

### **Appendix - Examples of Good Governance Practice 2022-23**

The table below presents a compilation of good governance practices from WT MNAs that participated in the MNA Survey 2022. These practices were identified after the governance review conducted by WT.

All the examples below relate directly to the 25 questions in the MNA Survey 2022 and are numbered accordingly. To be included, the MNA usually demonstrated that it fully met the specific criteria. Despite the existence of examples of good governance practice in various languages, to ensure accessibility and comprehension for all members, the selected examples were limited to those available in English and accessible through the MNAs' website. Therefore, it should be noted that the examples provided are not necessarily the best in each category, and the exclusion of any specific MNA example should not be interpreted as any kind of criticism.

MNAs interested in learning from or emulating the provided examples should evaluate whether and to what extent they are relevant to their specific situation. It is acknowledged that replicating some of the structures and procedures listed may be impractical for certain MNAs due to resource constraints. Note that the examples presented for each indicator are not ranked in any particular order. Lastly, as governance practices evolve, the webpages and documents referenced in the list may be updated or replaced. This document should be periodically reviewed to ensure that the links remain available.

## LIST OF GOOD PRACTICE EXAMPLES

Ref	Topic	Section - Governance
2.2	Organizational structure	Executive Board, Board Members, and Committees including contact information: <a href="https://taekwondo.ch/verband/">https://taekwondo.ch/verband/</a>
		Information of the elected officials of the Executive Council including their biography: <a href="https://www.taekwondobarbados.org/executive-council.html">https://www.taekwondobarbados.org/executive-council.html</a>
		Executive Board structure and information of committees, coordinators, and panels: <a href="https://taekwondobd.com/organization/executive-board/">https://taekwondobd.com/organization/executive-board/</a>
	Disciplinary Actions and Appeals Code	Discipline and Complaints Policy revised with information about updates. Flowchart, third-party responsibilities, sanctions and appeals available: <a href="https://taekwondo-canada.com/wp-content/uploads/2022/07/TC-Policy-Discipline-and-Complaints-Revised-Mar-2022.pdf">https://taekwondo-canada.com/wp-content/uploads/2022/07/TC-Policy-Discipline-and-Complaints-Revised-Mar-2022.pdf</a>
		Complaints, Disputes and Discipline Policy with a descriptive process including schedules: <a href="https://austkd.com.au/wp-content/uploads/2022/04/Australian-Taekwondo-Complaints-Disputes-and-Discipline-Policy.pdf">https://austkd.com.au/wp-content/uploads/2022/04/Australian-Taekwondo-Complaints-Disputes-and-Discipline-Policy.pdf</a>
	Strategic Plan	Strategic Plan 2021-2024 available with information on vision, missions, values, and linked to KPIs: <a href="https://taekwondo-canada.com/wp-content/uploads/2020/12/Taekwondo-Canada-2021-2024-Strategic-Plan.pdf">https://taekwondo-canada.com/wp-content/uploads/2020/12/Taekwondo-Canada-2021-2024-Strategic-Plan.pdf</a>
		Strategic plan from 2019 to 2028 with clear success measures for each objective. Available on website through Menu → Resources → Strategic Plan Outline: <a href="https://www.teamusa.org/USA-Taekwondo/">https://www.teamusa.org/USA-Taekwondo/</a>
2.3	Bylaws on Betting, Anti-Corruption and/or Prevention on Manipulation of Competitions	Competition Manipulation and Sport Wagering Policy in place: <a href="https://austkd.com.au/wp-content/uploads/2022/04/Australian-Taekwondo-Competition-Manipulation-and-Sports-Wagering-Policy.pdf">https://austkd.com.au/wp-content/uploads/2022/04/Australian-Taekwondo-Competition-Manipulation-and-Sports-Wagering-Policy.pdf</a>
		Ethical Behavior and Conflict of Interest Policy in place: <a href="https://www.teamusa.org/usa-taekwondo/v2-resources/board-of-directors">https://www.teamusa.org/usa-taekwondo/v2-resources/board-of-directors</a>
	Safeguarding Policy	Child Safeguarding Policy in place linked with the National Integrity Framework. Includes an Annexure about Child Safe Commitment & Practices: <a href="https://austkd.com.au/wp-content/uploads/2022/04/Australian-Taekwondo-Child-Safeguarding-Policy.pdf">https://austkd.com.au/wp-content/uploads/2022/04/Australian-Taekwondo-Child-Safeguarding-Policy.pdf</a>
		All policies and procedures available on website. Garda Vetting Policy orientated to individuals in contact with children and vulnerable adults on page 8. <a href="https://taekwondoireland.ie/wp-content/uploads/2022/01/taekwondo-ireland-policy-documents-jan22.pdf">https://taekwondoireland.ie/wp-content/uploads/2022/01/taekwondo-ireland-policy-documents-jan22.pdf</a> . Child Safeguarding Statement also available on website: <a href="https://taekwondoireland.ie/wp-content/uploads/2022/09/ChilsafetyTISept2022.pdf">https://taekwondoireland.ie/wp-content/uploads/2022/09/ChilsafetyTISept2022.pdf</a>

Ref	Topic	Section - Governance
		Safe Sport Strategy and Minor Athlete Abuse Protection Policies and Procedures available on website: <a href="https://www.teamusa.org/usa-taekwondo/v2-safe-sport">https://www.teamusa.org/usa-taekwondo/v2-safe-sport</a> . Appropriate resources available and report system in place including a list of suspended individuals.
	Finance Rules	Finance and management rules are available in the bylaws. Audit and Finance Committee in place: <a href="https://taekwondo-canada.com/wp-content/uploads/2020/11/TC-TOR-Audit--Finance-Committee.pdf">https://taekwondo-canada.com/wp-content/uploads/2020/11/TC-TOR-Audit--Finance-Committee.pdf</a>
	Anti-Discrimination Policy on racial, religious, or sexual orientation	Workplace Harassment & Human Rights Policy that addresses harassment, workplace harassment, sexual harassment, and discrimination: <a href="https://taekwondo-canada.com/wp-content/uploads/2020/11/TC-Policy-Workplace-Harassment--Human-Rights.pdf">https://taekwondo-canada.com/wp-content/uploads/2020/11/TC-Policy-Workplace-Harassment--Human-Rights.pdf</a> All policies and procedures available on website. Discrimination Policy in place with nine grounds (pg. 14). Anti-Bullying Policy with seven key features (pg. 16). Access and Equity Policy (pg. 3). Racial Vilification Policy (pg. 24). <a href="https://taekwondoireland.ie/wp-content/uploads/2022/01/taekwondo-ireland-policy-documents-jan22.pdf">https://taekwondoireland.ie/wp-content/uploads/2022/01/taekwondo-ireland-policy-documents-jan22.pdf</a>
	Para Taekwondo Committee	Para Taekwondo Committee in place with contact information: <a href="https://austkd.com.au/about-us/committees/para-taekwondo/">https://austkd.com.au/about-us/committees/para-taekwondo/</a>
2.4	Integrity-related Committee (Ethics Committee and/or Anti-doping Committee)	Ethics and judicial committees with complaint and hearing procedures in place available on website: <a href="https://www.teamusa.org/usa-taekwondo/v2-resources/board-of-directors">https://www.teamusa.org/usa-taekwondo/v2-resources/board-of-directors</a>
	Athlete Committee	Athletes Advisory Council (AAC) advocating on behalf of all USA Taekwondo athletes. Board members and representatives contact information available on website: <a href="https://www.teamusa.org/usa-taekwondo/v2-resources/aac">https://www.teamusa.org/usa-taekwondo/v2-resources/aac</a>

Ref	Topic	Section - Transparency
3.1	Website	Accessible through WT website. Governance and Policies sections with relevant documents easy to find: <a href="https://www.britishtaekwondo.org.uk/">https://www.britishtaekwondo.org.uk/</a>
		Accessible through WT website. Relevant documents are easy to find: <a href="https://taekwondo.ch/">https://taekwondo.ch/</a>
		Accessible through WT website. "Downloads" section with previous and current versions of relevant documents: <a href="https://www.dtu.de/">https://www.dtu.de/</a>
3.2	Publication of statutes, rules and regulations	Constitution published with dates of adoption, registration and amendments: <a href="https://austkd.com.au/wp-content/uploads/2021/11/Constitution_26_May_2019.pdf">https://austkd.com.au/wp-content/uploads/2021/11/Constitution_26_May_2019.pdf</a>
		Bylaws published with dates of approval and amendments: <a href="https://www.teamusa.org/usa-taekwondo/v2-resources/bylaws">https://www.teamusa.org/usa-taekwondo/v2-resources/bylaws</a>
		Bylaws published with revision history: <a href="https://taekwondo-canada.com/wp-content/uploads/2020/11/TC-Policy-Bylaws-1.pdf">https://taekwondo-canada.com/wp-content/uploads/2020/11/TC-Policy-Bylaws-1.pdf</a>
		Constitution published at: <a href="http://taekwondobd.com/constitution/">http://taekwondobd.com/constitution/</a>
3.3	Publication of annual reports	2021 Annual Report with status of ongoing activities and KPIs: <a href="https://austkd.com.au/wp-content/uploads/2021/11/AGM-Report-2021-Final-.pdf">https://austkd.com.au/wp-content/uploads/2021/11/AGM-Report-2021-Final-.pdf</a>
		Executive Council Report with an overview of activities: <a href="https://www.taekwondobarbados.org/uploads/3/9/8/7/39875213/executive_council_report_-_30_april_2021.pdf">https://www.taekwondobarbados.org/uploads/3/9/8/7/39875213/executive_council_report_-_30_april_2021.pdf</a>
3.4	Publication of annual financial report and independent audit	Annual Financial Report available following independent audit (Page 67): <a href="https://austkd.com.au/wp-content/uploads/2021/11/AGM-Report-2021-Final-.pdf">https://austkd.com.au/wp-content/uploads/2021/11/AGM-Report-2021-Final-.pdf</a>
		Annual Financial Reports with independent audit available from 2018: <a href="https://www.teamusa.org/usa-taekwondo/v2-resources/board-of-directors">https://www.teamusa.org/usa-taekwondo/v2-resources/board-of-directors</a>
3.5	Publication of the agenda and minutes of the General Assembly	Minutes of the meetings of the Board of Directors and Athlete Advisory Committee since 2019: <a href="https://www.teamusa.org/USA-Taekwondo/V2-Resources/Board-of-Directors/Latest-Meeting-Minutes">https://www.teamusa.org/USA-Taekwondo/V2-Resources/Board-of-Directors/Latest-Meeting-Minutes</a>
		Minutes of the Annual General Meeting (2021) available at: <a href="https://www.taekwondobarbados.org/uploads/3/9/8/7/39875213/taekwondo_association_of_barbados_2021_agm_minutes.pdf">https://www.taekwondobarbados.org/uploads/3/9/8/7/39875213/taekwondo_association_of_barbados_2021_agm_minutes.pdf</a>

Ref	Topic	Section - Integrity
4.1	Appropriate gender balance in the Executive Board or equivalent	Two women out of 6 in the Board of Directors. There is a policy on gender equity and inclusion: <a href="https://taekwondo-canada.com/wp-content/uploads/2021/02/Taekwondo-Canada-Policy-Gender-Equity-and-Inclusion.pdf">https://taekwondo-canada.com/wp-content/uploads/2021/02/Taekwondo-Canada-Policy-Gender-Equity-and-Inclusion.pdf</a>
		Three women out of 6 on the Board of Directors. There is a policy on Access and Equity (pg. 3): <a href="https://taekwondoireland.ie/wp-content/uploads/2022/01/taekwondo-ireland-policy-documents-jan22.pdf">https://taekwondoireland.ie/wp-content/uploads/2022/01/taekwondo-ireland-policy-documents-jan22.pdf</a>
		Four out of 6 members of the Executive Council are women: <a href="https://www.taekwondobarbados.org/executive-council.html">https://www.taekwondobarbados.org/executive-council.html</a>
4.2	Ethics/Integrity Rules	Code of Conduct & Ethics in place: <a href="https://taekwondo-canada.com/wp-content/uploads/2021/05/TC-Code-of-Conduct-and-Ethics-Revised-May-6-2021.pdf">https://taekwondo-canada.com/wp-content/uploads/2021/05/TC-Code-of-Conduct-and-Ethics-Revised-May-6-2021.pdf</a>
		Adoption of the National Integrity Framework. Detailed explanation of the MNA's responsibility to manage the framework: <a href="https://austkd.com.au/wp-content/uploads/2022/04/Australian-Taekwondo-National-Integrity-Framework.pdf">https://austkd.com.au/wp-content/uploads/2022/04/Australian-Taekwondo-National-Integrity-Framework.pdf</a>
		All policies and procedures available on website. Governance Code in place related to integrity (pg. 33): <a href="https://taekwondoireland.ie/wp-content/uploads/2022/01/taekwondo-ireland-policy-documents-jan22.pdf">https://taekwondoireland.ie/wp-content/uploads/2022/01/taekwondo-ireland-policy-documents-jan22.pdf</a>
		Code of conduct also available on website: <a href="https://taekwondoireland.ie/wp-content/uploads/2022/01/itu-code-of-conduct-policy-100122.pdf">https://taekwondoireland.ie/wp-content/uploads/2022/01/itu-code-of-conduct-policy-100122.pdf</a>
4.3	Ethics/Integrity monitoring and enforcement	Code of ethics published on website: <a href="https://www.teamusa.org/USA-Taekwondo/V2-Resources/Board-of-Directors">https://www.teamusa.org/USA-Taekwondo/V2-Resources/Board-of-Directors</a>
		National Integrity Unit described in clause 5.1: <a href="https://austkd.com.au/wp-content/uploads/2022/04/Australian-Taekwondo-National-Integrity-Framework.pdf">https://austkd.com.au/wp-content/uploads/2022/04/Australian-Taekwondo-National-Integrity-Framework.pdf</a>
		Ethics and judicial committees with complaint and hearing procedures in place available on website: <a href="https://www.teamusa.org/usa-taekwondo/v2-resources/board-of-directors">https://www.teamusa.org/usa-taekwondo/v2-resources/board-of-directors</a>
4.4	Programs or policies regarding safeguarding from harassment and abuse	Code of Conduct available on website with reference to committees' role to protect the integrity of taekwondo: <a href="https://taekwondoireland.ie/wp-content/uploads/2022/01/itu-code-of-conduct-policy-100122.pdf">https://taekwondoireland.ie/wp-content/uploads/2022/01/itu-code-of-conduct-policy-100122.pdf</a>
		Workplace Harassment & Human Rights Policy in place: <a href="https://taekwondo-canada.com/wp-content/uploads/2020/11/TC-Policy-Workplace-Harassment- -Human-Rights.pdf">https://taekwondo-canada.com/wp-content/uploads/2020/11/TC-Policy-Workplace-Harassment- -Human-Rights.pdf</a> Resources provided for members, plus evidence of implementation: <a href="https://taekwondo-canada.com/safe-sport-training-by-coaching-association-of-canada-available-for-free/">https://taekwondo-canada.com/safe-sport-training-by-coaching-association-of-canada-available-for-free/</a> Screening policy to provide a safe sport environment available: <a href="https://taekwondo-canada.com/wp-content/uploads/2020/11/TC-Policy-Screening-1.pdf">https://taekwondo-canada.com/wp-content/uploads/2020/11/TC-Policy-Screening-1.pdf</a>

Ref	Topic	Section - Integrity
		Sexual harassment policy available on website plus evidence of implementation: <a href="https://www.teamusa.org/usa-taekwondo/v2-resources/legal">https://www.teamusa.org/usa-taekwondo/v2-resources/legal</a>
4.5	Department or person responsible for compliance with the World Anti-Doping Code	One designated individual responsible. Appropriate resources available: <a href="https://taekwondo-canada.com/safesport/anti-doping/">https://taekwondo-canada.com/safesport/anti-doping/</a>
		Anti-Doping resources available on website linked to relevant organizations: <a href="https://taekwondoireland.ie/anti-doping/">https://taekwondoireland.ie/anti-doping/</a>
		Anti-Doping resources available on website linked to U.S. Anti-Doping Agency: <a href="https://www.teamusa.org/usa-taekwondo/v2-membership/usada">https://www.teamusa.org/usa-taekwondo/v2-membership/usada</a>

Ref	Topic	Section - Democracy
5.1	Election of the President and Executive board or equivalent	All Directors of the Board are elected by the members (Bylaws Articles 4.10-4.13): <a href="https://taekwondo-canada.com/wp-content/uploads/2020/11/TC-Policy-Bylaws-1.pdf">https://taekwondo-canada.com/wp-content/uploads/2020/11/TC-Policy-Bylaws-1.pdf</a> Section 5.2 of the Bylaws indicates the members' voting rights in the election of the Directors of the Board: <a href="https://www.teamusa.org/usa-taekwondo/v2-resources/bylaws">https://www.teamusa.org/usa-taekwondo/v2-resources/bylaws</a>
5.2	Election process with secret ballot under a clear procedure/regulation	Votes determined by secret ballot, a show of hands, orally, or by electronic ballot. Voting by secret ballot can also be requested by the members. Election regulations available (Bylaws Articles 3.15-3.20): <a href="https://taekwondo-canada.com/wp-content/uploads/2020/11/TC-Policy-Bylaws-1.pdf">https://taekwondo-canada.com/wp-content/uploads/2020/11/TC-Policy-Bylaws-1.pdf</a>
5.3	Term limit for elected official	Section 7.8 in the Bylaws mentions a four (4) year term of office for a Director of the Board. Section 7.9 specifies that no Director of the Board shall serve more than two (2) consecutive full terms: <a href="https://www.teamusa.org/usa-taekwondo/v2-resources/bylaws">https://www.teamusa.org/usa-taekwondo/v2-resources/bylaws</a> Maximum three (3) consecutive terms of three (3) years each for a Director of the Board (Article 37 of the Articles of Association): <a href="https://www.britishtaekwondo.org.uk/wp-content/uploads/2022/02/British-Taekwondo-Articles-of-Association-Nov-2019-.pdf">https://www.britishtaekwondo.org.uk/wp-content/uploads/2022/02/British-Taekwondo-Articles-of-Association-Nov-2019-.pdf</a>
5.4	Governing bodies meet regularly	Article 10.1 of the Constitution mentions an Annual General Meeting: <a href="https://austkd.com.au/wp-content/uploads/2021/11/Constitution_26_May_2019.pdf">https://austkd.com.au/wp-content/uploads/2021/11/Constitution_26_May_2019.pdf</a> Article 18 of the Articles of Association mentions an Annual General Meeting: <a href="https://www.britishtaekwondo.org.uk/wp-content/uploads/2022/02/British-Taekwondo-Articles-of-Association-Nov-2019-.pdf">https://www.britishtaekwondo.org.uk/wp-content/uploads/2022/02/British-Taekwondo-Articles-of-Association-Nov-2019-.pdf</a>
5.5	Ensuring equal opportunities for members to participate in the General Assembly	Article 3.5 in the Bylaws mentions meetings by electronic means: <a href="https://taekwondo-canada.com/wp-content/uploads/2020/11/TC-Policy-Bylaws-1.pdf">https://taekwondo-canada.com/wp-content/uploads/2020/11/TC-Policy-Bylaws-1.pdf</a>

Ref	Topic	Section - Development
6.1	Sport development programs to grow grassroots development of Taekwondo in the country	<p>"Taekwondo For Life" as a resource in the National Coaching Certification Program based on Long-Term Athlete Development (LTAD):  <a href="https://taekwondo-canada.com/wp-content/uploads/2020/11/Taekwondo_for_Life_Manual_English.pdf">https://taekwondo-canada.com/wp-content/uploads/2020/11/Taekwondo_for_Life_Manual_English.pdf</a></p> <p>"Sport and Athlete Development" as a strategic goal with identified objectives and success measures. Available on website through Menu → Resources → Strategic Plan Outline, pg. 8:  <a href="https://www.teamusa.org/USA-Taekwondo/">https://www.teamusa.org/USA-Taekwondo/</a></p> <p>Evidence of implementation at:  <a href="https://www.teamusa.org/usa-taekwondo/usatkd-events-and-camps">https://www.teamusa.org/usa-taekwondo/usatkd-events-and-camps</a></p>
6.2	Social responsibility policy and participation programs targeting hard to reach areas	<p>2021-2031 Strategy for Growth available on website. Objective and goals defined and linked to KPIs to retain and increase participation in taekwondo (pg. 9).  <a href="https://www.britishtaekwondo.org.uk/strategic-plan/">https://www.britishtaekwondo.org.uk/strategic-plan/</a></p> <p>Several participation programs in place including taekwondo for senior citizens, inclusion campaign for people with mental and physical disabilities, and school programs. Resources available on website:  <a href="https://austkd.com.au/aus-tkd-programs/">https://austkd.com.au/aus-tkd-programs/</a></p>
6.3	Education programs and assistance to coaches, referees and athletes	<p>National Coaching Certification Program (NCCP):  <a href="https://taekwondo-canada.com/programs/coaching-nccp/">https://taekwondo-canada.com/programs/coaching-nccp/</a></p> <p>Referee Program  <a href="https://taekwondo-canada.com/programs/referee-program/">https://taekwondo-canada.com/programs/referee-program/</a></p> <p>Athlete Assistance Program:  <a href="https://taekwondo-canada.com/high-performance/athlete-assistance-program-aap/">https://taekwondo-canada.com/high-performance/athlete-assistance-program-aap/</a></p> <p>Coach Education Program:  <a href="https://www.teamusa.org/usa-taekwondo/v2-coaching/coach-education-program">https://www.teamusa.org/usa-taekwondo/v2-coaching/coach-education-program</a></p> <p>Referee information and resources:  <a href="https://www.teamusa.org/usa-taekwondo/usatkd-referee-information">https://www.teamusa.org/usa-taekwondo/usatkd-referee-information</a></p> <p>Events and Camps for athletes:  <a href="https://www.teamusa.org/usa-taekwondo/usatkd-events-and-camps">https://www.teamusa.org/usa-taekwondo/usatkd-events-and-camps</a></p>
6.4	Respect principles of sustainable development and regard for the environment	<p>"Strategic Plan 2021-2024" with one strategic pillar focused on sustainability:  <a href="https://austkd.com.au/wp-content/uploads/2021/11/AUS-TKD-Strategic-Plan-2021-24.pdf">https://austkd.com.au/wp-content/uploads/2021/11/AUS-TKD-Strategic-Plan-2021-24.pdf</a></p>

Ref	Topic	Section - Development
6.5	Para Taekwondo development at a national level	<p>"Para Taekwondo Paralympic Kyorugi Competition Strategy" plus evidence of implementation and appropriate resources available:  <a href="https://austkd.com.au/aus-tkd-programs/para/">https://austkd.com.au/aus-tkd-programs/para/</a></p> <hr/> <p>Athletes are provided with opportunities to compete, information available on website: One officer in charge of Para Taekwondo development:  <a href="https://www.britishtaekwondo.org.uk/disability/">https://www.britishtaekwondo.org.uk/disability/</a></p>