

Policy Plan
International Taekwon-Do Federation – Belgium
(ITF-Belgium)

2024-2027



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Introduction

ITF-Belgium is the national association, affiliated to the *International Taekwon-Do Federation (ITF)* and its regional federation *All Europe Taekwon-Do Federation (AETF)*, responsible for the implementation and growth of ITF Taekwon-Do in Belgium.

ITF-Belgium in numbers (dd. 15th July 2023):

- 18 affiliated clubs
- 900 members
- 11 committees

Organization chart & Board

ITF-Belgium is an umbrella organization. The tasks of ITF-Belgium include:

- The contact with ITF, AETF and other international associations.
- The organization of the yearly Belgian Championships.
- Participation at General Assemblies of ITF and AETF.
- Participation at World and European Championships and the structures of the national team.
- The organization of the national committees.
- The organization of dan gradings.
- The organization of national (technical and other) courses, seminars.

Representatives of ITF-Belgium:

- Master Annick Van Driessche, President
- Patrick Crevecoeur, Vice-President

Since Belgium has no national Ministry of Sports, under the umbrella of ITF-Belgium 2 regional federations were founded: ITF-Vlaanderen eV vzw and ITF Wallonie. E.g. finances are under their responsibility.

ITF-Vlaanderen eV vzw

- President: Master Annick Van Driessche
- Vice-President: Stefan Hendrickx
- Secretary-General & Treasurer: GrandMaster Frank Vanberghen
- Member: Benny Torfs
- Member: Nico Van Linter

ITF Wallonie:

- President: Patrick Crevecoeur
- Vice-President : Mr. Erik Van Hoeck
- Secretary-General : Mr. Julien Goulard
- Treasurer : Mr. Terence Bewa
- Member of board : Mr. Jérémie Bewa

Tasks and duties of the Board Members

- President: is leading the meetings en takes the leading role among the representatives; makes sure the decisions taken by the Board and the Congress are being executed.
- Vice-President: replaces the President in his/her absence and is his/her right hand.
- Secretary-General: makes the minutes of the meetings; signs the minutes together with the President and has the responsibility on the preservation of these minutes; signs and distributes the calls for meeting.
- Treasurer: preserves the accounts of the federation and collects the sums; does the transfers and pays the invoices; manages the goods in consultation with the Board; reports on the finances; keeps the accountability; regulates the publication in the national monitor.
- Members: assist the President, Vice-President, Treasurer and Secretary and make decisions together with these Board Members.

Committees

Dangrading Committee	ITF-Belgium is hosting at least 2 dangradings a year. The committee is responsible for the organization, the promotion of black belt members and the quality and uniformity of the dan gradings.
Technical Director & Assistants	<p>The Technical Director and the assistants are responsible for the technical level of the instructors & members of ITF-Belgium and the program for dan/kup gradings. The Technical Director appoints members for the Dan & Kup Grading Committee, according to the rules and regulations. The Technical Director & assistants conduct national technical seminars for instructors and advise on technical matters.</p> <p>The Technical Director and the assistants, together with the Dangrading Committee, offer continued support to black belt members, mentorship and guidance as these members progress and assist in their further development, technical, teaching and leadership skills.</p>

Tournament, Umpire & IT Committee (TUIC)	The TUIC conducts umpire courses, provides a manual for umpires, keep a list of (potential) umpires within ITF-Belgium and keep records. The committee decides to approve or decline applications for A and B umpires, according to national and international rules. The committee organizes the umpire matters on championships in Belgium, in cooperation with the organizers.
Disciplinary Committee (DC)	The DC is responsible for disciplinary and ethical procedures on demand of the board, keeping the ITF Protocol & Bylaws in mind, and with respect to the constitution and Rules & Regulations ITF-Belgium.
Hosinsul Committee	The Hosinsul Committee conducts hosinsul courses in ITF-Belgium, with respect to ITF Taekwon-Do techniques and preserves the level of hosinsul in ITF-Belgium, in accordance with the grading rules & technical specifications.
Public Relations Committee (PRC)	The PRC is in contact with (national and regional) press concerning results and events ITF-Belgium and the national team, and Taekwon-Do in general. The committee searches for sponsors for ITF-Belgium and the national team. The PRC is responsible for pictures/movies of events, competitions and the national team and the PR before, during and after activities ITF-Belgium.
Anti-Doping Officer	The Anti-Doping Officer is the liaison between the ITF Medical & Anti-Doping Committee and ITF-Belgium, responsible for the spreading of information related to doping and WADA to competitors, coaches and instructors.
Inclusion Committee	The Inclusion Committee creates possibilities for athletes with physical or intellectual special needs to fully take part in classes, seminars, competitions and all other activities of ITF-Belgium, together with all other participants, as a tool of personal and social development. The committee stays updated with all scientific information and studies related to the different issues and have regular education by participating at specialized seminars and courses organized by ITF and AETF and follows very closely all the politics, methods and programs issued by the ITF and AETF Inclusion Committees, and do the best to develop them at the national level.
Kupgrading Committee	The examiners, appointed by the Technical Director, in accordance with the ITF Bylaws and the ITF-Belgium rules & regulations, are responsible for the promotion of colored belts (in one club, or appointed for several clubs). They are responsible for the technical level and uniformity of the members they promote, with respect to the kup grading program.

National Coaches	The National Coaches coordinate trial- and squad sessions, they make the selection of the national team and follow the progress and results of competitors and (future) team members. The coaches are responsible for the preparation of European and World Championships and the registration & coaching of national team members during these championships and all administration and meetings related to these championships.
Confidential Advisors	The role of a confidential advisor in ITF-Belgium is to provide confidential and independent support to members of the organization who may have experienced harassment, abuse, or other forms of misconduct.
Coach Development Committee (CDC)	The CDC instructs coaches and instructors of the affiliated clubs in order to have a higher level of instructing in the classes and dojangs.

1. Mission & Vision

The **mission** of ITF-Belgium is the promotion and development of ITF Taekwon-Do in Belgium, with the 4 facets of Taekwon-Do as a guideline:

Taekwon-Do

- as a martial art
 - as a sport
 - as a tool for social development
 - as a way of life
- 1) The **mission** of ITF-Belgium is to contribute to the well-being of society and its members by spreading Taekwon-Do, to promote the practice of traditional Taekwon-Do and preserve the traditional values, techniques and teachings as established by general Choi Hong Hi
 - 2) Supporting the growth of Taekwon-Do: ITF-Belgium provides opportunities for members to learn, train, and compete in Taekwon-Do lifelong, as well as support the growth and development of clubs and schools across Belgium.
 - 3) Taekwon-Do is a martial art open to anyone regardless of gender, age, background, religion, ideology etc. Taekwon-Do in Belgium has to be accessible to anyone. For ITF-Belgium it is important to preserve this ITF identity, with the norms and values described by General Choi Hong Hi. Protocol, Ethics and Do are main issues.
 - 4) Providing certification and recognition: ITF-Belgium offers certification and recognition for members who achieve certain levels of proficiency in Taekwon-Do, such as black belt ranks or instructor qualifications.
 - 5) Establishing standards: ITF-Belgium establishes standards for the practice of the art, including technical requirements, safety guidelines, and codes of conduct.
 - 6) Promoting national and international collaboration: ITF-Belgium promotes national and international collaboration and cooperation, in order to advance the art and strengthen its global community.

The **vision** of ITF-Belgium is to promote and develop the practice of Taekwon-Do as a martial art in Belgium and around the world.

Common goals and objectives:

- 1) To promote the values and principles of Taekwon-Do, such as courtesy, integrity, perseverance, self-control, and indomitable spirit.
- 2) To ensure that Taekwon-Do is practiced in a safe and ethical manner.
- 3) To organize and regulate competitions and events at various levels, including national and international championships.
- 4) To provide training and development opportunities for practitioners, instructors, and officials.

- 5) To establish and maintain relationships with other martial arts organizations and international sports bodies.
- 6) To expand the reach of Taekwon-Do by increasing participation and awareness of the martial art globally.
- 7) To uphold and enforce the rules and regulations of the International Taekwon-Do Federation (ITF) or other governing bodies.
- 8) To preserve and promote the traditional techniques, patterns, and philosophy of Taekwon-Do as taught by its founder, General Choi Hong Hi.
- 9) To promote cultural exchange and understanding through the practice and promotion of Taekwon-Do.

Overall, the vision of ITF-Belgium is to create a strong and vibrant community of Taekwon-Do practitioners in Belgium and around the world, united by a shared passion for the martial art and a commitment to its values and principles.

2. Data Collection

Collecting feedback from its members is crucial for ITF-Belgium for several reasons:

- **Improve member satisfaction:** feedback helps the federation to understand what its members think and feel about its programs, services, and policies. This enables the federation to make improvements and changes that address the concerns and needs of its members, thus increasing member satisfaction.
- **Strengthen communication and relationships:** collecting feedback provides an opportunity for the federation to communicate with its members, demonstrate that it values their opinions, and build stronger relationships with them.
- **Foster member engagement and loyalty:** when members feel their feedback is heard and acted upon, they are more likely to remain engaged with the federation and be loyal supporters of its mission and programs.
- **Identify emerging trends and issues:** collecting feedback from members can help the federation identify emerging trends and issues that may impact its programs and services. This allows the federation to proactively respond to these changes and stay ahead of the curve.

Overall, collecting feedback from the members is essential to maintain its relevance and effectiveness, and to continue to meet the needs and expectations of these members. Of course, this has to be done conform the GDPR-regulations.

3. Data Analysis (SWOT)

Strengths

- ITF Taekwon-Do, with its 4 facets, offers a varied range of disciplines, which keeps it interesting and accessible for all.
- Taekwon-Do is dynamic.
- Taekwon-Do can be practiced as a sport (competition) or on recreational level.
- ITF-Belgium and ITF offer a strong group and family feeling, a strong community and support from members and fans.
- Due to the grading system members can constantly set objectives.
- ITF offers specific programs: e.g. the Kids Program for members 3-7 years, the Harmony Program for members over 55, the Adapted Program for members with mental or physical disabilities and several committees and development teams. For all of these programs ITF offers courses and manuals, while the committees and development teams offer events.
- There are events on national and international level, both 'in live' and through digital platforms.
- Due to the grading system and the courses, instructors are qualified.
- Taekwon-Do can be practiced by all ages, and lifelong.
- The different committees ITF-Belgium have their specific working process and operate independently.
- Dan gradings are being organized on national level.
- Established brand recognition and reputation (ITF).
- There are well-defined rules and regulations governing the sport.
- Focus on promoting physical fitness, discipline, and respect.

Weaknesses

- The structure of ITF-Belgium as umbrella organization with 2 regional federations, due to the specific structures in Belgium, not having a national Ministry of Sport
- Transparency by the Board.
- No recognition by regional/national authorities.
- Confusion between Taekwon-Do and taekwondo.
- Brand awareness among the general public and the press.
- The lack of referees at championships and the lack of commitment of higher degrees to be referee at championships.
- Limited resources, revenues, both for the federation and the national team, for marketing and promotion.
- The consistency of some parts/disciplines at gradings (e.g. hosinsul).
- Limited participation in some regions or demographics.
- Dependence on volunteer participation and support.
- Challenges in balancing tradition with evolving trends and styles.
- The lack of good national programs/specializations to develop practitioners into different roles/disciplines: referees, instructors, coaches.

- The lack of commitment of higher degrees to attend seminars at national and international level.

Opportunities

- Integration of technology to enhance training and competition; digitization (online training sessions, meetings, workshops and courses).
- New devices are being developed.
- The new website.
- An increase of the number of members.
- More youth and female practitioners are joining.
- 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.
- 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

- Competition from other martial arts, combat sports and sports, competition by other ITF organizations, competition by WT taekwondo.
- Drop-out in the age category 14-18 year.
- 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
- Risk of injury or negative outcomes during competition

4. Policy Plan – Operational objectives and action points

The survey and the SWOT-analysis revealed some challenges and operational/strategic objectives. Out of these objectives, some strategic goals (on short term) were chosen:

1) Affiliated clubs

ITF-Belgium wants to continue to support its affiliated clubs, by offering high-quality formation for its instructors, by offering events & activities and gradings for its members, by offering high-level championships for its competitors.

ITF-Belgium needs to put quality above quantity. New clubs (both newly established clubs from within the federation as existing clubs coming over from other organizations) will be monitored, and the Board will accept them under conditions. This is, they will have to go through a trial period of one year in which they will need to participate at activities and formations and behave according to the rules & regulations. After one year, the General Assembly will decide on acceptance of the club to the federation.

A new website has been launched, and the visibility on social media has been augmented. This needs a continued evaluation.

Although the number of members is growing over the last years, there is still room for attracting more members to the affiliated schools. Therefore we need to focus more on public relations and create more awareness about ITF Taekwon-Do and its advantages.

We need to be more transparent to the clubs about the decisions made by the Board, and present them a clear and good structure. With a yearly survey we will examine the needs and wants of the clubs, instructors and members.

To have a better and quicker communication with the instructors and members, and to be more transparent, after every Board Meeting the outcome is being send by e-mail to the schools and committees.

A survey was launched in 2022, with the intention to repeat this on yearly basis. The results of the survey are to be discussed during the annual Congress Meeting with the General Assembly (January).

ITF-Belgium has a new website, where the information is visible in a better way, and is more and more active on social media.

ITF-Belgium can offer various resources and support to its affiliated clubs, including:

- **Certification and Training:** the federation can provide training and certification for instructors and coaches to ensure that they have the necessary knowledge and skills to teach Taekwon-Do effectively and safely.

- **Networking and Collaboration:** the federation can facilitate networking and collaboration among its affiliated clubs, allowing them to share knowledge, resources, and support.
- **Competition Opportunities:** the federation can organize and promote competitions at regional and national levels, giving affiliated clubs the opportunity to compete against other clubs and showcase their skills and achievements.
- **Marketing and Promotion:** the federation can help to market and promote its affiliated clubs, raising awareness of their existence and the benefits of practicing Taekwon-Do.
- **Access to Resources:** the federation can provide access to resources such as training materials, equipment, and facilities, helping affiliated clubs to improve their training programs and facilities.
- **Support in Crisis Management:** in case of any incidents or crisis, the federation can offer support and guidance to the affiliated clubs.

Overall, the federation can serve as a valuable resource for its affiliated clubs, providing them with the support, resources, and guidance they need to thrive and succeed in the practice of Taekwon-Do.

Objectives:

- ***ITF-Belgium will put forward a strategy to monitor new clubs, clubs joining from other federations.***
- ***The Board will evaluate the website continuously and adapt items if possible.***
- ***The Board will be more transparent and have a faster communication towards its instructors, e.g. by sending the outcome of Board Meetings to the instructors immediately, by having a yearly survey and to give the General Assembly more possibilities to discuss during the yearly Congress Meeting.***
- ***ITF-Belgium will give more means to the PRC to create more awareness about ITF Taekwon-Do, thus attracting more members to the affiliated clubs.***
- ***ITF-Belgium will encourage instructors to open new schools by supporting motivated to do so, e.g. by incentives such as the teaching plaque (paid by the federation).***
- ***ITF-Belgium needs to encourage clubs to have more cooperation in between them and their instructors, to share knowledge.***

2) Education

The instructors and members ITF-Belgium can participate at several courses, training sessions, workshops and seminars on international and national level.

ITF-Belgium needs more high-qualified instructors. We need to motivate our instructors to participate on regular basis at national and international courses and seminars (of which some are compulsory when doing application for gradings), e.g.:

- National Instructor Courses
- Days of Taekwon-Do
- National Umpire Courses
- Hosinsul Courses
- Seminars on different topics with national or international instructors

- International Instructors Courses
- International Do Courses (both in live and online)
- International Kids Courses
- International Umpire Courses
- International Adapted Courses
- International Harmony Courses
- International Coaches Courses
- Etc.

Motivating instructors to follow courses can be achieved by implementing the following strategies:

- Highlight the Benefits: emphasize the benefits of attending courses such as the opportunity to learn from experienced and renowned instructors, exposure to new techniques, and networking with instructors from other clubs/countries.
- Provide Incentives: provide incentives to instructors who attend courses such as financial assistance (through the budgets for the committees), support with information on travel and accommodation, and recognition and promotion within the federation.
- Foster a Learning Culture: create a culture of continuous learning by encouraging and rewarding instructors who pursue professional development and attend international courses.
- Encourage Peer Support: encourage instructors who have attended international courses to share their knowledge and experiences with their peers, as this can help to inspire others to attend similar courses.
- Offer Flexibility: provide flexibility in terms of scheduling and course selection, to allow instructors to choose courses that are relevant to their interests and needs.
- Provide Follow-up Support: provide follow-up support and coaching to instructors after they attend international courses, to help them implement what they have learned and apply it in their teaching.
- Foster a Sense of Community: foster a sense of community and belonging among instructors, and encourage them to attend international courses together as a team, to promote collaboration and shared learning experiences.

By implementing these strategies, ITF-Belgium can motivate its instructors to attend national and international courses and continue their professional development, which in turn can benefit the federation, its members, and the martial art as a whole.

Practical:

On regular base National Instructors Courses and Days of Taekwon-Do are being organized on national level, which are important to instructors (and members) in order to be able to pass on the correct information to their members during classes (and for kup and dan gradings). At the request of the instructors, the concept and program of these courses have been changed, with more emphasis on how to conduct classes, how to explain certain technical aspects etc. This way, the courses will be more attractive to instructors, they will attend more easily.

There will also be more focus on the organization of courses and seminars with foreign GrandMasters and Masters.

As we need more (qualified) umpires for championships on national level, the TUIK needs to focus more on how to attract new interested members to become umpire, and on the continued formation of existing umpires.

During gradings hosinsul seems to be one of the weaker points, so the instructors need to focus more on this discipline during their classes. ITF-Belgium can assist them by offering, through the Hosinsul Committee, more opportunities to learn self-defense techniques and to make this discipline more attractive.

ITF-Belgium also needs to inform the instructors and assistant-instructors on the possibilities of taking part in courses recognized by the government (through VTS/Sport Vlaanderen and ADEPS). These courses ask a lot of investment, both in time and financial means, but most towns/cities and FROS are refunding the fee (partly) upon achieving the certificate.

To have more high graded instructors as umpires in championships, a few strategies may be helpful:

- Offer training and support: provide training and support for umpires to improve their skills and knowledge, and to help them feel more confident and competent in their role.
- Provide incentives: consider offering incentives for high-graded instructors to serve as umpires. This could include financial compensation, travel and accommodation expenses, or recognition and awards.
- Encourage participation: encourage high-graded instructors to participate as umpires by promoting the benefits of serving in this role, such as the opportunity to gain experience and network with other professionals in the field.

Foster a culture of excellence: foster a culture of excellence within the Taekwon-Do community by emphasizing the importance of professionalism, skill development, and continuous learning. This can help to attract high-graded instructors who are passionate about their craft and committed to the growth and development of the martial art.

Objectives: ITF-Belgium wants by the end of 2027 more and better qualified instructors: with VTS/Adeps certification and through ITF (ITF Coaches Developers Course, International Instructors Courses etc.). The Board and the committees will encourage the instructors to take part in courses, seminars, training sessions and provide incentives such as financial means, information and practical support.

3) Recreation

Taekwon-Do offers a lot of possibilities for members that want to practice for recreative purposes, a lot of different programs and the possibility to practice lifelong. Besides that, the variety in disciplines makes it attractive to a lot of persons.

ITF-Belgium has to focus on how to generate more members that want to practice for recreational means.

Overall, by focusing on creating a supportive and inclusive environment, emphasizing health and fitness benefits, and providing affordable and accessible resources, ITF-Belgium can attract and retain recreational practitioners who are interested in improving their physical and mental wellbeing through the practice of Taekwon-Do.

Objective: ITF-Belgium has to attract more persons interested in practicing Taekwon-Do on recreational level, by focusing on the advantages, by investing in good public relations and by offering activities which are non-competitive.

4) Championships

ITF-Belgium needs to offer more and better competition possibilities, with better support. New devices (power breaking, special techniques) and software plus material for the ITF electronic system were bought.

ITF-Belgium has a license for Sportdata. The system is being used for the organization of and the subscription to championships. Persons are being educated to use these systems.

On short term the federation is planning to buy more mats, to be able to have more rings on championships.

The TUIC needs to receive more means to educate more and better qualified umpires (JP's, center referees, corner referees).

The last years ITF has invested in making competition more safe: by the implementation of headgear, the use of recognized safety-equipment, the adaptation of tournament rules and the concussion policy.

To professionalize national competitions, these following strategies need to be followed:

- **Reward Trained and Certified Officials:** ensure that all officials are trained and certified to a high standard, and have a clear understanding of the rules and regulations of the sport.

- Provide High-quality Facilities: provide high-quality competition facilities that meet the needs of athletes, officials, and spectators, including appropriate equipment.
- Utilize Technology: utilize technology to improve the organization and management of competitions, such as electronic scoring systems and online registration.
- Implement Effective Marketing: develop effective marketing strategies to promote competitions and attract athletes, sponsors, and spectators, including social media, e-mail marketing, and local advertising.
- Offer Attractive Prizes: offer attractive prizes and incentives (such as nice medals and certificates) for athletes, coaches and officials, to encourage participation and recognize excellence.

Objectives:

- ***ITF-Belgium has to invest in new materials, devices and software to make championships more attractive and the organization of championships easier.***
- ***ITF-Belgium has to invest in the TUIC, to encourage members to become umpires, to encourage umpires to follow more courses and to gain experience at national and international events.***
- ***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.***

5) National team

The national team is representing ITF-Belgium in official ITF competitions, such as the European and World Championships. It's promoting the brand ITF-Belgium and its reputation and showcasing the talent of its athletes.

The goals of the national team and its coaches should be well described, such as the selection criteria.

The national coaches should have the financial means to build a strong, solid team which also receives more PR to sell the brand.

ITF-Belgium has invested in new devices (power breaking, special technics) which permit the athletes to train in the best possible ways and in the education of the head national team coach.

For a national team, it's important to be able to:

- Developing Athletes: developing the skills and abilities of individual athletes, promoting their personal growth and providing opportunities for them to advance to higher levels of competition.
- Building Team Cohesion: building a sense of team cohesion and camaraderie among athletes, coaches, and support staff, promoting teamwork and mutual support.
- Improving Performance: improving the performance of individual athletes and the team as a whole, through effective training, coaching, and competition strategies.

- **Achieving Success:** setting goals for the team to achieve success in regional or international competitions, including winning medals, placing high in the rankings, or achieving personal bests.
- **Gaining Experience:** providing athletes with valuable experience in regional or international competition, exposing them to new training methods, and promoting their personal and professional development.
- **Inspiring Future Generations:** inspiring future generations of Taekwon-Do practitioners to pursue excellence in the sport, and promoting the federation's values of respect, discipline, and sportsmanship.

By working towards these goals, the national team of ITF-Belgium can promote the growth and development of the federation, while providing valuable opportunities for its athletes to achieve personal and professional success.

Objectives:

- **ITF-Belgium needs to find more financial means for the national team, to give the national coaches more possibilities to give their athletes the chance to gain experience.**
- **The national team has to be highlighted more through different channels (social media, national press).**
- **The national coaches need the possibilities to participate at coaches developing and other courses to have the latest information on coaching.**
- **Devices and other training tools will be bought to make sure athletes can practice in the best possible way.**

6) Youth members

Youth members are the future of ITF-Belgium. In ITF and ITF-Belgium specific programs and separate categories are into place to offer the best possible environment to youth members:

- For children 3-7 years: there is a specific Kids Development Program, with a separate grading system. ITF-Belgium offers separate categories (kids sparring without contact) during championships, and a separate seminar, the Kids Day, during the Days of Taekwon-Do.
- The category 8-13 years also have separate classes for all disciplines during championships, and separate classes during seminars.
- Junior members, defined as 14-17 years, can participate at official ITF tournaments.

For ITF-Belgium it's important to invest in youth members. Most of the affiliated schools have separate classes for children, some clubs already have certified (VTS, Adeps) instructors. But we still need to encourage instructors to participate more at those courses offered by the regional authorities, and also to ITF programs such as the International Kids Courses or International Adapted Courses. Championships should become more 'child-

friendly', with smaller categories, less waiting time between different disciplines, classes with less differences in heights and ages.

Objectives:

- ***The affiliated clubs have to be encouraged to have separate classes for youth members.***
- ***Instructors conducting classes for youth need to be encouraged to get the proper qualifications through VTS/Adeps and by participating at International Kids Courses and International Adapted Courses.***
- ***Competitions for kids and youth members should become more 'child-friendly' by having some small adaptations in the categories.***

7) Promotion of ITF Taekwon-Do

It's important to have more PR for ITF-Belgium and Taekwon-Do, of both the national team and its results, but also the common stories. ITF Taekwon-Do has a lot of advantages that can be highlighted:

- Quadrathlon Taekwon-Do: the 9 disciplines (4 individual, 5 team events) in competition.
- The ethical part: the tenets of Taekwon-Do, the philosophy, the respect, the discipline, the anti-bullying etc. that are an asset in nowadays society.
- The advantages of practicing Taekwon-Do lifelong and the medical advantages.
- The specific programs, committees and teams.
- Events and activities.

ITF-Belgium created a new website and is more active on social media (Facebook, Instagram).

Objective: ITF-Belgium needs to have a marketing policy plan, both for external and internal promotion.

8) Gradings

Both for kup and for dan gradings a technical program is available. This can help qualified instructors to prepare their students for gradings.

ITF-Belgium and ITF offer courses, seminars, training sessions for instructors and students to evolve and to prepare for gradings.

Kup gradings are organized on club level several times a year, under guidance of appointed (by the Technical Director) International Instructors.

Dan gradings are organized on national level, with a panel of examiners. ITF-Belgium has at least 2 gradings for I°-III° degree and on demand separate grading for IV° degree and above.

There are also good arrangements with foreign examiners for members who want to grade for Master.

Objective: 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).

9) Inclusion

Taekwon-Do is open to everyone. Members with physical or mental disabilities, or with special needs, are welcome. ITF has a specific program, the Adapted program, and a manual, for members with special needs and offers International Adapted Courses for instructors, conducted by the ITF Inclusion Committee.

ITF-Belgium has established an Inclusion Committee to work on this part of Taekwon-Do.

Inclusion can also be seen on the side of gender. More and more women and girls are joining the affiliated clubs, are joining seminars, are participating at championships and so on. It can also be noticed that more women with scarfs are joining. In the future chances are big to have gender-neutral members, or transsexual members.

Objectives:

- ***ITF-Belgium has to create categories at championships for members with special needs, both mentally and physically.***
- ***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.***
- ***ITF-Belgium needs to encourage women with scarfs to participate at events.***
- ***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.***

10) Medical and ethical basis

The ethical code is part of the philosophy of Taekwon-Do, described in the Taekwon-Do Encyclopedia written by General Choi Hong Hi. It's an important part of martial arts and Taekwon-Do. ITF offers specific International Do Courses, both physically and through digital means. ITF has a Harassment Policy. ITF-Belgium has a Disciplinary Committee and 4 confidential advisors. Some clubs have their own confidential advisor.

The medical basis is an important issue over the last years. Taekwon-Do is a quite young martial art, scientifically based. Plus, over the last couple of years sport sciences have become more important, also in Taekwon-Do, with new insights on stretching, core stability, warming-up exercises, injury prevention and the WADA-rules.

Objectives:

- ***Instructors and members have to be encouraged to take part in International Do Courses.***
- ***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.***
- ***The confidential advisors should receive more specialized courses.***

- ***Instructors need to be encouraged to participate at courses VTS/Adeps/Coaches Development and International Instructors Courses/National Instructors Courses to be sure to use proper techniques/stretching and get the most recent information on injury prevention, which will decrease the injuries.***
- ***Coaches, athletes and instructors have to be encouraged to read the information of WADA and the information distributed by the Antidoping Officer.***
- ***ITF-Belgium needs to consider to have the medical license of members renewed every 5 years (instead of asking it only once) or to start cooperation with www.sportkeuring.be.***