PROGRAM)

### KEY DEPARTMENT GOALS

1. Promote Taekwondo as the most efficient tool for social development worldwide, especially in developing countries, as a sport for all project
2. Expand the outreach of the WT Cares Program to new countries and continents.
3. Create a report with key indicators from the evaluation of the program's impact.
4. Strengthen the partnership with the THF and other institutions to create synergy in the development and implementation of education programs and monitoring process.

### 1. REGULAR PROJECTS/ACTIVITIES – ANNUAL

#### A. WT Cares Projects in Asia (Bhutan, Kyrgyz Republic, Mongolia, Nepal, Pakistan, and Sri Lanka)

- i. Receive and review the projects' application forms and proposals (May 2024)
- ii. Develop the cooperation agreements (May 2024)
- iii. Opening ceremony of each project (Jun. – Dec. 2024)
- iv. Pre-evaluation and midterm evaluation of all projects (Jul. & Dec. 2024)
- v. Monitoring of all projects (Sep. & Dec. 2024)

#### B. WT Cares Program Report

- i. Request relevant data including photos and videos from the projects' administrators in each country (Jan. 2024)
- ii. Analyze data from pre, midterm, and final evaluation of the WT Cares ongoing projects (Jan. 2024)
- iii. Develop the contents and draft the report (Feb. 2024)
- iv. Review the report and create a final version (Mar. 2024)

### 2. SPECIAL PROJECTS/ACTIVITIES – ONLY FOR 2024

#### A. New WT Cares Projects (Laos & Poland)

- i. Discuss the feasibility of implementation of new Cares projects with the

- relevant MNAs (Jan. - Mar. 2024)
- ii. Receive and review the projects' application forms and proposals (Apr. 2024)
- iii. Develop the cooperation agreements (May 2024)
- iv. Opening ceremony of each project (Jun. – Dec. 2024)
- v. Pre-evaluation and midterm evaluation of each project (Jul. & Dec. 2024)
- vi. Monitoring of each project (Sep. & Dec. 2024)

**B. WT Cares Promotional Material**

- i. Gather content including data, photos, and videos for the creation of promotional materials such as presentation files and videos
- ii. Collaborate with the Taekwondo for All Committee and the Sustainability Committee for alignment with their strategies and objectives to expand the outreach of the program
- iii. Review, edit, and get feedback on the created material
- iv. Advertise and promote WT Cares activities for engagement with relevant stakeholders

# DEPARTMENT PLANS – 2024

## (WT INTEGRITY UNIT)

### BACKGROUND

- The proposal: This plan proposes the formal re-launch of the WT Integrity Unit in the Seoul office in order to fill some of the gaps created by the shuttering of WT's Legal Department in January 2022 and the winding down of the Integrity Unit August 2022.
- Why is this needed: WT's internal legal function is now officially focused on MRD-related disputes. But such disputes make up only a small fraction of WT's overall dispute flow (for example, others areas include GMS-related, IR/Sport-related, and ethics/integrity-related disputes, which are outside of MRD's are). Furthermore, with the loss of active oversight of key areas such as contracts and the development of governance rules, there are growing risk blind spots.
- In an attempt to fill some of the gaps, the Integrity Audit project was launched at the end of 2022. But, while that project has been effective in certain areas, it cannot fulfill its potential or adequately safeguard WT's risk exposure on a sustainable basis without designated staffing, funding, and official mandate.
  - Note: in order to provide the necessary documentation to contribute to the 2023-24 ASOIF governance audit, some of these activities have already been initiated and briefed to the WT Council, at least in part.
- This proposal is to re-establish the Integrity Unit in the Seoul office as a department-level function with the following goals and objectives.

### KEY DEPARTMENT GOALS

1. Establish Global integrity framework
2. Function as a separate unit to oversee across the department
3. Issue Integrity Audit Report

### 1. ANNUAL PROJECTS /ACTIVITIES

#### A. Manage Global Integrity Framework (see Appendix, Item 1)

- i. Identify, recognize, train, and manage designated regional and event integrity officers, modeled after the GMS structure.
- ii. Creating an operating manual with procedures and templates.

- iii. Establish free Safeguarding and PMC (Prevention of Manipulation of Competition) certification for all WT license holders.
- iv. Develop more advanced safeguarding and PMC education components for technical and MNA officials.
- v. Develop awareness building materials and engaged in related activities
- vi. Update WT's Integrity-related rules, including website and related information.
- vii. Manage integrity related issues and disputes

**B. Annual Integrity Audit (see Appendix, Item 2)**

- i. Working with Integrity Audit TFT: Digest lessons learned from the 2023 (First) Integrity Audit Report.
- ii. Determine both how to follow up on 2023 (WT) audit items to ensure continuous improvement and to adapt/expand the audit to CUs for the 2024 Report (and anticipate expansion to MNAs for 2025).

**3. SPECIAL PROJECTS/ACTIVITIES – ONLY FOR 2024**

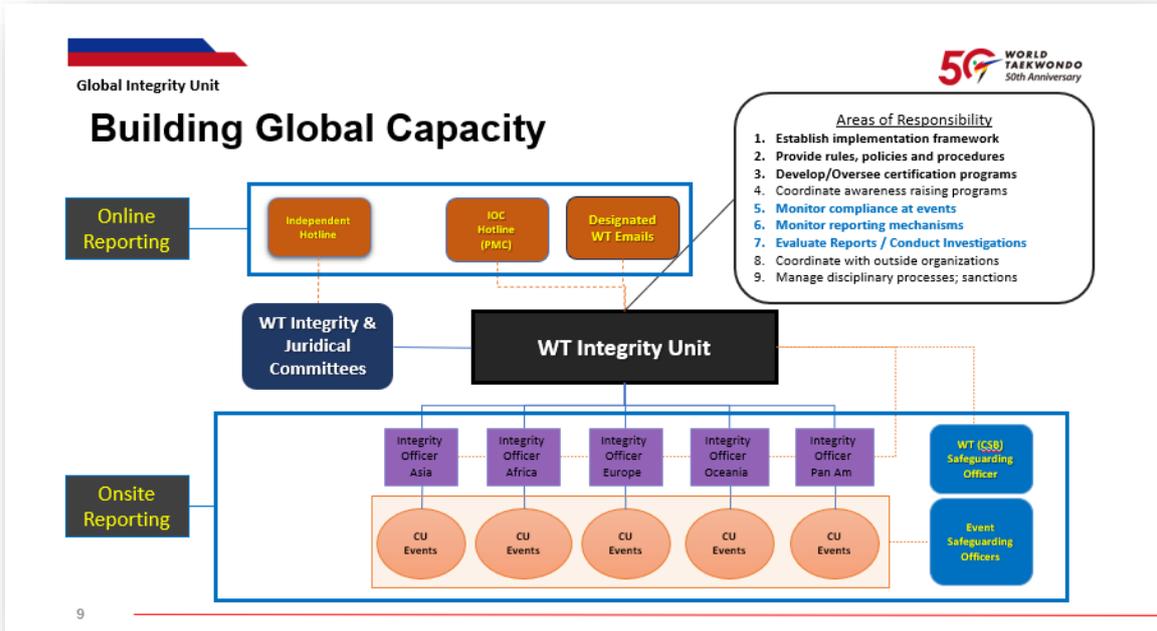
**A. Paris OG IR/Coach workshop with IOC units in charge**

**B. WT Integrity Officer Workshop in Lausanne and/or Chuncheon**

- i. October

# Appendix

## Item 1: global integrity framework



## Item 2: integrity audit



# DEPARTMENT PLANS – 2024

## (DEMONSTRATION TEAM)

### KEY DEPARTMENT GOALS

1. Deliver a successful demonstration performance at the Paris 2024 Olympic Games.
2. Transfer the knowledge and skills of the WT Demonstration Team to the MNAs for the creation of WT Demonstration Team at the national level.
3. Set the strategies to support career of the Demonstration Team members.
4. Generate revenue by performing at more occasions and sponsorships.
5. Create more contents of the Demonstration Team on social media.

### 1. REGULAR PROJECTS/ACTIVITIES – ANNUAL

#### A. Training Expenses

- i. Regular training every Saturday (Jan-Dec)
- ii. Additional training on Sundays if necessary (Jan-Dec)

#### B. Travel Costs

- i. Domestic and overseas Demonstrations (Jan-Dec)

#### C. Operating Expenses

- i. Team workshop (Jan)
- ii. Cooperation with Gachon University to use the training center (Jan-Dec)
- iii. Improving the quality of performances by purchasing costumes and props (Jan-Dec)
- iv. Promotion through media and SNS management of the demonstration team (Jan-Dec)
- v. Discovering new talent through year-end auditions (Dec)

#### D. Labor Costs

- i. Increase contribution to the demonstration team by generating stable income for key personnel.

### 2. SPECIAL PROJECTS/ACTIVITIES – ONLY FOR 2024

#### A. Paris 2024 Olympic Games

- i. Prepared for 4 times seminars and 8 times demonstrations

# DEPARTMENT PLANS – 2024

(GMS)

## KEY DEPARTMENT GOALS

1. Launch the new and improved Subscription module (e.g., WT licence subscription) in the WT GMS and educate our members on how to use it.
2. Launch the new WT GMS online training courses in the GMS put together with Synthesia (AI video generation software tool) in 4 languages (English, French, Arabic and Spanish) and have our 213 MNA Presidents, SG's and GMS admin take the course by the end of 2024 as a requirement for the MNA to have or retain access to WT GMS platform.
3. Launch and manage the opening of individual WT licence registration to the world (when subscriptions module launched)
4. Ensure that all WT Global Licence holders have an approved Passport or National ID of the MNA they are getting the WT licence through and colour picture ID meeting WT GMS bylaw requirements on their profile by the end of 2024
5. Manage the set up, management and administration for all activities through the WT GMS platform including but not limited to WT Licencing, WT events, courses/education, online 2024 hybrid general assembly/meetings, certification, and athlete ranking
6. Assist Member Department with the set up and collection of the 2024 Annual Survey in English, French, Spanish and Arabic.
7. Set up, launch, and manage 2 new online courses through the GMS from the IOC (prevention of competition manipulation and safeguarding) in 5 languages (English, French, Spanish, Arabic and Korean) in collaboration with the WT member Department and Presidents Office.
8. Anything else from JK after meeting in Seoul during Nov 20-23rd

### **1. REGULAR projects/activities – annual**

#### **A. 2023 Annual GMS Report**

- i. Prepare detailed annual GMS Report on all aspects of activities held during the year 2023.

**B. Post WT Promoted Event Reports**

- ii. Prepare detailed post WT Promoted event report on all aspects associated with GMS from registered, checked in, participated along with complete stats by country, team and more.

**C. Post WT online education/course Reports**

- iii. Prepare post WT online education/course reports for all courses through the GMS platform including stats on participants registered, paid, participated, passed and failed. Also included those that paid online vs offline and the amount received.

**D. Set up and manage the WT Accreditation Centre at all WT Promoted events.**

- iv. The WT GMS Team set up and manage the WT accreditation centre for all WT Promoted events and includes but not limited to the following:
  - Printing and distribution of credentials to all National Teams, WT stakeholders (WT council, WT management, WT Demo team, WT media etc) and Organizing committee management, staff, volunteers and guests.
  - Provide full and complete athlete registration list and data including athlete rank and photos for the chosen OVR provider to run the tournament.

**E. Set up and manage all WT recognized events, courses, and General Assemblies through the WT GMS platform.**

- i. The WT GMS Team set up and manage the registration for all WT recognized activities including events, courses and General Assemblies. In 2023 there were 134 recognized events and 120 online course a record in the platform plus 1 General Assembly.
- ii. The WT GMS Team is also responsible for sending final registration data to the recognized OVR company to run the event and get the results back in the GMS-OVR format for upload to the GMS for monthly athlete ranking calculations.

- F. Calculate, review and publish monthly World, Olympic, Poomsae and Para Athlete Rankings**
- i. The WT GMS Team receive results for all WT recognized events in the GMS-OVR csv format and upload the results to the WT GMS platform and then once a month calculate, review and publish the World, Olympic, Poomsae and Para athlete rankings.
- G. Prepare Synthesia AI videos demonstrating any new features or functions in the WT GMS platform as needed.**
- i. From time to time there will be new features or functions added to the WT GMS platform so in order to inform and educate our members on these changes we will make educational videos in English, French, Spanish and Arabic and distribute to our members and possibly on WT social media channels also and on WT website.
- H. Prepare custom reports and presentations requested from WT Departments and other stakeholders**
- i. Prepare various reports or presentations that are requested by WT Departments or other stakeholders on various statistics and data coming from the WT GMS platform.

# DEPARTMENT PLANS – 2024

## (EDUCATION)

### KEY DEPARTMENT GOALS

1. Develop relevant curriculum and educational materials for more effective education.
2. Coordinate with Continental Unions for the delivery of standardized education at the continental level.
3. Promote the calendar and information of the WT Education Programs.
4. Widen the audience of the World Taekwondo Education Programs, such as teaching Poomsae techniques as a pilot project.
5. Activate Central Training Center and Regional Training Centers.
6. Collaborate with external institutions for joint certification programs (e.g., World Academy of Sport, DTM from Seoul National University).
7. Organize WT symposium, and publish related journals and scientific studies.

### 1. REGULAR PROJECTS/ACTIVITIES – ANNUAL

#### A. Curriculum Development

- Textbook materials for more effective education
- Filming for teaching and learning materials (Target to TD, Educator, Coach, Referee, Para, Athlete, Open to Public)
  - i. Gather information from instructors or stakeholders
  - ii. Prepare for contents
  - iii. Internal review by department
  - iv. Complete the contents development

#### B. Onsite courses

- Kyorugi IR Courses (IR Seminar, IR Refresher Course)
- Poomsae IR Courses (IR Seminar, IR Refresher Course, Technical Training Program, IR Seminar for Demonstration Competitions)
- Educator Certification Course
- Coach Certification Courses (Kyorugi, Poomsae, Para)
- Para-TKD Referee Refresher Courses

- i. Received application for hosting from WT MNAs & CUs or Regional Training Centers
- ii. Approved by the President (Case by Case)
- iii. Conducting onsite courses in cooperation with the host MNAs or CUs or Centers

**C. Online courses**

- Pre-recorded Online courses (TD, Educator, Referee, Coach, Athlete, and Para, etc.)

- i. Organizing annual programs + launching of requested programs
- ii. Conducting online courses

**D. Olympic Solidarity**

- i. Gathering information from RELAY platform if any request for hosting
- ii. Selection of instructors for the program
- iii. Approved by the President (Case by Case)

**E. Government-funded programs**

- Partnership Taekwondo Program  
- Muju Conference

- i. Applying budget
- ii. Approval by the President (Case by Case)
- iii. Organizing courses followed by available schedule

**F. Organize WT Symposium and publish related journals and scientific studies**

- i. Organize on the occasion of the WT Junior Championships

**G. Others**

- Business promotion expenses (relevant items for course preparation)

- i. Prepare for required materials followed by confirmed schedule

## **2. SPECIAL PROJECTS/ACTIVITIES – ONLY FOR 2024**

### **A. ISF Academy (pilot program)**

- i. Discussion with ISF Academy for the possible programs
- ii. Approved by the President (Case by Case)
- iii. Launching pilot program with ISF Academy

### **B. Dream Together Master Program (pilot program)**

- i. Discussion with Seoul National University for the possible programs
- ii. Approved by the President (Case by Case)
- iii. Launching pilot program with Seoul National University

### **C. WT Central Training Center (pilot program)**

- Prepare program for WT regional Training Centers
  - Check for the possibility: Recognition of WT Medical Center
- i. Discussion with TPF, Jeollabukdo, and Muju for the possible program
  - ii. Approved by the President (Case by Case)
  - iii. Launching pilot program by using WT Central Training Center

### **D. Independent Contact (Mr. Philippe Bouedo)**

- As current, made a contact with Mr. Philippe Bouedo to developing WT Education / Certification programs and other relevant activities.  
(Salary: USD 6,000 per month)
- i. No further extension of the contract
  - ii. Operating project-based contracts

### **E. Poomsae Technical Training Program (Athletes)**

- i. Prepare to organize “Poomsae Technical Training Program for Athletes

# DEPARTMENT PLANS – 2024

## (ADMINISTRATION AND COMMUNICATION)

### KEY DEPARTMENT GOALS (COMMUNICATIONS)

1. Publish annual magazine (2024).
2. Strengthen the promotion of the World Taekwondo main events via social media platform, and local and international media.
3. Develop an Integrated Communications Strategy, and explore the creation of a new website with dedicated fan section and member section.
4. Integrate social media platforms of World Taekwondo into one centralized platform to maximize the number of viewers and followers.
5. Promote Taekwondo to the younger demographics through expansion of social media contents and channels.
6. Promote World Taekwondo's athletes and status as a leading International Federation through the development of an informative media kit at the Paris 2024 Olympic and Paralympic Games.
7. Increase the number of followers and viewership of WT contents by leveraging on the Paris 2024 Olympic and Paralympic Games (including widget creation).
8. Produce a commemorative video for the 30th anniversary of the adoption of Taekwondo as an official program of the Olympic Games.

### KEY DEPARTMENT GOALS (ADMINISTRATION)

1. Support office staff to enhance the working capacities.
2. Digitalize official documents.
3. Jointly organize the Taekwondo Day event in commemoration of the adoption of Taekwondo as an official program of the Olympic Games.
4. Cooperate with Chuncheon City for the establishment of the new World Taekwondo headquarters.
5. Pursue the registration of World Taekwondo as an international organization in the Republic of Korea.

#### 1. REGULAR PROJECTS/ACTIVITIES – ANNUAL (COMMUNICATION)

##### A. Publish and deliver annual magazine

- i. Gather information from departments (Nov. – Dec. 2023)
- ii. Writers to develop contents (Dec. 2023 – Jan. 2024)

- iii. Internal review by departments (Jan. 2024)
- iv. Approval by the President (End of Jan. 2024)
- v. Expected date of publication (Feb. 2024)
- vi. Gather receiving parties' information (address, etc.) from departments
- vii. Check number of copies to be sent
- viii. Get estimated cost
- ix. Deliver

**B. Production of videos for World Taekwondo events**

- i. Gather WT event calendar & prepare contract with production company

**C. Create new contents for younger demographic on social media**

- i. New Contents:
  - Upgrade athlete birthday celebration designs
  - Upgrade events content designs (banners, informative designs, etc.)
  - Increase viewers/followers' engagement with "event frames" (Taekwondo- Day, Peace Day, etc.)
  - Increase viewers/followers' engagement with more diverse contents (throwback videos, collage, photos, etc.)
- ii. Social Media platforms:
  - Facebook
  - Instagram
  - X (Formerly Twitter)
  - YouTube
  - TikTok

**OUTCOME:** Increase World Taekwondo's outreach in these platforms by 15%.

**D. Media partnerships & Ads (Domestic, International & Subscriptions)**

- i. Gather WT event calendar & prepare contract with Media company

**E. Design content creation – maintenance contract**

- i. Prepare contract with design company

**F. WT Website – server and maintenance contract**

- i. Prepare contract with website server & maintenance company

**G. Renew contracts/subscriptions**

- i. Review and renew contract and online platform subscriptions details with relevant counterpart

**2. REGULAR PROJECTS/ACTIVITIES – ANNUAL (ADMINISTRATION)**

**A. Renew contracts/subscriptions**

- i. Review and renew contract with operating system companies, maintenance and consulting counterparts

**B. Digitalization of documents & Internship Recruitment (10-12 months)**

- i. Hire intern staff for execution of specific supporting tasks
- ii. Hand over tasks related to document organization and digitalization of old papers.

**3. SPECIAL PROJECTS/ACTIVITIES – ONLY FOR 2024**

**A. Publish media kit for Paris 2024 Olympic and Paralympic Games**

- i. Gather information to be included within media kit
- ii. Writers & design company to develop contents
- iii. Internal review by departments
- iv. Approval by the President
- v. Expected date of publication

**B. Production of special souvenirs for Olympic and Paralympic Games, as well as for the World Taekwondo-promoted events (e.g. Junior, Poomsae)**

- i. Review item options & designs and get cost estimates according to quality of the souvenirs

**C. Prepare and execute Taekwondo Day ceremony**

- i. To commemorate 30 years since the decision of the 103rd IOC Session to accept Taekwondo as an Olympic sport
- ii. Review and plan celebration event (place, activities, theme, souvenirs)

# DEPARTMENT PLANS – 2024

## (PRESIDENT’S OFFICE)

### KEY DEPARTMENT GOALS

1. Support the President’s role as the representative of Taekwondo globally and ensure that the President’s vision is implemented across the organization and administration.
2. Support the Secretary General’s operations.
3. Manage WT advisors’ roles and activities.
4. Manage protocol-related activities at WT-promoted events (e.g. seating plan, VIP guest list).
5. Manage tasks related to the recognition of people who have contributed to Taekwondo (e.g. Manage the process of the honorary dan certificate).
6. Develop new GMS system.

### 1. REGULAR PROJECTS/ACTIVITIES – ANNUAL

#### A. Manage President’s daily activities (internal & external)

- i. Set-up internal and/or external meetings (in-person and/or virtual)
- ii. Draft and manage President’s speeches and letters
- iii. Organize President’s business trips (domestic and international)
- iv. Manage President’s operational budget (ordering gifts, plaques, food etc.)

#### B. Operation Planning & Expense and Planning (internal & external)

- i. New special gift design and preparation for VIPs
- ii. Manage the logistics President’s guests at WT events
- iii. Preparation mini-albums and gifts for President’s guest
- iv. Communicate with Organising Committees and departments to manage protocol activities at WT-promoted events, especially those related to the President and Secretary General, Council members (in cooperation with MRD), and VIP guests
- v. Basic promotion budget for President’s office work

## **2. SPECIAL PROJECTS/ACTIVITIES – ONLY FOR 2024**

### **A. Manage President's guest lists for the Paris 2024 Olympic and Paralympic Games**

- i. Preparation for VIP logistics in Paris
- ii. Preparation for President's guest logistics in Paris
- iii. Preparation for President's guest program and hospitality

# DEPARTMENT PLANS – 2024

## (LAUSANNE LIASON OFFICE)

### KEY DEPARTMENT GOALS

1. Represent WT in networking and information collection for regular reporting to the President and Secretary General.
2. Represent WT actively at meetings and events based in Switzerland.
3. Serve as the operations base for the Taekwondo Humanitarian Foundation.

### 1. REGULAR PROJECTS/ACTIVITIES – ANNUAL

#### A. Maintain office operations

- i. Rent, electricity
- ii. Operation expenses
- iii. Staff expenses, retirement funds and insurance

#### B. Attend relevant meetings (upon request from Seoul HQ)

- i. Seminars
- ii. Meetings
- iii. Representation of WT President
- iv. Report meeting outcomes to President and Secretary General

### 2. SPECIAL PROJECTS/ACTIVITIES – ONLY FOR 2024

#### A. New office furniture and equipment

- i. New office furniture
- ii. New office equipment

#### B. Update of WT Lausanne Office Staff regulations

- i. Compliance with Seoul HQ
- ii. New office equipment

# DEPARTMENT PLANS – 2024

## (TAEKWONDO HUMANITARIAN FOUNDATION)

### KEY DEPARTMENT GOALS

1. Maintain our current THF programs in the five refugee camps (Azraq, Elbeyli, Mahama, Kiziba, Malindza)
2. Initiate a THF program, as a test, with 50 refugee children and youths living in a north-east neighborhood in Tijuana (Mexico), in partnership with local experts from ACNUR and local authorities, involving PATU representatives
3. Set up a THF program for 100 children and youths in Zaatarı Refugee Camp to continue what has been started by the Korean government, and is stopped now.
4. Delivery of the 2024 Hope and Dreams Sport Festival (on a new version) and the THF Championships in Jordan
5. Increase the participation of refugee children and youths to our THF program in Paris, targeting 50 participants
6. Buildup of a Solidarity Fund among the taekwondo family (taekwondo clubs), to raise funds on a voluntary basis

### 1. REGULAR PROJECTS/ACTIVITIES – ANNUAL

#### A. Maintain our current THF programs in refugee camps

- i. Budgets approval by THF Board of Trustees (Nov. 2023)
- ii. Review 2023 of THF programs (Jan. 2024)
- iii. Setting of new contracts (Feb. 2024)

#### B. Initiate a test program with 50 refugee children in Tijuana

- i. Formal meeting with PATU and ACNUR representatives (Nov. 2023)
- ii. Definition of the targeting approach and operations (Dec. 2023)
- iii. Inventory of possible practice's places (Jan. 2024 – Feb. 2024)
- iv. Budget definition and approval (Mar. 2024 – Apr. 2024)
- v. Approach of the participants (May .2024)
- vi. Start of the test program (Jun. 2024)

**C. Set up of a THF program for 100 refugee children in Zaatari**

- i. Contact with UNHCR and Jordan Taekwondo Federation (Nov. 2023)
- ii. Budget definition and approval, contract (Mar. 2024 – Apr. 2024)
- iii. Recruiting of 2 instructors attending 100 children (May. 2024)
- iv. Coaches trained to THF's safeguarding and methods (Jun. 2024)
- v. Official launch of THF program in Zaatari (Jul. 2023)

**D. Delivery of the Hope and Dreams Sport Festival + THF Championships**

- i. Cf. Document V7 and task force meeting
- ii. Hope and Dreams Sport Festival (Apr. 30 – May. 01)
- iii. THF Championships (May. 01)

**E. Reach 50 refugee children for THF program in Paris (Île-de-France)**

- i. Visit to associations, neighborhood's houses (Nov. 2023 – Mar. 2024)
- ii. Inventory of possible practice's places (Nov. 2023 – Dec. 2023)
- iii. Planning of the lessons and coaches (Jan. 2024)
- iv. Start of the lessons (Feb. 2024)

**F. G2 Solidarity Open, Montargis (France)**

- i. Signature of a cooperation agreement between WT/THF, Solidarity Open (Mamoudou Bassoum) and FFTDA (Mar. 2024)
- ii. Selection of 6 refugee athletes from our programs (April 2024)

**2. SPECIAL PROJECTS/ACTIVITIES – ONLY FOR 2024**

- A. Creation of a presentation video for each of the THF programs
- i. Budget estimation for 5 videos of 2:30 - 3 min. (Oct. 2023 – Nov. 2023)
  - ii. Presentation of the budget to the THF Board meeting (Nov. 2023)
  - iii. Signed agreement with the selected videographers (Jan. 2024)
  - iv. Shooting of the videos in the 5 refugee camps (Feb. 2024)
  - v. Translation and Subtitle in English (Mar. 2024)
  - vi. Release on THF website and youtube (Apr. 2024)