

Introduction

The policy ITF-Belgium 2024-2027 has put forward several **Strengths, Weaknesses, Opportunities and Threats (SWOT)**, which lead to several **objectives and actions**. These objectives and actions require steps necessary for the implementation of the policy, a determination of responsibilities and terms, the monitoring of the actions and plan and a continued evaluation: which objectives were achieved (completely, partly, not), which objectives need adjustments (in time, or in actions)?

Continuous monitoring, evaluation after a year, after two years, after three years and at the end of the term (2027) is needed.

The **yearly survey** to collect data from the instructors and members is a good asset, but it could also be a pitfall. The purpose is not data collection 'an sich'. What is happening with the information delivered through the instructors and members, which actions are done?

The SWOT (data analysis) delivered several strengths, weaknesses, opportunities and threats, with the following questions:

Strengths:

Do we exploit our strengths in a sufficient way? Can these strengths put ITF more on the map compared to e.g. WT, WAKO, other sports? How can we use our identity more, how can we take more profit out of the facet of 'Sports for all'?

Weaknesses:

We are not able to counter each and any of these weaknesses, as some are beyond our reach, but we need actions for others:

- Transparency by the board: actions already in progress: more and better communication: more openness at General Assembly and more time to discuss, communication and e-mails after meetings or decisions of the board etc.
- Confusion taekwondo & Taekwon-Do, brand awareness: an action plan is needed by the PRC, the question will be put forward.
- Lack of referees and lack of commitment of higher degrees: an action plan by the TUIIC is necessary, the question will be put forward.
- Consistency of some parts at (kup and dan) gradings: the dan grading committee is already being more severe during gradings since the beginning of 2024.
- Limited resources? How to solve, ideas?

Opportunities:

We need to take more advantage of the opportunities presented to us, although for some the trajectory was started:

- Integration of technology to enhance training and competition; digitization (online training sessions, meetings, workshops and courses) & new devices being developed: the federation invested in the Sportsdata software, the ITF electronic system (to be used during upcoming championships, with training sessions and workshops as from September 2024 on), devices for special techniques and power breaking for

- The new website: a new website was created and is being evaluated continuously.
- An increase of the number of members: an ongoing facet.
- More youth and female practitioners are joining: the growth is visible.
- Clubs from other associations that want to join and growth potential in new markets and demographics?
- Collaboration with other organizations and federations to promote the sport: collaboration with FROS for several years, but we need other opportunities.
- Development of new programs and events to attract new members and fans.
- Increased recognition and support from government and private organizations.
- Expansion of sponsorships and partnerships.

Threats:

Just as for the weaknesses we will not be able to counter all of the threats, but for some we can find solutions. By taking much more advantage of some of our strengths, we will be able to counter some of the threats:

- Competition from other martial arts, combat sports and sports, competition by other ITF organizations, competition by WT taekwondo: with more emphasis on the ITF identity (with the tenets, the philosophy), with the four facets of Taekwon-Do, the multiple disciplines on the level of championships, with emphasis on the sports for all-facet (with the possibility of recreation and a lifelong practise) and thus more brand awareness and a well-written action plan by the PRC, we are able to attract more members and stand the competition of other martial arts and sports.
- Drop-out in the age category 14-18 year: we need to find solutions to be more attractive tot his age group.
- Challenges in adapting to changing regulations and policies and more and more administration.
- Difficulties in finding volunteers (to help in the clubs, to help during events).
- Difficulties in finding instructors (to open new clubs, to conduct classes).
- Lack of public awareness or misconceptions about the sport: an action plan of the PRC is needed to have more brand awareness.
- Risk of injury or negative outcomes during competition: ITF has been working hard on competition rules and the safety during championships, e.g. with the concussion policy. The TUIC is implementing this policy in their NUC's.

Operational objectives and actions

The objectives described in the policy are divided into short term, medium term and long term objectives, and they will be linked to actions to obtain the determined outcome.

Some of the objectives have already taken a start and are either finished, or a further work in progress.

Objectives that have already started

1. A **new website** has been launched in 2023. There is constant feedback from instructors and members; this feedback is being evaluated and if possible suggestions are being implemented. This objective has partly been reached, although this is a constant work in progress.

On short term some adjustments need to be made:

- Instead of having 1 website only in English, the website has to be translated into Dutch and French
- More (action) pictures need to be included.
- Implementation of an online feedbacksystem for members.
- Include an online learning platform (linked to point 5 and 6, gradings and education).
- The generation of a newsletter for members who wish to subscribe.

2. **Transparency by the Board** was one of the threats. Since 2023 communication, both positive and negative issues, towards the instructors and clubs is going in a faster way: following Board meetings or decisions made by e-mail is one of the examples. Above this, the General Assembly has become a moment with more time and opportunities to have discussions, to answer questions etc. This objective has partly been reached, although this is a constant work in progress.

A next step is the implementation of a newsletter for members, generated through the website (see point 1).

3. ITF-Belgium invested in **new materials, devices and software** to make championships more attractive and the organization of championships easier, to educate umpires, to make sure competitors on national and international level have the best possible circumstances to practise: devices for power breaking and special techniques, to be used during championships, have been bought and at the same time the federation invested in licenses, software and material for the ITF electronic system. The next step is for the TUIC to educate the umpires: separate courses are scheduled for the last quarter of 2024, afterwards the item will be included in the regular NUC's.
4. **Competitions for kids and youth members had to become more 'child-friendly'** by having some small adaptations in the categories. A start has been made by the TUIC during the Belgian Championships 2024. This needs follow-up by the TUIC for the next championships.
5. **Gradings: the standard of the gradings should get better.** This can be done by encouraging both members and instructors to participate at national and international

courses, seminars, training sessions. The Board has to encourage instructors and members to participate and has to offer attractive courses at national level, and spread the information and facilitate participation at courses on international level. Before accepting application forms for dan gradings, the number of national courses has to be checked more thoroughly (the ITF/international qualifications are implemented in the ITF Online System). As from 2025 on, the payment of teaching plaques by the federation will be linked at the attendance at NIC's. Above this, as from February 2024 on, the evaluation at dan gradings has become more severe, just as the possibility to attend the grading.

Short term objectives (2024-2025)

6. Linked to point 5 is the **education of instructors**: ITF-Belgium wants better qualified instructors: with VTS/Adeps certification and through ITF (ITF Coaches Developers Course, International Instructors Courses etc.). This will result in a better level of the members. ITF has a whole range of courses and seminars, and ITF-Belgium is providing events such as National Instructors Courses, tul courses, Days of Taekwon-Do etc. Some of the courses are compulsory before being able to join gradings, the ITF Bylaws and grading rules ask for attendance on certain courses before being able to have a promotion test.
Instructors that are present at NIC's will be rewarded: the federation will pay for the teaching plaque for the next year (as from 2025 on), dan gradings are much more severe etc. Besides this, FROS and most of the local sports counsels are compensating the fees for courses by VTS/Adeps. In 2023 a new committee was established, the ITF Coaches Developers Committee, to help instructors to gain a higher level. The national coaches are much more severe in selecting members for the national team; without the appropriate skills, members will not be selected.
7. **New clubs**, both starting schools as clubs joining from other organizations, need to be monitored for one year before the General Assembly will take the vote to accept them in the federation. During that year the new club and its instructors will need to show willingness to be part of the organization, by being present at courses, seminars, championships and other events, by showing they accept the rules & regulations of ITF-Belgium, to live by the tenets and philosophy of Taekwon-Do.
Some guidelines will be written down, regarding the presence on events, the goals to obtain etc. over the year. After one year, the Board will formulate an advise for the General Assembly regarding the acceptance of the new club.
8. ITF-Belgium needs to create **more awareness about ITF Taekwon-Do, have a better brand awareness**, more promotion of the national team as well as regular practitioners, highlight the strenghts of ITF Taekwon-Do and the ITF identity, such as the four facets of Taekwon-Do, the multiple disciplines in one martial art, the 'Sports for All'-facet, with both possibilities for competition as well as practising on recreational level, the fact Taekwon-Do can be practised from the age of 3 until high ages (Kids Development Program, Harmony Program), etc. The PR Committee will be asked to come forward with an action plan for the next 4 years. Putting the brand ITF in the spotlight should attract more members to the affiliated clubs, both for recreational as for competition level,

which will lead to a growth of the federation. A bigger budget will be granted to the PR Committee to accomplish this.

9. Point 8 is linked to the branding of the national team through different channels, not only social media, but also the national press, which could lead to **more financial means for the national team** due to sponsoring. More financial means will lead to more opportunities for national team members and coaches to gain experience on the international level, with better results on European and World Championships.
10. The federation and the TUIC need to implement **the concussion policy**, make sure all umpires and coaches are aware of the policy, implement this in the umpire courses. As the policy has been implemented in the ITF Tournament & Umpire rules, the ITF-Belgium TUIC has made a start on implementing this on national level, first by instructing members attending the NUC's, at a second stage during championships.
11. Instructors and members have to be encouraged **to take part in International Do Courses**. The ITF Bylaws and grading rules state the obligation of Do courses for gradings as from 7th degree on. As from 01.01.2025 this will also be a necessity for gradings 4th degree and up.
12. ITF-Belgium has to **create categories at championships for members with special needs**, both mentally and physically. As ITF has adopted 'Adapted Rules' April 2024, the implementation at national level will be easier. The Inclusion Committee and the TUIC will be asked to discuss this together, and implement it in the next championships. The first umpires took part in the online ITF Adapted International Umpire Course in June 2024.
13. Clubs need to be encouraged to have their own **confidential advisor(s)**, and members have to be informed on the confidential advisors on national level, the ITF Harassment Policy and the disciplinary rules. ITF-Belgium has 3 **safeguarding officers**. Their contact details are on the website. The information is being distributed to the clubs on regular basis through e-mail, through the website and on the General Assembly. The ITF Harassment Policy is implemented in the national Disciplinary Rules. On one of the next NIC's the theme will be discussed. The affiliated schools need to inform their members/parents. On regular basis sessions on how to become safeguarding officer on club level are available, e.g. through FROS. This information will be send tot he schools, with the question to inform the students/parents on the possibility to become confidential advisor on club level. A motivation could also be the fact FROS is granting more funds to clubs with a safeguarding officer, as well as a lot of local sports counsels when granting funds.
The confidential advisors should receive more specialized courses (which are conducted by FROS, ICES, Dynamo etc.). To become safeguarding officer it's necessary to attend specialized courses. The information will be send to the clubs.

Medium term objectives (2026)

1. ITF-Belgium needs **more and better qualified umpires**. ITF-Belgium has to invest in the TUIIC, to encourage members to become umpires, to encourage umpires to follow more courses and to gain experience at national and international events. This a task for all affiliated schools, all members, the board, but especially the TUIIC. The committee will be asked to implement an actionplan for the upcoming years.
2. Coaches, athletes and instructors have to be encouraged to read **the information of WADA** and the information distributed by the Antidoping Officer. ITF is working currently on the implementation of eLearnings, online sessions and other digital tools to inform members. As soon as this is the case, both the clubs/instructors and the coaches need to be informed.
3. The national coaches need the possibilities to **participate at coaches developing and other courses** to have the latest information on coaching. For this, more financial means are needed (see point 8 of the short term objectives).
4. The Board has to facilitate **the participation of members with special needs at seminars, training sessions** etc. The Inclusion Committee will need more (financial) means to facilitate this. The Inclusion Committee will be asked to put forward an action plan.
5. ITF-Belgium needs to **encourage women with scarfs** to participate at events. In the adapted Tournament & Umpire rules ITF this was implemented, which makes it easier for women with scarfs to participate at championships on national level too. As there are no barriers to participate at seminars, workshops etc., it's up to the affiliated school to motivate their members to attend.

Long term objectives (2027)

1. ITF-Belgium will encourage instructors to open new schools by supporting motivated instructors to do so, e.g. by incentives such as the teaching plaque (paid by the federation for those instructors attending NIC's).
Upon receiving an application for dangradings, the candidate will receive the question what their goals for the future are, how they can contribute to the federation. In the case a candidate points out to be interested in opening a new club, the board will give more information to that person.
2. ITF-Belgium needs to encourage clubs to have more cooperation in between them and their instructors, to share knowledge. This initiative has to come from the clubs and instructors, but the federation will support these initiatives.
3. The affiliated clubs have to be encouraged to have separate classes for youth members. Besides the fact of having different training methods and goals for adults and youth members, the board needs to point out that having separate classes are a motor of obtaining more members, a bigger club and thus more revenues.
4. ITF-Belgium has to create a safe place for gender-neutral and transsexual members and needs to start thinking about how to deal with these members on championships. It's up

to the affiliated clubs to open the doors of their dojangs, in the philosophy of Taekwon-Do that ITF is open to all persons, regardless of gender. There are no boundaries to take part in seminars, workshops and other events. As for championships ITF-Belgium needs to wait on the outcome of ITF (the ITF TUIC is currently working on rules).