



저작자표시-비영리-변경금지 2.0 대한민국

이용자는 아래의 조건을 따르는 경우에 한하여 자유롭게

- 이 저작물을 복제, 배포, 전송, 전시, 공연 및 방송할 수 있습니다.

다음과 같은 조건을 따라야 합니다:



저작자표시. 귀하는 원저작자를 표시하여야 합니다.



비영리. 귀하는 이 저작물을 영리 목적으로 이용할 수 없습니다.



변경금지. 귀하는 이 저작물을 개작, 변형 또는 가공할 수 없습니다.

- 귀하는, 이 저작물의 재이용이나 배포의 경우, 이 저작물에 적용된 이용허락조건을 명확하게 나타내어야 합니다.
- 저작권자로부터 별도의 허가를 받으면 이러한 조건들은 적용되지 않습니다.

저작권법에 따른 이용자의 권리는 위의 내용에 의하여 영향을 받지 않습니다.

이것은 [이용허락규약\(Legal Code\)](#)을 이해하기 쉽게 요약한 것입니다.

[Disclaimer](#)

스포츠 매니지먼트 석사 학위논문

Governance in World Taekwondo
Federation (WTF):
Evaluation of Governance System of WTF
Before and After 2004

세계태권도연맹의 거버넌스:
2004년 전후의 거버넌스 시스템 평가

2016년 8월

서울대학교 대학원

체육교육과

Hichem Ayoun

Abstract

Governance in World Taekwondo Federation (WTF):

Evaluation of Governance System of WTF Before and After 2004

Hichem Ayouni

Global Sport Management, Department of Physical Education

The Graduate School

Seoul National University

To keep the value of the Olympic Games the IOC has removed several sports with different reasons and it has been calling other International Federation to implement good governance principals and to be in line with Olympic values. So far WTF has succeeded in safeguarding its place as Olympic Sport, but it's still in risk of being in Olympic. This study therefore seeks to evaluate how good the governance system of WTF was before and after 2004. To illustrate the impact of both governance system on Taekwondo as an Olympic Sport. We also intend to examine the similarities and differences in the governance system between the two governing by comparing each pair of dimensions in the Chapellet seven Basic Indicator for Better Governance in International sport.

In order to evaluate how good the governance system of WTF was before and after 2004, to illustrate the impact of both governance system on Taekwondo

as an Olympic Sport and to examine the similarities and differences in the governance system between the two governing body. The author will investigate the achievements of both governing body during the last 42 years. Questionnaire based on Basic Indicators for Better Governance in International Sports BIBGIS and interview will be conducted to compare the two governance system in WTF and analyze their impact on Taekwondo as an Olympic Sport.

Keywords : Governance, Governing body, Taekwondo, WTF, Olympic Sport, BIBGIS.

Student Number: 2014-25200

Table of Content

Dedication	i
Acknowledgement	오류! 책갈피가 정의되어 있지 않습니다.
Abstract	i
List of Tables	오류! 책갈피가 정의되어 있지 않습니다.
List of Figures	오류! 책갈피가 정의되어 있지 않습니다.
Chapter I. Introduction	1
1.1. Problem and background	1
1.2. The Purpose of the study	2
1.3. Justification	4
1.4. Overview of the study	4
1.5. The World Taekwondo Federation	7
Chapter II. Literature Review	8
2.1. Governance	8
2.2. Governance of corporate and nonprofit organization	11
2.3. Governance of sport organization	13
2.4. Basic Indicator of Better Governance in International Sport	17
2.4.1. Organizational Transparency	17
2.4.2. Reporting Transparency	18
2.4.3 Stakeholders Representation	19
2.4.4. Democratic Process	19
2.4.5. Control Mechanisms	20
2.4.6. Sport Integrity	21
2.4.7. Solidarity	22
2.5. Governance of World Taekwondo Federation	27
2.6. World Taekwondo Federation and International Olympic Committee	30
2.6.1. Structure and Role of International Federation	32
2.6.2. The Olympic Movement	32
Chapter III. Method	34

3.1. Survey Procedure	34
3.1.1. Sample	34
3.1.2. Questionnaire.....	34
3.2. Interview Procedure	35
3.2.1. Selection of Interviewees.....	36
3.3. Questions	36
3.4. Analysis.....	37
3.5. Limitation	37
Chapter IV. Results.....	38
4.1. Results of good governance in WTF before 2004	39
4.1.1. Result of the survey.....	39
4.1.2. Result of the interview.....	41
4.1.3. Impact of governance system on Taekwondo as Olympic Sport.....	43
4.2. Results of good governance in WTF after 2004.....	45
4.2.1. Result of the survey.....	45
4.2.2. Result of the interview.....	47
4.2.3. Impact of governance system on Taekwondo as Olympic Sport.....	50
4.3. Comparison between the two governing bodies of WTF.....	53
Chapter V. Discussion.....	61
5.1. Discussion of survey finding	61
5.2. Discussion of interview finding	66
5.3. Recommendation	68
5.4. Conclusion	69
VI. References	71
Appendice	78

List of Tables

Table 1. The Scoring System	22
Table 2. The Scoring System.....	35
Table 3. Good Governance of WTF Before 2004	40
Table 4. Good Governance of WTF After 2004.....	46
Table 5. Good Governance of WTF Before and After 2004.....	53

List of Figures

Figure 1. WTF Good Governance Radar Graph Before 2004	41
Figure 2. WTF Good Governance Radar Graph After 2004.....	47
Figure 3. WTF Good Governance Radar Graph Before and After 2004.....	55
Figure 4. WTF Good Governance Graph.....	55
Figure 5. Organization Transparency Graph.....	56
Figure 6. Reporting Transparency Graph.....	57
Figure 7. WTF Stakeholder Representation Graph	57
Figure 8. Democratic Process Graph	58
Figure 9. Control Mechanism Graph	58
Figure 10. Sport Integrity Graph	59
Figure 11. Solidarity Graph.....	60

Chapter 1. Introduction

1.1. Problem and background

Today, it is widely known that Taekwondo become a worldwide sport. There are 206 Member National Association MNA affiliated in WTF. On the one hand this increase in the numbers of stakeholders helps the Taekwondo movements in the world, on the other hand it raised some challenge in governing body of WTF. These changes have important implications in the governance of WTF: How good the governance system of WTF was before 2004 according to the Chapellet seven Basic Indicator for Better Governance in International sport, what is the impact of governance system of WTF before 2004 on Taekwondo as an Olympic Sport? How good was the governance system of WTF after 2004 according to the Chapellet seven Basic Indicator for Better Governance in International sport, what is the impact of governance system of WTF after 2004 on Taekwondo as an Olympic Sport? What are the similarities and differences in the governance system between the two governing body according to the Chapellet seven Basic Indicator for Better Governance in International sport?

After being accepted as an Olympic Sport in 2000 Taekwondo faced many scandals related to it is governing body. In the past governing body make meeting and take decisions without taking in consideration different stakeholders. The concentration of power in governing body make them miss use that power in different case and issue. Due to the globalization of the world and the massive increase in the use of telecommunication like internet, the information become worldwide shared. Hence, there were a need to make different stakeholders

participate in decision making and to make a change in the governing body of the WTF to safeguard Taekwondo as an Olympic Sport. Long time ago, there were a strong concern in the governing body of different organization in the society. Nowadays the field of sport become a field where some scholars start to investigate deeply in the governing body of International Organization and different national sport policy.

1.2. Purpose of the study

The purpose of this study is to evaluate how good the governance system of WTF was before and after 2004, to illustrate the impact of both governance system on Taekwondo as Olympic Sport and to find out the similarities and differences in the governance system between the two governing body.

In order to examine how good the governance system of WTF was before and after 2004 and to know the similarities and differences in the governance system between the two governing body, the author will investigate the achievements of both governing body during the last 42 years. Questionnaire based on Basic Indicators for Better Governance in International Sports BIBGIS and interview will be conducted to know how good the governance system of WTF was before and after 2004 and its impact on Taekwondo as an Olympic Sport. It specifically, addressed the following questions:

RQ1. How good the governance system of WTF was before 2004 according to the Chapellet seven Basic Indicator for Better Governance in International sport?

RQ2. What was the impact of governance system of WTF before 2004 on Taekwondo as Olympic Sport?

RQ3. How good the governance system of WTF was after 2004 according to the Chapellet seven Basic Indicator for Better Governance in International sport?

RQ4. What is the impact of governance system of WTF after 2004 on Taekwondo as Olympic Sport?

RQ5. What are the similarities and differences in the governance system between the two governing bodies?

“WTF would do their best in order to promote the sport and make it more transparent and fair, with these changes seen as key to safeguarding Taekwondo's Olympic status.”

"We are now in a position to drive change ourselves rather than being driven." Chung-won C, WTF President (2014)

“ We should go a step further in order to ensure that the ethical principles are respected by sports organizations at all levels and that they are all committed to the principles of good governance” Thomas B, IOC President (2014)

The objective is to measure the good governance of WTF to be able to enhance those principles in the future with a measurement tools and to know the impact of each governing body on Taekwondo as Olympic Sport. The objective of choosing good governance of WTF as a topic is the increase of popularity of Taekwondo in the past decades worldwide and the increase of stakeholders too. Hence we have to study good governance in WTF to make a database of good

principles and build a bilateral trust between WTF and stakeholders. This bilateral trust will help in safeguarding Taekwondo as Olympic Sport.

1.3. Justification

Due to the increase of Stakeholders in the field of Taekwondo and raise of the popularity of this later, there is a need for studying the good governance of WTF to make sure that those stakeholders are well represented and well organized. This study will help to build a bilateral trust between WTF and stakeholders. This bilateral trust will help in safeguarding Taekwondo as an Olympic Sport.

This study will also assist governing body in WTF to choose the right path to secure Taekwondo as a permanent sport in Olympic Games and to give a tool to stakeholders to control and support WTF.

In addition, there were no previous study has been conducted in the good governance of WTF so far. Since the creation of WTF back to 1973 there were only two governing body that ruled WTF. Hence there is a need to compare those two governing body achievements and to study their impact on Taekwondo as Olympic Sport.

1.4. Overview of the study

The first President Kim Un Young ruled WTF for more than 30 years, at the same time he was the President of Korea Taekwondo Association KTA, President of Kukkiwon, member of IOC 1986 and in 1992 he becomes a Vice-President. All those occupations gave power to the President Kim and there was a miss use of authority in different cases meanwhile the governing body and the different stakeholders were unable to control him. President Kim has also played a

big role in spreading Taekwondo around the world. He used his position at the head of different organization to dispatch and encourage Master to go abroad to teach Taekwondo worldwide. He also played a big role in convincing the Korean government to give military exemption for the Master who travel abroad to spread Taekwondo.

As a President of WTF and IOC member he supported Taekwondo to be adopted as a demonstration sport of the 1988 Olympic Games in Seoul, Korea; later, on September 4, 1994 Taekwondo was adopted as an official Sport of the Sydney 2000 Olympic Games.

After being accepted as an Olympic Sport in 2000 Taekwondo faced many scandals related to the governing body. Since 2004 the new President Dr. Choue has sought to make Taekwondo an example of fairness and transparency. This started with reforming the WTF Statutes and Competition Rules, and democratic governance become a cornerstone of WTF. Further codes, such as the WTF Code of Ethics, have also positioned the Federation closer to the Olympic Movement.

Although, all the changes and reforms done by WTF, Taekwondo still in the balance of being in Olympic Games. Does the reforming the WTF Statutes, Competition Rules and the increase of the numbers of committees is enough? Or shall WTF make an investigation based on Basic Indicators for Better Governance in International Sport to determine the bad and good governance to enhance this latter and safeguard Taekwondo as an Olympic Sport.

Over the last two decades, the concept of governance has gained increasing attention, from both scholars and policy practitioners. It has been

propagated as a new form of steering by the World Bank as good governance (Doornbos, 2001)

Governance is the responsibility for the functioning and overall direction of the organization and is a necessary and institutionalized component of all sporting codes from club level to national bodies, government agencies, sport service organizations and professional teams around the world (Kikulis, 2000).

According to Chappelet & Mrkonjic (2013) they argue that “since the beginning of the 21st century, the "good" governance theme has become a must when sports organizations are facing cases of corruption, doping, match fixing and mismanagement". Because of the ethical argument about what is considered as a proper “good” conduct in a given community and the theoretical discussion on the meaning of governance, "good" governance obtained the quality of being extremely extensible and flexible.

Play the Game organization (2011), in order to accomplish enhanced governance in sport, stated that many sports institutions need to reassess their internal and external technique to handle the on-going commercialization, professionalization and globalization of sport. This tool will enable not only Play the Game and our AGGIS partners, but any person with a serious commitment to sports governance, including people in charge of sports organizations, to register and analyze the quality of governance in the international or major national sports organization they are related to.

1.5. The World Taekwondo Federation

The WTF is the international federation governing the sport of Taekwondo and is a member of the Association of Summer Olympic International Federations ASOIF. The WTF was established on May 28, 1973. There are now 206 Member Nations Association MNA.

WTF played a big role in spreading Taekwondo worldwide. By sending Masters abroad and funding promotional program in developing countries Taekwondo become popular worldwide. The increase of the popularity of Taekwondo in the world has played a major role in making Taekwondo an Olympic Sport.

Taekwondo was adopted as a demonstration sport of the 1988 Olympic Games OG in Seoul, Korea; later, on September 4, 1994 Taekwondo was adopted as an official Sport of the Sydney 2000 OG. Since the scandal of the first President, Un Yong Kim in 2004, it has become a challenge to governing body to make Taekwondo stands among the official games in the Olympics.

The WTF suffered its worst governance scandal due to unethical practices by it is President and governing body at that time. Consequently, it had to reform its governance, amend the constituents and in particular to fellow the chart of IOC. Since 2004 a second governing body is governing WTF and doing their best to make deep change in different dimension of governance in order to safeguard Taekwondo as an Olympic Sport.

Chapter 2. Literature Review

2.1. Governance

Governance is a wide concept that can be referred to different organizations. The origin of this word is from the Greek verb κυβερνάω [kubernáo] which means to steer. Governance refers to "all processes of governing, whether undertaken by a government, market, or network, whether over a family, tribe, formal or informal organization, or territory, and whether through laws, norms, power, or language." e-Study Guide for Canadian Democracy.

The use of the word Governance goes back to the 1885 when Charles Plummer used it in 'The Governance of England'. In the twenty century and after the collapse of the URSS there was emerge of the use of the word governance. The economist and political scientist start to use the word governance and talk about governance.

In the last two decades, a significant body of governance literature has emerged. This has led to some considerable theoretical and conceptual confusion and therefore, “governance” is often used very loosely to refer to rather different conceptual meanings. Van Kersbergen & van Waarden (2004), for example, distinguish no less than nine different meanings regarding “governance”, which may lead to the conclusion that the term simply has “too many meanings to be useful” (Rhodes, 1997, p. 653). World institutions like World Bank (2000) defines governance as "the process and institutions through which decisions are made and authority in a country is exercised". This considers the process by

which governments are selected, monitored and replaced; the capacity of the government to effectively formulate and implement sound policies and the respect of citizens and the state of the institutions that govern economic and social interactions among them.

UNDP (1997) sees governance as "the exercise of economic, political and administrative authority to manage a country's affairs at all levels. It comprises the mechanisms, processes and institutions, through which citizens and groups articulate their interests, exercise their legal rights, meet their obligations and mediate their differences".

An alternate definition sees governance as: the use of institutions, structures of authority and even collaboration to allocate resources and coordinate or control activity in society or the economy.

According to the United Nations Development Programme: Governance has been defined as the rules of the political system to solve conflicts between actors and adopt decision (legality). It has also been used to describe the "proper functioning of institutions and their acceptance by the public" (legitimacy). And it has been used to invoke the efficacy of government and the achievement of consensus by democratic means (participation).

Tricker (1984) mention that "if management is about running a business, governance is about seeing that it is run properly." (p 7) Governance deal with issues of policy and direction for the enhancement of organizational performance as well as ensuring statutory and fiduciary compliance. In the UK, the 1993 Cadbury Committee on the Financial Aspects of Corporate Governance' focused

attention on the way companies are governed and on the importance of strong, independent non-executive participation at board level' (Tricker, 1994: 1).

The ASC (2004) defined governance as 'the structures and processes used by an organization to develop its strategic goals and direction, monitor its performance against these goals and ensure that its board acts in the best interests of the members'. In 1994 Canadian Committee on Corporate Governance adopted some guidelines emphasizing the separation of power of board member to have better practice.

Cadbury (2000) defining governance as "the system by which companies are directed and controlled" (P8). He added that when looking at the whole system for control (or management) and direction. This "system" incorporated legal regulations, shareholder meetings and public opinion.

Korhonen (2007) defines governance as the necessity to ensure harmonization among process initiatives by different functional divisions and to reduce misalignment between organizational strategy and process endeavors. Paim et al. (2009) state that 'governance process covers the definition of complete guidelines of the process management model, the process control model and the activities of the various institution units, and involves mainly the distribution of process management-related responsibilities within the institution'. Succinctly, it incorporates promoting the meaning of complete rules to a point what ought to be carried in process administration and how it ought to be carried out.

2.2. Governance of Corporate and Nonprofit Organization

Both corporate and nonprofit organizations have many similarities and they have some differences. Corporate governance means that the company or the organization set the profit as primary goal. Nonprofit governance primary goal is not profit but the welfare and wellbeing of a community or a group of person. The boards that govern those organizations is either elected or appointed.

Corporate governance origins derive from the early stages of capital investment and it regained prominence out of scepticism that product market competition alone can solve the problems of corporate failures (Shleifer & Vishny, 1997, p. 738).

Corporate governance research has covered ‘concepts, theories and practices of boards and their directors, and the relationships between boards and shareholders, top management, regulators and auditors, and other stakeholders’ (Tricker, 1993: 2). Executives and managers should follow rules and concepts made to enhance the profitability of the organization. The interest of the shareholders is a priority and should be well protected. Corporate governance can also be defined as the ways in which private or public held companies are governed in ways which are accountable to their internal and external stakeholders (OECD, 2004, p. 11; Jordan, 2008, p. 24).

Yacuzzi, (2005) argued that governance is a general concept with corporate governance as a subset, with other subsets being public and global governance. The fundamental feature of corporate governance is the narrower focus on the organization. Whether that organization is incorporated or not is not

an issue. Shleifer & Vishny (1997) similarly explained corporate governance as the way by which suppliers of finance assured themselves of getting a return on their investment.

The OECD Report (2004) specified a more encircling definition; “Corporate governance involves a set of relationships between a company’s management, its board, its shareholders and other stakeholders”. (p. 11). Through stipulating relationships the OECD highlighted their importance, shifting the weight away from the board alone. Good "Corporate Governance" ought to give appropriate incentives for the board and administration to pursue goals that are in the benefits of the corporation and its stakeholders and ought to ease effective monitoring” (OECD 2001).

In Australia, the Hilmer report on improving corporate governance is recommended that the board’s key role is to ensure that the corporate management continuously and effectively strives for above average performance (Hilmer, 1993).

Nonprofit governance is characterized by the big number of stakeholders involved in decision-making. The decision makers who must decide how the nonprofit organization is to be directed, controlled and regulated will therefore be different to that found within profit-seeking corporations (Drucker, 1990b). Aside from this major difference in stakeholders and ownership, Drucker, (1990) also highlighted the following characteristics that distinguish nonprofit organizations from profit- oriented firms: organizational mission; the outcomes of the organization; strategies employed to market their services and obtain funds; the

need to attract, develop and manage volunteers; managing a diversity of constituent groups, fund raising and fund development; problems of individual burnout due to commitment to a ‘cause’; and importantly, the ‘very different role that the board plays in the nonprofit institution’.

Alexander & Weiner (1998) also highlighted that nonprofit governance ‘stresses the values of community participation, due process and stewardship (whereas) the corporate model stresses the value of strategy development, risk taking and competitive positioning’ (P224). While the management processes employed by CEOs and executive staff to carry out the tasks of the corporate and nonprofit organizations are similar, the governance frameworks are very different.

Nonprofit organizations may not be able to adopt corporate governance models because of ‘strong pressures to adhere to traditional values of voluntarism, constituent representation and stewardship’ Alexander & Weiner, (1998) P 240.

2.3. Governance of Sport Organization

Council of Europe (2005) describes good governance in sport as a “complex network of policy measures and private regulations used to promote integrity in the management of the core values of sport such as democratic, ethical, efficient and accountable sports activities; and these measures apply equally to the public administration sector of sport and to the non-government sports sector”.

According to Chelladurai (1994), sport management can be defined as “a field concerned with the coordination of limited human and material resources, relevant technologies, and situational contingencies for the efficient production and exchange of sport services”.

Australian Sports Commission (2012), mention that “Governance is the system by which organizations are directed and managed. It influences how the objectives of the organization are set and achieved, spells out the rules and procedures for making organizational decisions, and determines the means of optimizing and monitoring performance, including how risk is monitored and assessed.”

Governing sport body includes setting a direction or a complete strategy to guide the institution and making sure that organizational members have something to do with developing that strategy and how it is verbalized. Moreover, Governance contains controlling the activities of the organization, its affiliates and staff so that entities are acting to maximize the advantage of the organization and working to achieve a concurred strategic direction and specific agreed goals. Regulating behavior is the third element of governance and involves setting rules or policies for individual members or member institutions to follow.

The governance and management of sports is a matter of public interest. This interest steadily increased over the years, as sport professionalized and commercialized blurring the border between amateur and professional sport. Only recently, the call for good governance has finally reached the traditionally closed sporting world (e.g. Sugden & Tomlinson 1998; Katwala, 2000; IOC, 2008; Pieth, 2011; Council of Europe, 2012; European Commission, 2012).

Ferkins (2007) argues that it is appropriate that sport governance be placed in the context of environmental factors (environmental dynamics). These include the macro influences external to the organization and the micro

influences internally related to sport and specifically national sport organizations (i.e. volunteer appeal, membership numbers and funding sources). In signifying their importance, professionalization and bureaucratization appear as the connecting influences across macro and micro factors.

Currently, the self-governed hierarchic networks that traditionally constitute the sports world are increasingly facing attempts by governments – mostly due to the commercialization of sport- and increasingly empowered stakeholder organizations to interfere in their policy processes (Bruyninckx, 2012; Geeraert et al, 2012).

Hung (1998) noted that Nonprofit sport organizations need to manage relationships with a number of these groups including, for example, sponsors, funding agencies, members, the general public, affiliated organizations, staff, board members, venues, government agencies and suppliers.

International Non-Governmental Sports Organizations INGSOs are the supreme governing bodies of sport since they stand at the apex of a vertical chain of commands, running from continental, to national, to local organizations (Crocchi & Forster, 2004). The quality of the self-governance of International Non-Governmental Sport Organizations INGSOs has been increasingly questioned due to the commercialization of sport, which made sport subject to the more avaricious and predatory ways of global capitalism (Andreff 2000, 2008; Sugden 2002; Henry & Lee 2004).

For almost a century, the sporting network was able to exercise its self-governance without any significant interference from states or other actors

(Geeraert et al. 2012). Analogous with the business world, economic sustainability ensures that INGSOs can achieve their long-term objectives as it ensures that they continue to operate in the long run (Bonollo De Zwart & Gilligan, 2009). Also, as sports commercialized significantly, particularly during the last two decades, the socioeconomic impacts on the wider society of rules devised and issued by sports bodies have increased accordingly (Katwala 2000, p. 3).

When the Council of Europe publishes the Recommendation Rec (2005)⁸ on the principles of good governance in sport, 47 countries – including their national sports organizations - are affected by such an institutional tool. However, the “good” governance theme emerged in other parts of the world, under different cultures, under different theoretical influences (corporate governance or democratic governance), sometimes under different wordings such as “good practices”, “principles of conduct” or simply governance.

“The Olympic Congress of Copenhagen 2009 stated that the legitimacy and autonomy of the Olympic movement depends on upholding the highest standards of ethical behavior and good governance”. “Principles on good governance have been developed by the International Olympic Committee and recommended to be adopted by the Olympic movement”.

Although many high-quality codes and principles of good governance exist in the world of sport, the actual implementation of these principles into the daily management and governance of sport organizations is in general not very far advanced.

With an increasingly sophisticated regulatory framework, there has never been a time when it has been more important to ensure effective governance arrangements. Good governance is about:

Agreeing the purpose of a charity or non profit

Agreeing the broad strategies to carry out the purpose effectively

Accounting for the organizations' performance

Ensuring it operates within the law

The hallmarks of good governance include:

Clarity of purpose and direction

A strong Board

An organization fit for purpose

Learning and continuous improvement

Financial stability and prudence

Accountability and transparency

2.4. Basic Indicator for Better Governance in International Sport

The BIBGIS indicators for ISGBs are organized along 7 broad dimensions:

Organizational transparency, Reporting transparency, Stakeholders' representation, Democratic process, Control mechanisms, Sport integrity and Solidarity.

2.4.1. Organizational transparency

Transparency is seen as a first line of defense against corruption (Schenk, 2011). Organizations must have procedures that ensure transparency and flows of information (Woods, 1999, p. 44). The desire for transparency amongst the

public following several ethical scandals in the sports world shows that it is no longer possible for sport organizations to be run as a “closed book” (Robinson, 2012). Transparency is widely regarded as a nostrum for good governance (Hood & Heald, 2006). According to Hood (2001), “in perhaps its commonest usage, transparency denotes government according to fixed and published rules, on the basis of information and procedures that are accessible to the public, and (in some usages) within clearly demarcated fields of activity” (p. 701).

The EU Expert Group on Good Governance (XG GG) concluded that ‘transparency’ is, next to ‘democracy’ and ‘accountability’, one of the top level topics concerning good governance in international sport federations.

2.4.2. Reporting transparency

Transparency has been trumpeted as the key to good governance (Grimmelikhuijsen 2012, (p. 17). In order to be transparent, INGSOs should adhere to disclosure requirements, including financial reporting, and adequately communicate their activities to the general public. (Henry & Lee, 2004), argue that “their inner workings should as far as possible be open to public scrutiny” (p. 31). Transparency is regarded as one of the top level topics concerning good governance in INGSOs (European Commission, 2012). Transparency will lead to an open culture that will benefit us all (Hood, 2006). In order to be transparent, IF should adhere to disclosure requirements and shall communicate their activities to different stakeholders.

2.4.3. Stakeholders' representation

Stakeholder representatives is a person or a small group of person who are designated to speak and negotiate on behalf of a larger group in different meeting and negotiation process. The number of people actually involved in negotiation process should be limited to be more efficient and effective.

The implication for governance is that organizations need to assimilate the views of a number of these different stakeholder groups on their boards, so that the board overall is more capable of responding to 'broader social interests that the narrow interests of one group' (Cornforth, 2003b: 9). Hung (1998) noted that stakeholder theory highlights organizations are not only responsible to their shareholders or custodians but also to a wider range of societal groups.

2.4.4. Democratic process

Democracy constitutes a type of political system in which the sovereign powers reside in the people (as a whole) while political decisions are exercised either directly by them or by representatives elected by them. According to Arnstein (1969), "participation of the governed in their government is, in theory, the cornerstone of democracy -a revered idea that is vigorously applauded by virtually everyone" (261).

INGSOs should also include concepts usually applicable to the political sphere, such as participation and democratization (Santiso, 2001). The lack of democratic process will lead to a concentration of power, this later may lead to corruption and lack of accountability. Although one vote by nation or federation has a strong appeal, it has been realized with increasing frequency and severity

that decision making based on equal voting embraces democratic limits and may cause corruption of unscrupulous players (Kistner & Weinreich, 2000; Chappelet & Kübler-Mabbott, 2008; MacAloona, 2011). Accountability is a cornerstone of both public and corporate governance because it constitutes the principle that informs the processes whereby those who hold and exercise authority are held to account (Aucoin & Heintzman, 2000, p. 45).

2.4.5. Control mechanisms

The separation of powers is also a good governance practice in non-governmental organizations or in the business world (OECD, 2004, p. 12; Enjolras, 2009). There seems to be growing agreement in the professional sports world that a system of checks and balances and control mechanisms are also needed in INGSOs and that it constitutes good governance (IOC, 2008, p. 4; Philips, 2011, p. 26). One of the main rationales behind the importance of accountability is that it prevents the development of concentrations of power (Aucoin & Heintzman, 2000; Bovens, 2007, p. 462). At the international level, a regulatory vacuum exists in which powerful transnational actors often have powers that dwarf those of many governments (Scherer & Palazzo, 2011, p. 900).

It is assumed that the potential threat that stricter regulations will be enacted unless the potentially affected actors adapt their behavior to the expectations of the legislator, pushes those organizations which operate ‘in the shadow of hierarchy’ towards compliance. According to Wolf (2008, p. 244), ‘even the most prominent functional equivalents to the checks and balances institutionalized within the political systems of democratic states (...) cannot be

provided by private actors alone'. The concentration of power shall be avoided. It seems like INGSOs have been pre-occupied with dealing with corruption and malpractice on the playing field rather than with the quality of their own internal functioning (Forster & Pope, 2004, p. 112). The separation of power between the management of an organization and the board entails a system of checks and balances that entails the implementation of internal control procedures (Enjolras, 2009, p. 773).

2.4.6. Sport integrity

Integrity is a word commonly associated with modern day sport – it is a complex term that takes on different meanings in different environments and contexts. Teehan, J. (1995). The National Integrity of Sport Unit (NISU) has defined sports integrity as “manifestation of the ethics and values which promote community confidence in sports”. Integrity in sport is largely addressed in research through concepts of fair play, respect for the game, sportsmanship, positive personal values of responsibility, compassion for the other, and honesty in adhering to rules (Keating 2007; Bolter 2010; Butcher and Schneider 2003; Feezell 2004; Feezell 2007; Morgan 2007; Festini 2011; Gould and Carson 2008; Lumpkin et al 2003; Boxill 2003).

The Australian sport sector's Essence of Australian Sport statement highlights that it is vital that the integrity of sport be maintained and that: "the main responsibility for this lies with decision makers at every level of sport, who should ensure that all policies, programs and services are based on the principles

of fairness, respect, responsibility, and safety". Australian Sports Commission. (2012).

2.4.7. Solidarity

Solidarity is an action made to protect and promote the well fare of society. By solidarity there is a promotion of so-called “corporate social responsibility strategies” as a response to a variety of social, environmental and economic pressures (European Commission, 2001b). sports organizations at all levels are facing a higher demand for socially, ethically and environmentally responsible behavior and are also being offered significant chances to establish themselves in that regard (Babiak, 2010; Davies, 2010). Given the sociocultural values of sport, they in fact have the potential to have a huge positive impact on the wider society (European Commission, 2007).

All the above 7 dimensions are measured by an equal number of indicators (see below) to attribute equal importance to each dimension. The scoring is based on a Lickert-type scale ranging from 0 to 4.

Table 1. The scoring system

Score	
0	Indicator not fulfilled at all
1	Indicator partially fulfilled
2	Indicator fulfilled
3	Indicator well-fulfilled
4	Indicator totally fulfilled in a state-of-the art way

Each score should be justified by a qualitative comment and/or based on a quantitative predefined scale. By adding all the grades – eventually weighted – the scorecard of an ISGB can be obtained.

With such a scorecard a given ISGB can see how it performs over several years in a spirit of better (rather than good) governance (Chappelet, 2011). For each dimension the indicator scores can be added and the ISGB's spiders drawn and compared over the years.

2.4.1. Organizational transparency

The indicators for this dimension assess to what extent the main documents and official information of the WTF are published on its website.

Indicator number	Indicator description
1.1	ISGB publishes on its website its statutes and bye-laws
1.2	ISGB publishes on its website its sports rules
1.3	ISGB publishes on its website its LB members' basic information(name, address, date of creation for organisations, date of birth, nationality, gender for natural persons)
1.4	ISGB publishes on its website its EB members' and senior managers' biographical and contact information
1.5	ISGB publishes on its website its organisation chart
1.6	ISGB publishes on its website its vision/mission/values and strategic objectives
1.7	ISGB publishes on its website the agenda of its LB meetings
1.8	ISGB publishes on its website newsletters and/or press releases
1.9	ISGB publishes on its website an annual activity report

2.4.2. Reporting transparency

The indicators for this dimension assess to what extent the main annual reports and financial information of the ISGB are published on its website or in traditional form (reports).

Indicator number	Indicator description
2.1	ISGB publishes or makes available reports on its main events (championships, cups, etc.)
2.2	ISGB opens its Legislative Body meetings to media or publishes their minutes
2.3	ISGB annually publishes its Standing Bodies reports

2.4	ISGB annually publishes an externally audited financial report according to recognised international standards (IFRS ¹ or similar)
2.5	ISGB annually publishes compensation benefits and/or salary of its president
2.6	ISGB annually publishes financial allowances of its voluntary EB members
2.7	ISGB annually publishes salaries and benefits of its senior managers
2.8	ISGB annually publishes amount of income tax paid and to whom
2.9	ISGB has an archival policy to give access to its archives for scholars and media

2.4.3. Stakeholders' representation

The indicators for this dimension assess to what extent the main stakeholders of the ISGB are represented in the different ISGB's bodies. The grades are attributed as follows:

- 0 = stakeholder not represented in any body of the ISGB
- 1 = stakeholder represented in 1 category of body of the ISGB
- 2 = stakeholder represented in 2 categories of body of the ISGB
- 3 = stakeholder represented in 3 categories of body of the ISGB
- 4 = stakeholder represented in 4 categories of body of the ISGB.

Indicator number	Indicator description
3.1	Athletes are represented in the ISGB bodies
3.2	The athletes' entourage (coaches, agents, medical staff, etc.) are represented in the ISGB bodies
3.3	Judges / referees are represented in the ISGB bodies
3.4	Clubs are represented in the ISGB bodies
3.5	Leagues are represented in the ISGB bodies
3.6	Event organising committees are represented in the ISGB bodies
3.7	Media partners are represented in the ISGB bodies
3.8	Commercial partners (sponsors, suppliers...) are represented in the ISGB bodies
3.9	Sport fans, supporters, volunteers, grass root participants are represented in the ISGB bodies

¹ IFRS = International Financial Reporting Standards

2.4.4. Democratic process

The indicators for this dimension assess the extent to which democratic processes are in place in the ISGB.

Indicator number	Indicator description
4.1	ISGB organs meet regularly (annually for LB and several times a year for EB)
4.2	ISGB organs' members are elected on the basis of secret ballots and procedures detailed in its statutes
4.3	ISGB has detailed regulation for the candidatures to its presidency
4.4	ISGB organs' major decisions are taken by secret ballots and members with a conflict of interest are excluded from the vote
4.5	ISGB organs' major decisions are taken on the basis of written reports supported by criteria
4.6	ISGB EB's members have a term limit
4.7	ISGB EB's members have an age limit
4.8	ISGB EB's members and senior managers reflect the sport gender balance
4.9	ISGB EB's members and senior managers reflect an appropriate geographical balance

2.4.5. Control mechanisms

The indicators for this dimension aim at assessing whether the ISGB has established controls and appropriate procedures in its activities and decisions.

Indicator number	Indicator description
5.1	ISGB has adopted a code or principles of governance
5.2	ISGB has an internal integrated control and risk management system (COSO ² or similar)
5.3	ISGB has an audit and remuneration committee or similar, distinct from the finance committee
5.4	An elected independent member sits on the ISGB's Executive Body to safeguard proper decision making on behalf of the members
5.5	ISGB has a committee to perform due diligence on the members of its bodies and senior managers based on FIT ³ or similar
5.6	ISGB separates regulatory and commercial functions

² COSO = Committee of Sponsoring Organizations of the Treadway Commission (Common internal control model).

³ FIT = The Fit and Proper test for Approved Persons by the UK FSA (Financial Services Authority).

5.7	ISGB observes open tenders for its major marketing and procurement contracts
5.8	ISGB's decisions can be contested through well-defined internal channels specified in its statutes and bye-laws
5.9	ISGB recognises the Court of Arbitration for sport (or similar) as an external channel of complaint and dispute resolution

2.4.6. Sport integrity

The indicators for this dimension aim at assessing measures that the ISGB has put in place for guaranteeing the integrity of its sport and main stakeholders.

Indicator number	Indicator description
6.1	ISGB has or recognises an Ethics/Integrity Code for its organs' members and staff including guidelines for receiving/giving gifts from/to individuals or organisations
6.2	ISGB has state-of-the-art conflict of interest regulations
6.3	ISGB has rules concerning betting on its sports or recognises the Sport Accord code of conduct and model rules on sports integrity in relation to sports betting
6.4	ISGB has an independent body (e.g. Ethics Commission) to monitor the application of the rules presented in 6.1, 6.2 and 6.3, to initiate investigation proactively and to propose sanctions
6.5	ISGB has a confidential reporting mechanism to manage comments and allegations by whistle blowers
6.6	ISGB recognises and complies with the World Anti-Doping Code
6.7	ISGB's major events respect the principles of sustainable development and adopt an environmental management system(ISO ⁴ 14000 or similar)
6.8	ISGB has integrity awareness / education programmes for its main stakeholders
6.9	ISGB collaborates with governmental and non-governmental agencies on integrity issues

5 ISO: International S. Organization

2.4.7. Solidarity

The indicators for this dimension assess to what extent the ISGB supports its main stakeholders, notably through ad hoc programmes and revenue redistribution.

Indicator number	Indicator description
7.1	ISGB invests an adequate part of its surplus in its declared non-profit objectives
7.2	ISGB has a financial redistribution policy and programmes for its main stakeholders
7.3	ISGB audits the use of funds given to its main stakeholders
7.4	ISGB has programmes for the development of its sport at elite and grass root levels
7.5	ISGB has an environmental and social responsibility policy and programmes in place
7.6	ISGB has career and education programmes to assist its athletes during the transition to their post-athletic careers
7.7	ISGB has programmes or resources to assist the communities which host its events in their legacy planning
7.8	ISGB audits the use of funds given to its social responsibility programmes
7.9	ISGB collaborates with governmental and non-governmental agencies on social responsibility issues

2.5. Governance of World Taekwondo Federation

Although the governing body of WTF before 2004 has committed different case of corruption and sometimes undemocratic process, they helped Taekwondo to become an Olympic Sport. In one hand the governance was successful in certain dimensions like solidarity on the other hand was not successful in other dimension such as control mechanism and stakeholder representation.

In general the governance of WTF before 2004 was not a good one. This made the control of power and decision making difficult. It also helped the governing body to control all the power in one hand. This total control of power and the absence of stakeholders in decision making gave the President the

opportunity to practice illegal issue. As consequences there were many scandal and cases of corruptions which obliged the governing body in 2004 to resign and to put Taekwondo in balance of being an Olympic Sport.

The WTF suffered its worst governance scandal due to unethical practices by its President and governing body at that time. Consequently, it had to reform its governance, amend the constituents and in particular to follow the chart of IOC. Since 2004 a second governing body is governing WTF and has been doing big efforts to make deep change in different dimension of governance in order to safeguard Taekwondo as an Olympic Sport and to continue the promotion of Taekwondo worldwide.

Since 2004 WTF has sought to make Taekwondo an example of fairness and transparency. This started with reforming the WTF Statutes and Competition Rules, and democratic governance is now a cornerstone of the Federation and the sport. Further codes, such as the WTF Code of Ethics, have also positioned the Federation closer to the Olympic Movement.

Dr. Choue asserted that the WTF needed to move forwards and focus on making the sport more marketable and accessible for all, also maintaining that good governance needs to be achieved.

From last decade, under the new administration of World Taekwondo Federation, better management, improved governance, rigorous coaching and enthusiastic players, has been very generous contributors to the overall development and progress of Taekwondo in the World. World Taekwondo Federation introduce changes to make sport more "marketable and accessible."

His drive to push Taekwondo forwards comes less than a month after Dr. Choue told inside the games the WTF would do their best in order to promote the sport and make it more transparent and fair, with these changes seen as key to safeguarding Taekwondo's Olympic status.

These measures allow the WTF to effectively deliver on its promise that athletes come first, and the Federation has introduced a number of initiatives implementing this.

In 2006, the WTF Paralympic Committee was established and is already working closely with several National Paralympic Committees, leading to the first World Para Taekwondo Championships in 2009 in Baku, Azerbaijan.

Taekwondo's inclusion in the 2020 Paralympic Games Programme is a priority for the Committee and it is currently working alongside the Paralympic family to achieve this in both kyorugi (sparring) and Poomsae (a series of postures and movements of the technical forms of taekwondo skills).

WTF-building The World Taekwondo Peace Corps, set up in 2008, has seen volunteers coach taekwondo in 93 countries across all five continents, while the World Taekwondo Youth Camp has been established to help create stars of the future – both schemes give hope to athletes that their dreams can come true as well as promoting the values of Olympism.

The WTF has also secured the participation of Taekwondo in the Youth Olympic Games (YOG), creating a pathway for young athletes to achieve their goals at a future Olympic and Paralympic Games. This was evidenced perfectly

by Jade Jones who took gold at the 2010 YOG in Singapore and then again at the London 2012 Games.

President Choue commented:

"London 2012 was a resounding success for TKD. It was the fairest and most dynamic event in our history and showed the global nature of the sport. In total, 32 medals were won by 21 different countries including Gabon, which won its first ever Olympic medal with Anthony Obame's silver. We also saw Rohullah Nikpai win Afghanistan's second ever Olympic medal when he took bronze. Both these triumphs were incredibly emotional for the athletes, their countries and the Taekwondo and Olympic families.

Despite, all the change that has been done by WTF, the way still very long to reach the good governance. WTF shall give equal chance between male and female in leadership in different domain. This balance in gender will make Taekwondo more appealing to general audiences. The gender equity discrimination will inhibit the progress the WTF.

For decades WTF has been monopolizing Taekwondo by appointing Korean people in the head of different committees and in strategic position. It was uncommon to have foreigner presiding committee. Nowadays the change is there but still to be continued to have balance between gender and continental representation. All those enhancement will change the situation from unilateral control to a more inclusive organization.

2.6. World Taekwondo Federation and International Olympic Committee

The President of WTF Kim Un Young is a national star in Korea. He successfully ruled many sport organization since 1971. In 1973 he became the founder and the President of WTF. He succeed to build a good relation with IOC and UN. He was elected in 1986 as IOC member. His position as IOC member helped Taekwondo to be a demonstrative Sport in Seoul Olympic 1988, Barcelona 1992 and in Atlanta 1996. In 1994 he succeed in adoption Taekwondo as Official Olympic sports at Paris IOC Congress. The participation of Taekwondo as an official game in Sydney 2000 was so successful. This participation made Taekwondo stand high among other Olympic Sports. Unfortunately, this did not last for a long time because in 2004 there was many scandals related corruption which harmed the image of Taekwondo. Since that time Taekwondo become in balance of being as an Olympic Sport.

Since that time the new President tried to overcome those scandals by making a step towards better governance. He reformed the governing body and increased the number of committees. He gave opportunity to different stakeholder to participate in decision making. He also worked hard to bring back the mutual trust with IOC by the implementation and compliance of good governance of IOC and other international sports organizations.

During the IOC Session in Monte Carlo Dr. Choue the President of WTF introduced the major points of the Olympic Agenda 2020, He urged "We are now in a position to drive change ourselves rather than being driven."

His drive to push Taekwondo forwards comes less than a month after Choue told inside the games the WTF would do their best in order to promote the

sport and make it more transparent and fair, with these changes seen as key to safeguarding Taekwondo's Olympic status.

During the meeting, of which Thailand's International Olympic Committee member Nat Indrapana was among the organizers, a series of proposed amendments were passed, including alterations to WTF competition rules and the WTF Ranking Bylaw, as well as changes to the Para-taekwondo and deaf-taekwondo classification rules and regulations.

Chungwon Choue insists Taekwondo needs to continue to evolve to maintain its standing as a Summer Olympic Games core sport.

At the 125th International Olympic Committee IOC Session in Buenos Aires in September 2013, Taekwondo was named as one of the 25 sports that will form the main body of the Tokyo 2020 program.

2.6.1. Structure and Role of the International Federations

As the second primary constituent of the Olympic Movement, the IFs are vital to the survival of the Olympic Movement as they are the governing bodies of all Olympic sports and/or disciplines. According to the Olympic Charter, a sport must have an IF as its governing body in order to be recognized by the IOC.⁸⁵ The IOC currently recognizes roughly 60 IFs; 35 of which can be on the Olympic Programme at once, twenty-eight for the Summer Olympic Games and seven for the Winter Olympic Games.⁸⁶ IFs can be characterized as NGOs and are responsible for the governance of one or multiple sports internationally.

2.6.2. The Olympic Movement

“The Olympic Congress of Copenhagen 2009 stated that the legitimacy and autonomy of the Olympic movement depends on upholding the highest standards of ethical behavior and good governance”. “Principles on good governance have been developed by the International Olympic Committee and recommended to be adopted by the Olympic movement”.

Although it could be argued that the IOC operates as a single entity, it is in fact part of a much larger organizational structure, known as the Olympic Movement. According to the IOC, the Olympic Movement is defined as, “... the concerted, organized, universal and permanent action, carried out under the supreme authority of the IOC, of all individuals and entities who are inspired by the values of Olympism.”⁷⁰.

In addition, the Olympic Charter suggests that there are three primary constituents who comprise the Olympic Movement, as well as a number of secondary organizations.⁷¹.

Chapter 3. Method

Uma (2003) defines research as an organized, systematic, critical, objective and scientific inquiry or investigation into a specific problem, undertaken with the purpose of finding answers or solutions to it. Saunders et al (2003) share similar view with Uma (2003) and by defining research as'' something that people undertake in order to find out things in a systematic way''.

3.1. Survey Procedure

3.1.1. Sample

World Taekwondo Federation: Boards members, Council members, Referees and Administrative. Member National Association: Board members, Administrator, Coaches, and Athletes.

3.1.2. Questionnaire

The purpose of this study is to evaluate how good the governance system of WTF was before and after 2004? What is the impact of both governance system on Taekwondo as Olympic Sport? What are the similarities and differences in the governance system between the two governing body? Bryman (1988) argued for a 'best of both worlds' approach and suggested that qualitative and quantitative approaches should be combined. A quantitative and qualitative approach will be used to answer the research questions that have been posed.

Quantitative research is the systematic empirical investigation of observable phenomena via statistical, mathematical or computational techniques. In our study we will make Questionnaire based on Basic Indicators for Better Governance in International Sports BIBGIS. We will use a modified version of BIBGIS to

measure good governance in WTF. The questionnaire focused on 7 dimensions drawn on BIBGIS.

Each of these 7 dimensions is measured by an equal number of indicators to attribute equal importance to each dimension. The scoring is based on a Lickert-type scale ranging from 0 to 4

Table 2. The scoring system

Score	
0	Indicator not fulfilled at all
1	Indicator partially fulfilled
2	Indicator fulfilled
3	Indicator well-fulfilled
4	Indicator totally fulfilled in a state-of-the art way

Each score should be justified by a qualitative comment and/or based on a quantitative predefined scale. By adding all the grades – eventually weighted – the scorecard of WTF can be obtained.

This average score of each dimension will be shown on the radar chart to graphically present the governance level of each governing body in WTF. All the analyses were performed by SPSS for Windows release 22 variable are presented as mean \pm SD. T test paired data estimated differences between the two groups.

3.2. Interview procedure

Gilbert (2008) noted that qualitative research is a research that aims to investigate and analyze specific problems by describing scenes, gathering data through interviews and analyzing the meaning of documents. In this study we will also use interview as a second source of collecting data. In the qualitative studies

into sport, semi structured interviews are preferred over unstructured interviews (Jones, Brown, & Holloway, 2013). For this study four semi-structured interviews were conducted each interview lasted between 20 and 40 minutes. A set list of 20 questions were pre-planned into an interview schedule (Appendix 1). The interviews only used open-ended questions, “allowing the participants to fully express their viewpoints and experiences” (Turner, 2010, p.756). All questions were asked to all interviewees regardless of their positions. Interviewees were informed prior to each interview of their right to refuse to answer questions they do not feel comfortable with. As the roles and positions of the selected interviewees varied, some of the questions were skipped when the interviewees did not feel confident and knowledgeable enough to answer. The interview will be face to face to evaluate how good the governance system of WTF was before and after 2004, to illustrate the impact of both governance system on Taekwondo as Olympic Sport, and to define the similarities and differences between the two governance systems.

3.2.1. Selection of Interviewees

The interview will be with key actors in both governing body period. The interview participants will be Dr. Choue President of WTF, , Professor Yang Jip Bang General Director of WTF, Mr. Jay Lee WTF Sport Director in WTF, and Mr. X from Kukkiwon. We will also use the Library of WTF, Kukkiwon, KTA and other sources to get information related to Taekwondo.

3.3. Questions

The questions will be aligned with the questionnaire in order to have a full pictures of the governance body of WTF during 42 years. The questions are open-end questions which give the interviewee the freedom to answer the question easily and smoothly.

3.4. Analysis

As a first step of data analysis, the researcher read the transcripts of the interviews thoroughly and repeatedly, to familiarize herself with the data (C. Robson, 2011). All of the interview data were manually coded and categorized, with the research questions in mind (Denzin & Lincoln, 2003). The coding and categorizing followed Miles and Huberman's (1994) two-level coding strategy. On the first-level coding process, the researcher generated initial codes and gave the same code to similar extracts (C. Robson, 2011). Afterwards, the second-level coding process identified themes, collating generated codes into relevant themes. The emerged themes served as a basis for the analysis and interpretation (Robson, 2011). During these processes the data was constantly compared with the literature, which was then presented in the discussion chapter (Creswell, 2003).

3.5. Limitations

Some interviewee prefer sending answer via email rather than conducting face to face interview. The period and circumstances in which the two governing body ruled WTF are different. Part of sample still working in WTF (Conflict of interest).

Chapter 4. Results

This chapter is intended to discuss the findings and the results of the survey which measured the good governance in WTF before and after 2004. It is also intended to discuss the findings of the interviews conducted with four interviewees (see Appendix 1).

The discussion begins with analyzing the seven dimensions. Each dimension was given a score and percentage to have a real picture of the good governance in WTF and to be able to make a comparison between the two governing bodies.

The results of the survey are discussed for each governing body to establish an understanding on the good governance situation in WTF. Later on results are compared and analyzed to get the overall picture of good governance situation in WTF.

The interviewees' responses are carefully compared with the findings of the survey.

The survey was sent to 118 Member National Association and only 41 replied. The survey was also sent to 73 Coaches, Referees and Players and only 36 replied. Six questionnaire was not counted due to the lack of information. The following are the results of the survey that measure seven dimensions of governance system of WTF before and after 2004 according to the Chapellet seven Basic Indicator for Better Governance in International sport. We also have the results of the interview that measure how good was the governance system of WTF before and after 2004 and its impact on Taekwondo as an Olympic Sport.

1. How good was the governance system of WTF before 2004 according to the Chapellet seven Basic Indicator for Better Governance in International sport?
2. What was the impact of governance system of WTF before 2004 on Taekwondo as an Olympic Sport?
3. How good was the governance system of WTF after 2004 according to the Chapellet seven Basic Indicator for Better Governance in International sport?
4. What is the impact of governance system of WTF after 2004 on Taekwondo as an Olympic Sport?
5. What are the similarities and differences in the governance system between the two governing body?

4.1. Results of good governance in WTF before 2004

4.1.1. Result of the survey

The following are the results of the survey that measure seven dimensions of good governance in WTF before 2004 and the table 3 mention the scores achieved by governing body along with calculated percentage and mean value in each of the seven good governance dimensions.

Table 3 shows the results of good governance in WTF before 2004. All the dimensions are under the medium score, except for solidarity and organization transparency. The highest score was for solidarity with 21 out of 36. The mean value was 2. 33 out of 4 and the percentage was 58. 33%. The lowest score was for the stakeholder's representation with only a score of 8 out of 36. The mean value was 0. 88 out of 4 and the percentage was 22, 22%.

Table 3: Good Governance in WTF Before 2004

Dimensions	Total Score out of 36	Percentage	Mean value out of 4
Organization Transparency	19	52.77%	2.11
Reporting Transparency	11	30.55%	1.21
Stakeholders Representation	8	22.22%	0.88
Democratic Process	14	38.88%	1.55
Control Mechanism	13	36.11%	1.44
Sport Integrity	13	36.11%	1.44
Solidarity	21	58.33%	2.33

According to the table 3 the scores attained by governing body in WTF before 2004 mention that there was a difficulty and failures in most of seven dimension. The governance in WTF before 2004 was a not good enough. Below is the same good governance scores shown graphically by radar chart.

Figure 1 exhibit graphically the scores achieved in good governance dimensions by WTF before 2004 using the radar chart.



Figures 1. WTF Good Governance Radar Graph Before 2004

The figure 1 illustrate that most of the dimension have a poor level of good governance in WTF before 2004. Among seven dimension only two are over the medium score. Most of the scores achieved are very low. Unsurprisingly that Solidarity has the high score, but it is surprisingly that Organization Transparency has the second highest score.

4.1.2. Result of the interview

By examining the interview we notice that all of them agreed that the founder of WTF Dr. Kim Un Young is the one that helped a lot Taekwondo to become an Olympic Sport. The research found that the good network that Dr. Kim had inside Korea and in the entire world helped him a lot to introduce Taekwondo to the world as a martial arts in the first stage then as a Sport. The interviewee also agreed that dispatched masters played a big role in spreading Taekwondo worldwide. The sacrifice that dispatched masters did to promote Taekwondo was great.

The interviewee agreed that Dr. Kim used to rules most important Taekwondo organization in Korea like Kukkiwon, KTA and WTF. Those positions made him able to take decisions in favor of spreading Taekwondo and making it more popular in the World. He encouraged the government to support financially Taekwondo Associations in Africa, South America and East Europe to promote Taekwondo. The research identified that Dr. Kim played a big role in making Taekwondo as a National sport. This is due to different political position that he took in Korea and outside Korea. The interviewee indicated that the government played a big role in spreading Taekwondo worldwide. The huge support that has been done late sixty and early seventy of the last century was the result of the competition between South and North Korea. As North Korea started sending masters abroad to teach Taekwondo, the South Korea did it is best to much better and to spread its own style of Taekwondo.

The research found that on one hand the concentration of power gave to Dr. Kim the opportunity to be the figure number one in sport in Korea. After his success at the head of different organizations and the different political occupation that he took outside Korea especially in USA and UN gave him the opportunity to build a strong network within sports leader in the world. After that he become an IOC member in 1986, this position has opened the door to Taekwondo to become a demonstrative Sport in 1988 Seoul Olympic Games and then as an official Olympic Sport in 2000. On the other hand the concentration of power gave to Dr. Kim the opportunity to be miss use it in certain cases.

The research found that the concentration of power has impacted negatively the democratic process in the governing body. Dr. Kim has governed WTF for more than 30 years in which he kept Taekwondo seems to be only a Korea Sport by appointing only Korean in the head of different committees. In this regards many country started to complain about that especially western countries. The one way system has impacted even the results of most Championships and western media start to put criticism on the fairness of Taekwondo.

The interviewees also mentioned that the concentration of power has impacted transparency of the organization and it leaded to the increase of corruption especially after being accepted as an Olympic Sport. They also indicated that the stakeholder representation was almost absent for most of the MNA mass and was totally absent for coaches referees athletes and mass media. Seems to be only IOC and some powerful MNA a part of the stakeholder.

4.1.3. Impact of governance system of WTF before 2004 on Taekwondo as Olympic Sport

All the interviewees indicate that the governing body of WTF before 2004 has played a major role in spreading Taekwondo worldwide. It also played the major role in making Taekwondo an Olympic Sport. They also indicated that it started when Dr. Kim has succeed as a leader of many Taekwondo organizations. This encouraged the government to support Taekwondo and making it the National Sport of Korea. In the same concern they also indicated that Dr. Kim has served in many diplomatic and political position inside and outside Korea. Those occupations made him able to build a strong network within sports and political

leader in the world. The International network helped him and his governing body to introduced Taekwondo to different countries of the World, as a result Taekwondo become more popular.

They also indicated that the governing body has invested a lot in sending masters outside Korea to promote Taekwondo. The sacrifice that dispatched masters did to promote Taekwondo was great and it was the result of the strategy of the governing body and that time. The priority was to make Taekwondo popular in the world. The research identified that after being the National Sport figure in Korea, Dr. Kim become an IOC member in 1986 and become an International figure. In this regards all the interviewees agreed that his position as IOC member has opened the door widely to Taekwondo to become a demonstrative Sport in 1988 Seoul Olympic Games and then as an official Olympic Sport in 2000.

The interviewees seems to agree that the absence of the major stakeholder in governing body of WTF made the decision unilateral. They also indicated that the unilateral decisions brought bad consequences to the image of Taekwondo. In this regards WTF has faced many problems after being accepted as an Olympic Sport. The research found that most of those problems are related to the poor representation of stakeholder's and the lack of control mechanism.

The interviewees seems to agree that the governance body gave priority to certain dimensions like solidarity and disdain others. In this concern some mention that the political circumstances of that period has impacted the way Dr. Kim governed WTF. This policy helped the governing body to control all the

power in one hand. This total control of power and the absence of stakeholders in decision making gave the President the opportunity to practice illegal issue.

The absence of stakeholder in decision making also made unbalance and it impacted even the result and the outcome of competition. In this regards IOC was unhappy and they asked WTF to make a change in the rules of the games in order to be more transparent and fair.

The research identified that the lack of democracy and control mechanism leads governing body to commit illegal issue. As consequences there were many scandal and cases of corruptions which obliged the governing body in 2004 to resign. Most of the interviewees agreed that since the resignation of governing body Taekwondo become in balance of being an Olympic Sport.

4.2. Results of good governance in WTF after 2004

4.2.1. Result of the survey

The following are the results of the survey that measure seven dimensions of good governance in WTF after 2004 and the table 4 mention the scores achieved by governing body along with calculated percentage and mean value in each of the seven good governance dimensions.

Table 4 shows the results of good governance in WTF after 2004. All the dimensions are over the medium score, except for reporting transparency. The highest score was for organization transparency and solidarity respectively with 27.5 and 27 out of 36. The mean value was respectively 3, 05 and 3. The percentage was respectively 76, 38% and 75%. The lowest score was for the

stakeholder's representation with only a score of 15 out of 36. The mean value was 1, 66 and the percentage was 41, 66%.

Table 4: Good Governance in WTF After 2004

Dimensions	Total Score Out of 36	Percentage	Mean value Out of 4
Organization Transparency	27.5	76. 38%	3. 05
Reporting Transparency	18	50%	2. 00
Stakeholders Representation	15	41. 66%	1. 66
Democratic Process	22	61. 11%	2. 44
Control Mechanism	27	75%	3. 00
Sport Integrity	21	58. 33%	2. 33
Solidarity	27	75%	3. 00

According to the table 4 the scores attained by governing body in WTF after 2004 mention that there was a success in the betterment of the seven dimension of governance. The scores has been almost doubled in most of seven dimension except for the solidarity and organization transparency the betterment was about one third. Same data was used in figure 2 to exhibit graphically the scores achieved by WTF after 2004 in good governance dimensions using the radar chart.

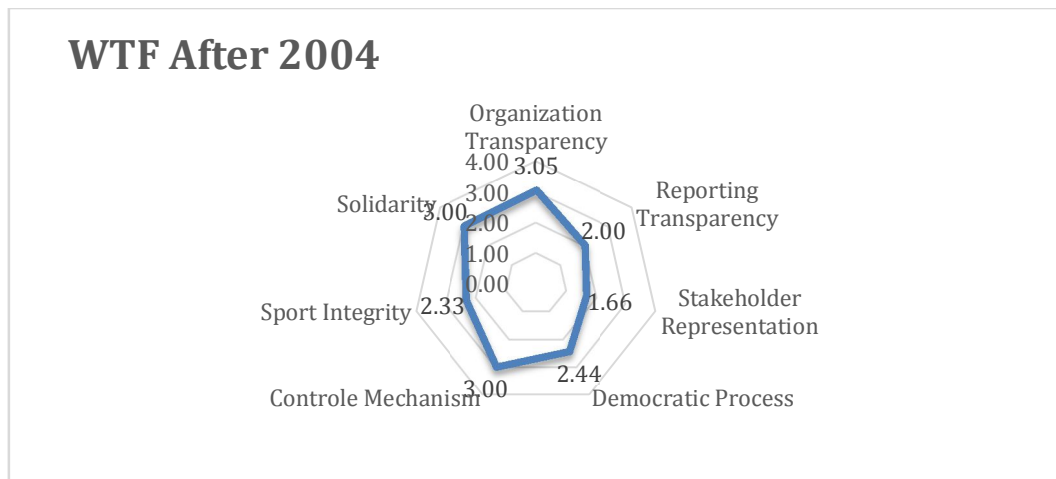


Figure 2: WTF Good Governance Radar Graph After 2004

The figure 2 illustrate that certain dimension have a good level of good governance in WTF after 2004 like organization transparency, solidarity and control mechanism. Meanwhile others dimension like stakeholder representation needed to be improved. Among seven dimension six are over the medium score.

4.2.2. Result of the interview

By examining the interview all the interviewees agreed that the governing body of WTF after 2004 has succeed to safeguard Taekwondo as an Olympic Sport so far. They also indicated that played the major role in making fundamental change in the rules and regulations of Taekwondo. In this regards competition become fairer than before and new countries become able to get medals in big event such as World Championships and Olympic Games. In the same concern they also indicated that the keenness of the new governing body to build a new era based on transparency and democracy made them success in the betterment of most dimension of governance.

The interviewees seem to agree that the governing body after 2004 is trying to be more transparent and open to its stakeholder in order to avoid misconduct or misuse of power. They indicated that the governing body took almost the same strategy of the previous one by dispatching masters abroad to spread Taekwondo around the world. In this concern they add that the new governing body has created new programs that deal with solidarity purposes such as The World Taekwondo Peace Corps, so far a total of 1,700 instructors were dispatched to 374 countries (108 countries in case repeated countries are calculated as one). It has contributed hugely to the sport development among the youth in many countries.

Some of the interviewees mention that transparency and inclusiveness are two main strengths of the actual governing body. In the same concern they add that all processes within the WTF are transparent and accountable in strict compliance with democratic procedures. “We worked hard to include all taekwondo persons in the activities of the WTF”. They also indicated that the governing body has given the priority to the reform of the organization and judging system to deserve the position as Olympic Sport. In this regard they introduced the protector scoring system and instant video replay which changed the dynamics of Taekwondo, and moreover, it eradicated concerns and wrong perspectives of Taekwondo.

They also indicated that the governing body has invested a lot in youth education. The WTF has also secured the participation of Taekwondo in the Youth Olympic Games, creating a pathway for young athletes to achieve their goals at a future Olympic and Paralympic Games. This was evidenced perfectly

by Jade Jones who took gold at the 2010 Youth Olympic Games in Singapore and then again at the London 2012 Games.

The research identified that the new governing body has focused more in humanitarian issue. In this regards they created a humanitarian foundation which emphasis in educating and training refugees in different camp in the world. The also created six International training center around the world in order to give the chance to different people from different age to practice Taekwondo.

“As the governing body of sport of Taekwondo, we are using our beloved sport as a tool to contribute to human society. Recently, we were appalled by the suffering of refugees, particularly those fleeing the conflict of Syria.

I hope this initiative will turn out to be a great support for human society; peace through sport and unity through sport”.

The research identified that although the governing body of WTF is trying to make a real change in the regulations of the organization and implementing new rules and regulation concerning competition. The way still very long and WTF should take in consideration all the stakeholder in decision making. In this regards they emphasis in participating athletes in decision making process and building a life career for them. They also indicated that WTF shall find a vital solution to attract more sponsors and to have more space in different broadcasting channels.

The research detected that although the gender equity that WTF is trying to make in the field of referee, the gender equity among council members still far away to reach.

4.2.3. Impact of governance system of WTF after 2004 on Taekwondo as Olympic Sport

By examining the interview all the interviewees agreed that the governing body of WTF after 2004 has succeed to safeguard Taekwondo as an Olympic Sport so far. They also indicated that played the major role in making fundamental change in the rules and regulations of Taekwondo. In this regards competition become much fairer than before and new countries become able to get medals in big event such as World Championships and Olympic Games. In the same concern they also indicated that the keenness of the new governing body to build a new era based on transparency and democracy made them success in the betterment of most dimension of governance.

The interviewees seems to agree that the governing body after 2004 tried to be more transparent and open to its stakeholder in order to avoid miss conduct or miss use of power. In this concern they are following the basic indicator of good governance implemented by IOC.

“ We worked hard to include all taekwondo persons in the activities of the WTF”

Similarly to the previous governing body the new governing body took almost the same strategy of the previous one by dispatching masters abroad to spread Taekwondo more and more around the world. In this concern they add that the new governing body has created new program that deal with solidarity purpose such as: The World Taekwondo Peace Corps, so far a total of 1,700 instructors were dispatched to 374 countries (108 countries in case repeated countries are

calculated as one). It has contributed hugely to the sport development among the youth in many countries. The research identified that the new governing body has focused more in humanitarian issue. In this regards they created a humanitarian foundation which emphasis in educating and training refugees in different camp in the world. The new governing body has also created six International training center around the world in order to give the chance to many people from different age to practice Taekwondo. By such programs WTF is promoting the values of Olympism and doing its best to be a pioneer in certain program especially in the humanitarian field.

“As the governing body of sport of Taekwondo, we are using our beloved sport as a tool to contribute to human society. Recently, we were appalled by the suffering of refugees, particularly those fleeing the conflict of Syria. I hope this initiative will turn out to be a great support for human society; peace through sport and unity through sport”.

They also indicated that the governing body has given the priority to the reform of the organization and judging system to deserve the position as Olympic Sport. In this regards they introduce the protector scoring system and instant video reply which changed the dynamics of Taekwondo, and moreover, it eradicated concerns and wrong perspectives of Taekwondo.

They also indicated that the governing body has invested a lot in youth education, The WTF has also secured the participation of Taekwondo in the Youth Olympic Games, creating a pathway for young athletes to achieve their goals at a future Olympic and Paralympic Games. This was evidenced perfectly

by Jade Jones who took gold at the 2010 Youth Olympic Games in Singapore and then again at the London 2012 Games.

The research identified that although the governing body of WTF is trying to make a real change in the regulations of the organization and implementing new rules and regulation concerning competition. The way still very long and WTF should take in consideration all the stakeholder in decision making. In this regards they should emphasis in participating athletes in decision making process and building a life career for them. They also indicated that WTF shall find a vital solution to attract more sponsors and to have more space in different broadcasting channels.

The research detected that although the gender equity that WTF is trying to make in the field of referee, the gender equity among governing body and council members still far away to reach. With the rapid change of life style WTF shall find solution to educate and teach their stakeholder especially, coaches to adapt their style of training to be more attractive. There should be a fundamental change which bring fun and joy to kids and youth without losing the essential of Taekwondo as martial arts and sport. Governing body shall not try only to safeguards Taekwondo as Olympic Sport it should work harder with different stakeholder to make Taekwondo in a better position.

In this concern they shall not only follow the basic indicator of good governance of IOC, but they shall find an assessments tools that measures the good governance in WTF to be able to evaluate and compare with other organizations. This assessments tools will also give the opportunity to put a new

vision based on quantitative data. With quantitative data and measurement tools they will be able to enhance the different dimension and have the opportunity to do better than other big organization. In this concern WTF will not only try to follow IOC, but it will be able to compete it in order to achieve better governance.

4.3. Comparison between the two governing body of WTF

Table 5 shows the good governance results of WTF before 2004 compared to governing body of WTF after 2004 and shows that this later has considerably improved its governance in all seven BIBGIS dimensions.

The difference between the two governing body related to the different strategy of each governing body and to the circumstances that happened after the acceptance of Taekwondo as an Olympic Sport in 2000. The difference is also the result of the amelioration of standard of life since 10 years and the impact of the political enhancement in the democratic process in the Republic of Korea, in the World and in most of International Sport Organization. The new governing body did their best to convince their stakeholder's that they are making big change toward transparency and good governance.

Table 5. Good governance of WTF before and after 2004

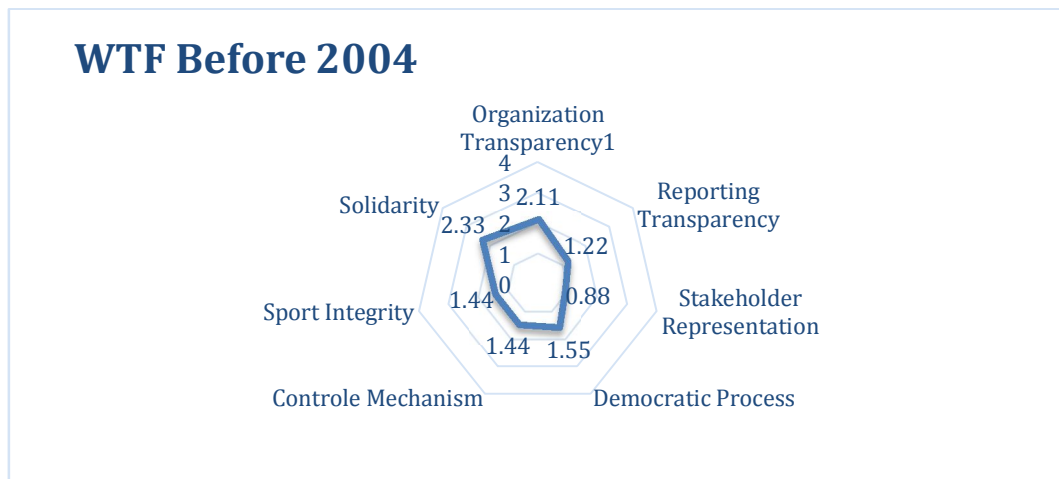
Dimensions	WTF before 2004 Total score	WTF after 2004 Total score	Score difference	WTF before 2004 Mean Value	WTF after 2004 Mean Value
				m ± SD	m ± SD
Organization Transparency	19	28	-7.90	2.11 ± 0.67	3.05 ± 0.68
Reporting Transparency	11	18	-7.01	1.22 ± 0.53	2.00 ± 0.54
Stakeholders Representation	08	15	-7.01	0.88 ± 0.43	1.66 ± 1.02
Democratic Process	14	22	-8.26	1.55 ± 0.66	2.44 ± 0.87
Control Mechanism	13	27	-13.52	1.44 ± 0.53	3.00 ± 0.42

Sport Integrity	13	21	-7.51	1.44 ± 0.61	2.33 ± 0.53
Solidarity	21	27	-5.55	2.33 ± 0.42	3.00 ± 0.79

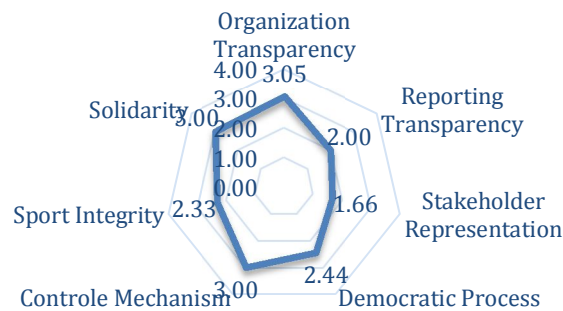
According to the table 5 the scores attained by governing body in WTF

before and after 2004 mention that there was a big change in the seven dimension of governance. The success in the betterment of the seven dimension of governance can be referred to the keenness of the new governing body to build a new phase based on transparency and democracy. The scores has been almost doubled in most of seven dimension except for the solidarity and organization transparency the betterment was almost of one third.

Figures 3 exhibit graphically the scores achieved by WTF before and after 2004 in good governance dimensions using the radar chart.



WTF After 2004



Figures 3: WTF Good Governance Radar Graph Before and After 2004

The figure number 3 shows that there has been an enhancement of many dimension, while other dimension has been slightly enhanced like solidarity and organization transparency. Certain dimensions shall be enhanced to reach good governance like stakeholder representation.

The Figure 4 shows the percentage of change in mean value between the two governing body.

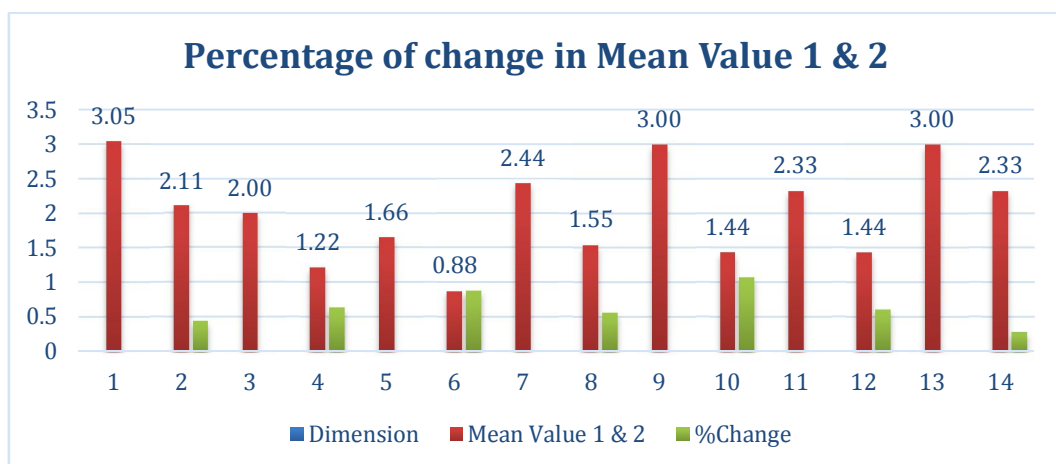


Figure 4: WTF Good Governance Graph

It is clear that there is a big change in all seven dimensions of the two governing body. The highest percentage of change was for dimension number

five control mechanism with 1.08%. The second highest percentage of change was for dimension number three stakeholder representation with 0.88%.

The Figure 5 shows the change in organization transparency mean value among the two governing body in percentage.

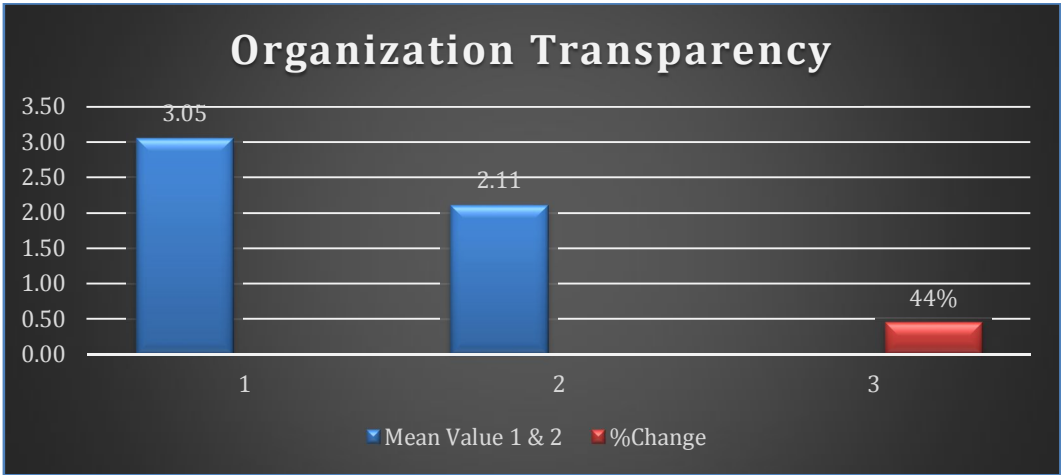


Figure 5: Organization Transparency Graph

From the above figure we can notice that the two dimension present top scores in their governing body. The score was 2.11 out of 4 for WTF before 2004 and 3.05 out of 4 for WTF after 2004. The percentage of change was only 44% and it represent the lowest score in change among the seven dimensions. It was the lowest percentage of change may be because the dimension in WTF before 2004 already has a high score.

The Figure 6 shows the change in reporting transparency mean value among the two governing body in percentage.

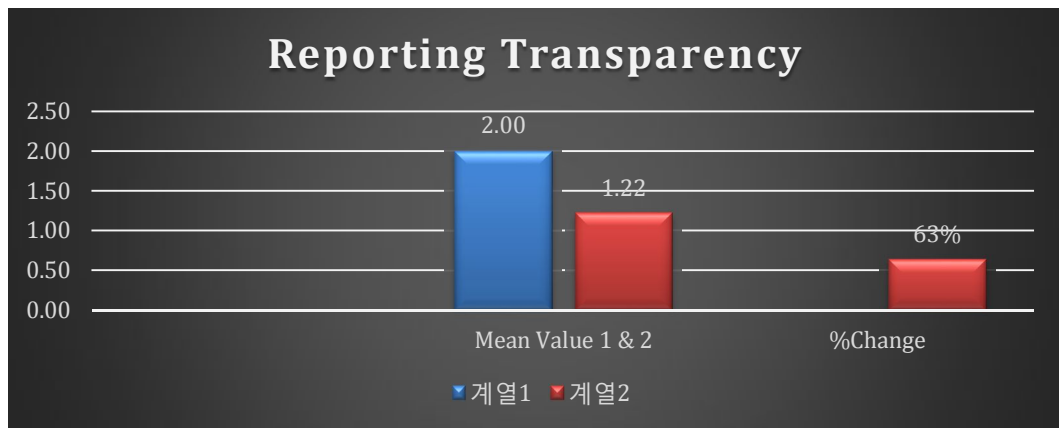


Figure 6: Reporting Transparency Graph

From the above figure we can notice that the two dimension present the second poorest scores in their governing body. The score was 1.22 out of 4 and 2 out of 4 consecutively for WTF before 2004 and WTF after 2004. Although the percentage of change was 63% but this dimension still poor and governing body of WTF shall enhance it.

The Figure 7 shows the change in stakeholder representation mean value among the two governing body in percentage.

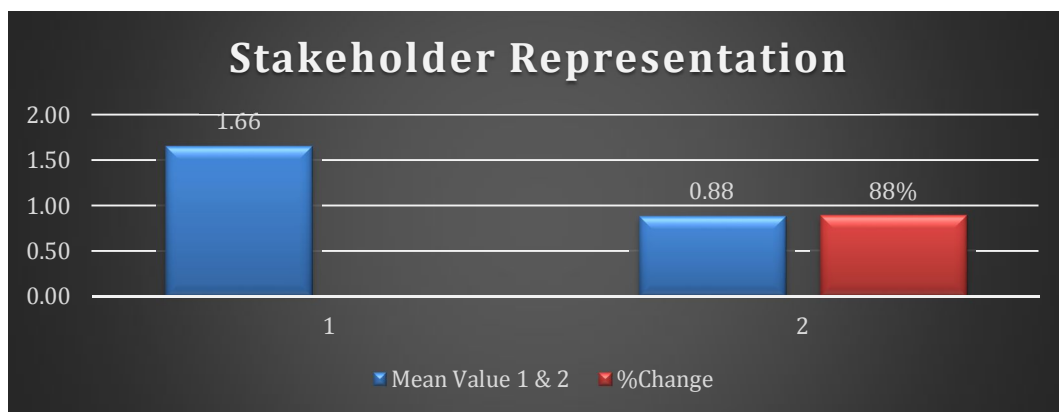


Figure 7: Stakeholder Representation Graph

From the above figure we can notice that the two dimension present the lowest scores in their governing body. The score was 0. 88 out of 4 and 1. 66 out

of 4 consecutively for WTF before and after 2004. Although the percentage of change was 88%, this dimension still the poorest among the others. WTF shall do it is best to participate more stakeholder in its governing body.

The Figure 8 shows the change in democratic process mean value among the two governing body in percentage.

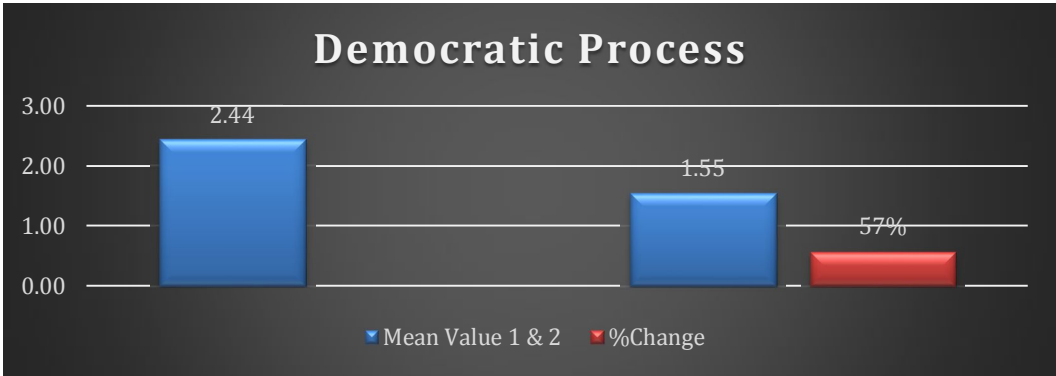


Figure 8: Democratic Process Graph

In the above figure the score was 1. 55 out of 4 for WTF before 2004 and 2. 44 out of 4 for WTF after 2004. The percentage of change was almost the double with 57%.

The Figure 9 shows the change in control mechanism mean value among the two governing body in percentage.

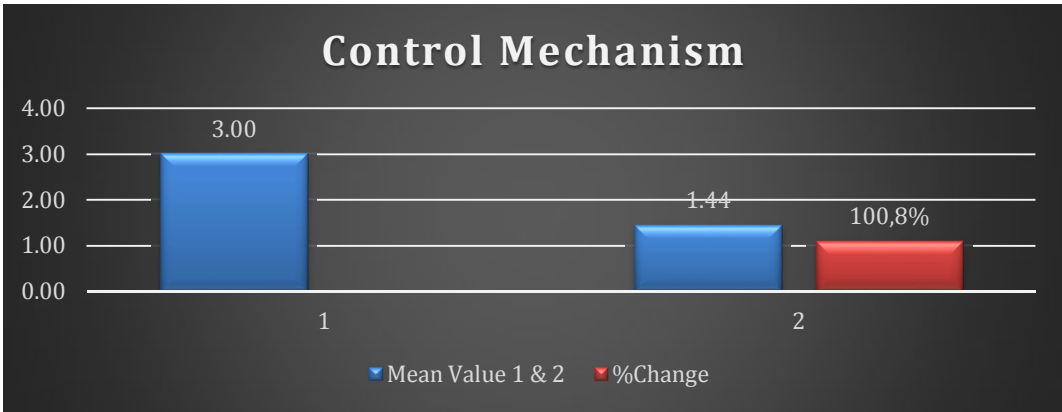


Figure 9: Control Mechanism Graph

The above figure demonstrate that the governing body of WTF after 2004 improved well the dimension of control mechanism. The percentage of change was 100. 08%. The dimension present the second highest score in the governing body with 3 out of 4.

The Figure 10 shows the change in sport integrity mean value among the two governing body in percentage.

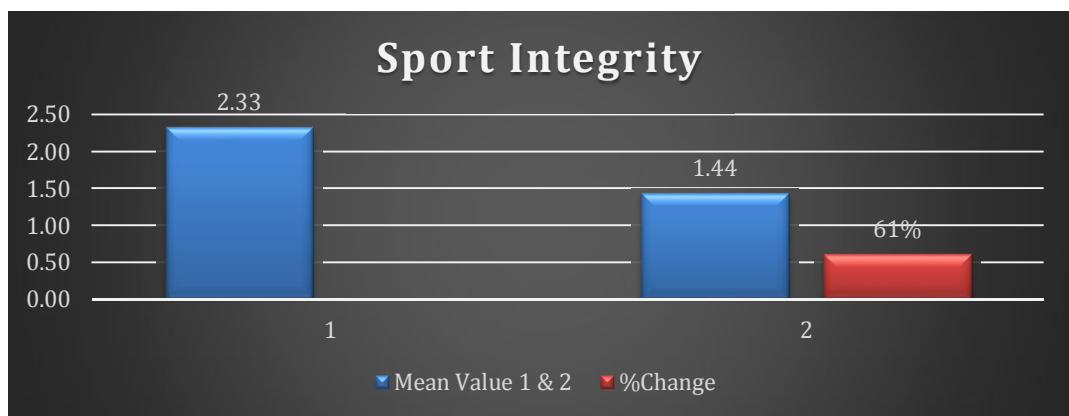


Figure 10: Sport Integrity Graph

From the above figure we can notice that the score was 1.44 out of 4 for WTF before 2004 and 2.33 out of 4 for WTF after 2004. The percentage of change was very important 61%.

The Figure 11 shows the change in solidarity mean value among the two governing body in percentage.

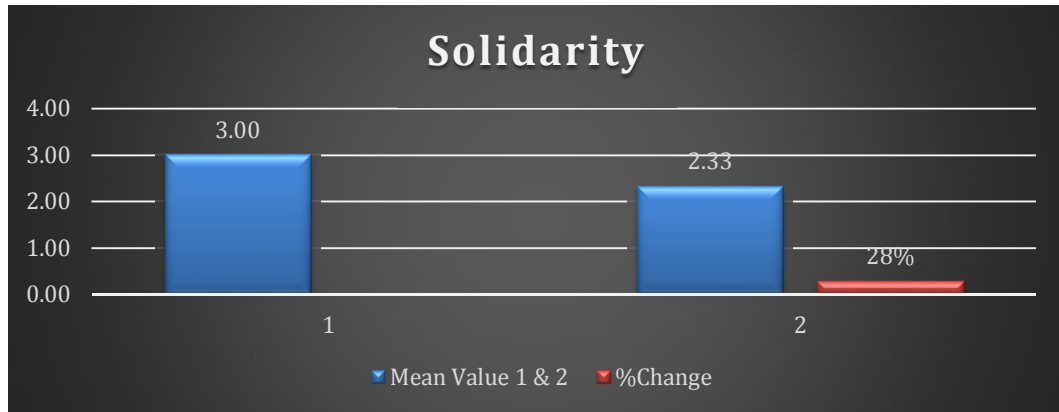


Figure 11: Solidarity Graph

From the above figure we can notice that the percentage of change in the solidarity dimension is the very small one if we compare it with the other dimensions. The percentage of change was 28%. Meanwhile the solidarity dimension present the second highest score among the tow governing body with a score of 2.33 out of 4 for WTF before 2004 and 3 out of 4 for WTF after 2004.

Chapter 5. Discussion

5.1. Discussion of survey finding

The results of the present study indicate that the governing body of WTF before 2004 played a big role in spreading Taekwondo worldwide. It also played the major role in making Taekwondo an Olympic Sport. Meanwhile, it indicate that the governance body gave priority to certain dimensions like solidarity and disdain others. This policy helped the governing body to control all the power in one hand. This total control of power and the absence of stakeholders in decision making gave the President the opportunity to practice illegal issue. As consequences there were many scandal and cases of corruptions which obliged the governing body in 2004 to resign and to put Taekwondo in balance of being an Olympic Sport.

The findings support the idea that the governance in WTF before 2004 was a ‘poor’ governance. The results shows that all dimensions are under the medium score, except for solidarity and organization transparency. The highest score was for solidarity with only 21 out of 36.

The mean value was 2. 33 out of 4 and the percentage was 58. 25%. This indicate that the governing body before 2004 gave priority to the expansion of Taekwondo around the world by dispatching masters in different countries. Their strategy was to provide masters and equipment to developing countries for free. This strategy helped Taekwondo to spread rapidly and conquered other martial arts in few years. WTF did not only provide equipment and dispatched masters but it also funded the building of facilities where Taekwondo practitioners can join for free the

training. This finding support the idea that Taekwondo has been accepted as an Olympic Sport because of the increase of it is popularity in the world and the massive support of Korean government by funding promotional program of Taekwondo in developing countries. Korean government also gave the right to all masters not to participate in the military service if they will be dispatched abroad.

The findings also mention that the lowest score was for the stakeholder's representation with only a score of 7 out of 36. The mean value was 0. 77 out of 4 and the percentage was 19. 44%. This indicate that the governing body of WTF before 2004 did not gave much importance to stakeholder's and the participation of this latter was limited to IOC, Member National Association and Continental Union.

The absence of the major stakeholder's in governing body of WTF made the decision unilateral. When decisions comes only from one side it is common to have bad consequences. As a result WTF has faced many problems after being accepted as an Olympic Sport. Most of those problems are related to the poor representation of stakeholder's and the luck of control mechanism.

Reporting transparency score was also very low with only a score of 10 out of 36. The mean value was 1. 22 out of 4 and the percentage was 27. 75%. This indicate that the governing body of WTF before 2004 did not gave much importance to transparency and this helped the governing body to miss use the power and made illegal actions. Because of the poorness of the reporting transparency the governing body found the way to behave unilaterally and against the chart of WTF and IOC.

Control mechanism score was also a poor score with 12 out of 36, the mean value was 1.33 and the percentage was 33.33%. Again those score and results reflect to us that the governing body was not well controlled by a good mechanism that prevented them to do illegal issue and to make corruption. As a result of the weak control mechanism toward governing body, this latter abused the use of power.

After being accepted as an Olympic Sport in 2000 Taekwondo faced many scandals related to its governing body. In the past governing body made meetings and took decisions without taking in consideration different stakeholders. The concentration of power in governing body made them miss use that power in different cases and issues. Due to the pressure from different stakeholders, especially from IOC and due to the globalization of the world and the massive increase in the use of telecommunication like internet, the information became worldwide shared. Hence, there was a need to make different stakeholders participate in decision making and to make a change in the governing body of the WTF. The increase of corruption and scandals obliged the President of WTF to resign from his position after 31 years in the head of WTF and other Korean organization like Kukkiwon.

In 2004 a new governing body ruled WTF and tried to make a change to safeguard Taekwondo as an Olympic Sport. The keenness of the new governing body to build a new era based on transparency and democracy made them successful in the betterment of the seven dimensions of governance. The scores have been

almost doubled in most of seven dimension except for the solidarity and organization transparency the betterment was less than the double.

The findings illustrated mention that the governing body in WTF after 2004 has helped in safeguarding Taekwondo as an Olympic Sport. The results shows that all dimensions were enhanced. Five out of seven dimensions has been almost doubled and the other two dimensions has been improved. The highest score was for organization transparency with a score of 28 out of 36. The mean value was 3. 05 out of 4 and the percentage was 76. 38%. This indicate that the governing body after 2004 tried to be transparent in order to avoid miss conduct or miss use of power.

The second highest score was for solidarity with a score of 27 out of 36. The mean value was 3 out of 4 and the percentage was 75%. This results shows that the governing body took almost the same strategy of the previous governing body by dispatching masters abroad to spread Taekwondo around the world. The new governing body has created new program that deal with solidarity purpose. So far a total of 1,700 instructors were dispatched to 374 countries (108 countries in case repeated countries are calculated as one). It has contributed hugely to the sport development among the youth in many countries. Youth Camp has been established to help create stars of the future, both schemes give hope to athletes that their dreams can come true as well as promoting the values of Olympism.

The WTF has also secured the participation of Taekwondo in the Youth Olympic Games, creating a pathway for young athletes to achieve their goals at a future Olympic and Paralympic Games. This was evidenced perfectly by Jade

Jones who took gold at the 2010 Youth Olympic Games in Singapore and then again at the London 2012 Games.

Recently WTF has created a humanitarian foundation which emphasis in educating and training refugees in different camp in the world. The new governing body has also created six International training center around the world in order to give the chance to different people from different age to practice Taekwondo. By such program WTF is promoting the values of Olympism and doing its best to be a pioneer in certain program especially in the humanitarian issues.

Although the stakeholder representation dimension has been increased by 88% the score still poor and need to be improved. The stakeholder representation dimension was the lowest with only a score of 14 out of 36 and a mean of 1.66 out of 4. The low presentation of different stakeholder's in governing body of WTF will make the decision unilateral in certain case and will not satisfy all the component of the Taekwondo family and its partners. It's obvious that decisions that does not represent all the stakeholders will have bad consequences.

The results demonstrate that the governing body of WTF after 2004 improved well the dimension of control mechanism. The percentage of change was 100.08%. This dimension present also the second highest score with 27 out of 36 and a mean value of 3 out of 4. As mentioned before that one of the reason that helped the old governing body to make corruption and illegal issue is the concentration of power and the weak control mechanism. For that the new

governing body has adapted new change to strengthen the control mechanism and to prevent that the scenario will be repeated again.

Same as the stakeholder representation dimension, reporting transparency has been increased but it is still a weak dimension when we compare it with others. The increase was by 88% but the score was only 18 out of 36 and the mean value was 2 out of 4. Reporting transparency score shall be enhanced to give the opportunity to different stakeholders to have an idea about what is going on in their organization. The enhancement of this dimension will increase the trust between stakeholders and will build a better partnership.

5.2. Discussion of interview finding

By examining the interview we notice that all of them agreed that the founder of WTF Dr. Kim Un Young is the one that helped a lot Taekwondo to become an Olympic Sport. The research found that the good network that Dr. Kim had inside Korea and in the entire world helped him a lot to introduce Taekwondo to the world as a martial arts in the first stage then as a Sport. The interviewee also agreed that dispatched masters played a big role in spreading Taekwondo worldwide. The sacrifice that dispatched masters did to promote Taekwondo was great.

The interviewee agreed that Dr. Kim used to rules most important Taekwondo organization in Korea like Kukkiwon, KTA and WTF. Those positions made him able to take decisions in favor of spreading Taekwondo and making it more popular in the World. He encouraged the government to support

financially Taekwondo Associations in Africa, South America and East Europe to promote Taekwondo.

The research identified that Dr. Kim played a big role in making Taekwondo as a National sport. This is due to different political position that he took in Korea and outside Korea. The interviewee indicated that the government played a big role in spreading Taekwondo worldwide. The huge support that has been done late sixty and early seventy of the last century was the result of the competition between South and North Korea. As North Korea started sending masters abroad to teach Taekwondo, the South Korea did it is best to much better and to spread its own style of Taekwondo.

The research found that on one hand the concentration of power gave to Dr. Kim the opportunity to be the figure number one in sport in Korea. After his success at the head of different organizations and the different political occupation that he took outside Korea especially in USA and UN gave him the opportunity to build a strong network within sports leader in the world. After that he become an IOC member in 1986, this position has opened the door to Taekwondo to become a demonstrative Sport in 1988 Seoul Olympic Games and then as an official Olympic Sport in 2000. On the other hand the concentration of power gave to Dr. Kim the opportunity to be miss use it in certain cases. The research found that the concentration of power has impacted negatively the democratic process in the governing body. Dr. Kim has governed WTF for more than 30 years in which he kept Taekwondo seems to be only a Korea Sport by appointing only Korean in the

head of different committees. In this regards many country started to complain about that especially western countries.

The one way system has impacted even the results of most Championships and western media start to put criticism on the fairness of Taekwondo. The interviewees also mentioned that the concentration of power has impacted transparency of the organization and it led to the increase of corruption especially after being accepted as an Olympic Sport. They also indicated that the stakeholder representation was almost absent for most of the MNA mass and was totally absent for coaches referees athletes and mass media. Seems to be only IOC and some powerful MNA a part of the stakeholder.

5.3. Recommendation

Although all the change that has been done by WTF, the way is very long to reach the good governance. WTF shall give equal chance between male and female in leadership in different domain. This balance in gender will make Taekwondo more appealing to general audiences. The gender equity discrimination will inhibit the progress the WTF.

For decades WTF has been monopolizing Taekwondo by appointing Korean people in the head of different committees and in strategic position. It was uncommon to have foreigner presiding committee. Nowadays the change is there but still to be continued to have balance between gender and continental representation. All those enhancement will change the situation from unilateral control to a more inclusive organization.

I encourage the WTF to utilize this valuable resource instead of continued marginalization of women and recognize, embrace, and incorporate the difference that women may display as leaders that will certainly result in more rapidly helping the WTF reach its organizational goals in a more timely fashion.

5.4. Conclusion

The results of the present study indicate that the governing body of WTF before 2004 played a big role in spreading Taekwondo worldwide. It also played the major role in making Taekwondo an Olympic Sport. Meanwhile, it indicate that the governance body gave priority to certain dimensions like solidarity and disdain others. This policy helped the governing body to control all the power in one hand. This total control of power and the absence of stakeholders in decision making gave the President the opportunity to practice illegal issue. As consequences there was many scandal and cases of corruptions which obliged the governing body in 2004 to resign and to put Taekwondo in balance of being an Olympic Sport.

The results of the present study also illustrate that the governing body of WTF after 2004 succeeded in the betterment of most dimension of governance. The scores has been almost doubled in most of seven dimension except for the solidarity and organization transparency the betterment was not so big. This is because the solidarity dimension has already a high score before 2004. The actual governing body has been playing a big role in safeguarding Taekwondo as an Olympic Sport.

We can argue that the lack of good governance in the first governing body made the decisions unilateral which resulted a miss use the power. The keenness of the new governing body to safeguard Taekwondo as Olympic Sport makes them introduce a radical change toward the betterment of governance.

We can conclude that despite the betterment in the good governance of WTF some dimensions still to be improved. WTF shall enhance its stakeholder representation and reporting transparency.

Further studies are needed to make a deeper analyses of different dimensions, to have a benchmark with other organization or to provide a new settlement tools for a good governance in WTF.

Reference

- AGGIS, 2012. 'Sports Governance Observer', a tool to measure transparency, democracy and accountability in international sports organizations. [Online] Available at <<http://www.playthegame.org/theme-pages/action-for-good-governance-in-international-sports-organizations.html>> [Accessed 10 March 2013].
- Andreff, W (2000). Financing modern sport in the face of a sporting ethic, *European Journal for Sport Management*, 7, 5-30. **Alexander & Weiner, (1998) P 240.**
- ASX Corporate Governance Council. (2010). Corporate Governance Principles and Recommendations with 2010 Amendments (2nd edition).
- Arnstein, S.R. (1969). A ladder of citizen participation, *Journal of the American institute of planners*, 35 (4), 216-224.
- Arnout Geeraert (2013), HIVA - Research Institute for Work and Society; Institute for International and European Policy; Policy in Sports & Physical Activity Research Group, KU Leuven, Leuven, Belgium, talking about the four good governance dimensions of the AGGIS Sport Governance Observer Solidarity pg. 7, www.aggis.eu.
- Aucoin, P. and Heintzman, R. (2000). The dialectics of accountability for performance in public management reform, *International review of administrative sciences*, 66 (1), 45-55.
- Australian Sports Commission (2004). Sport innovation and best practice – governance. Canberra: Australian Sports Commission. Available online at <http://www.ausport.gov.au/ibp/governance.asp>.
- Australian Sports Commission. (1999). Governing sport: The role of the board and CEO. Canberra: Author.
- Australian Sports Commission (2012). Sports governance principles. Retrieved from <http://www.ausport.gov.au/supporting/governance/> governance principles. Basic Indicators for Better Governance in International Sport (BIBGIS): An assessment tool for international sport governing bodies. <http://www.idheap.ch/idheap.nsf/view/>
- Bryman, A. (1988). Quantity and quality in social research. Bonollo De Zwart, F. and Gilligan, G (2009). Sustainable governance in sporting organisations. In: P.

Rodriguez, S. Késenne & H. Dietl, eds. Social responsibility and sustainability in sports. Oviedo: Universitat de Oviedo, 165-227.

Bolter, N.D., 2010. Coaching for Character: Mechanisms of Influence on Adolescent Athletes' Sportsmanship. Thesis (PhD), University of Minnesota.

Borja, G. (2014) Sport Governance. Lecture Material. Seoul National University.

Boxill, J., 2003a. 'Introduction: the moral significance of sport'. In: Boxill, J., ed., 2003. Sports Ethics: An Anthology. Malden, MA, Oxford and Melbourne: Blackwell, 1-12.

Butcher, R., and Schneider, A., 2003. 'Fair Play as Respect for the Game'. In: Boxill, J., ed., Sports Ethics: An Anthology. Oxford: Blackwell, 153-173.

Bovens, M (2007). Analysing and assessing accountability: a conceptual framework. European Law Journal, 13 (4), 447–468.

Cadbury, A. (2000). The corporate governance agenda. Corporate Governance, 8(1), 7-16.

Chapelet J-L. & Kubler-Mabbot, B. (2008). The International Olympic Committee and the Olympic System, Abingdon: Routledge, P.177-180.

Chappelet J-L. & Michaël Mrkonjic (2013) "Existing governance principles in sport: a review of published literature", Swiss Graduate School of Public Administration, University of Lausanne, Switzerland.

Chelladurai, P., & Haggerty, T. R. (1991). Measures of organizational effectiveness of Canadian national sport organizations. Canadian Journal of Sport Science, 16, 126-133.

Chelladurai, P. (1994). Sport management: Defining the field. European Journal of Sport Management, 1, 7-21.

Chelladurai, P. (2014). Managing Organizations for sport and physical activity.

Council of Europe, (2012). Good governance and ethics in sport. Parliamentary assembly committee on Culture, Science Education and Media. Strasbourg: Council of Europe publishing.

Donaldson, T., & Preston, L. E. (1995). The stakeholder theory of the corporation: Concepts, evidence and implications. *Academy of Management Review*, 20(1), 65-92.

Doornbos, (2001). Good Governance: The Rise and Decline of a Policy Metaphor. *The Journal of Development Studies*. 93-108

Enjolras, B (2009). A governance-structure approach to voluntary organisations, *Nonprofit and voluntary sector quarterly*, 38 (5), 761-783.

European Commission (2001). European Governance. A White Paper, COM (2001) 428 final.

European Commission (2007). White Paper on Sport, COM (2007) 391 final.

European Commission, (2012). Expert Group 'Good Governance' Report from the 3rd meeting (5-6 June 2012).

Feezel, R., 2004. *Sport, Play and Ethical Reflection*. Chicago: University of Illinois Press.

Feezel, R., 2007. 'Sportsmanship'. In: Morgan, W.J., ed., *Ethics in Sport*. 2nd Edition. Champaign, IL: Human Kinetics, 153-164.

Festini, H., 2011. 'Ethics and Sport'. *Jahr*, 2 (3), 311-317.

Forster, J., & Pope, N. (2004). *The political economy of global sports organisations*. London: Routledge.

Geeraert, A., Scheerder, J., Bruyninckx, H. (2012). The governance network of European football: introducing new governance approaches to steer football at the EU level. *International journal of sport policy and politics*, Published as I-First [online]. Available from <http://www.tandfonline.com/action/authorSubmission?journalCode=risp20> [Accessed 22 January 2013].

Gould, D., and Carson, S., 2008. 'Life skills development through sport: current status and future directions'. *International Review of Sport and Exercise Psychology*, 1 (1), 58-78.

Henry, I. and Lee, P.C. (2004). Governance and ethics in sport. In: S. Chadwick and J. Beech, Eds. The business of sport management. Harlow: Pearson Education, 25-42.

Herman, R.D., & Renz, D.O. (2000). Board practices of especially effective and less effective local non-profit organizations. *American Review of Public Administration*, 30, 146-160.

Hoye, R., & Auld, C. (2001). Measuring board performance in nonprofit sport organizations. *Australian Journal of Volunteering*, 6(2), 109- 116.

Jordan, A. (2008). The governance of sustainable development: taking stock and looking forwards. *Environment and planning C: Government and policy*, 26, 17-33.

Katwala, S. (2000). *Democratising global sport*. London: The foreign policy center. Korhonen (2007)

Kistner & Weinreich, 2000; Chappelet & Kübler-Mabbott, 2008; MacAloona, 2011.

Keating 2007; Bolter 2010; Butcher and Schneider 2003; Feezell 2004; Feezell 2007;

Keating, J.W., 2003. 'Sportsmanship as a Moral Category'. In: Boxill, J., ed., *Sports Ethics: An Anthology*. Oxford: Blackwell: 63-71.

Kikulis, L. M., Slack, T., & Hinings C. R. (1995a). Does decision making make a difference? Patterns of change within Canadian national sport organizations. *Journal of Sport Management*, 9, 279-299.

Morgan 2007; Festini 2011; Gould and Carson 2008; Lumpkin et al 2003; Boxill 2003.

Philips, A. (2011). What should be in a 'good governance code for European team sport federations? Unpublished thesis. Executive Master in European Sport Governance (Mesgo).

Pieth, M. (2011). *Governing FIFA, Concept paper and report* Basel: Universität Basel.

OECD (2004). Principles of corporate governance 2004, Paris: OECD publications.

Lumpkin, A., et al. 2003. Sports Ethics. Applications for Fair Play. 3rd Edition. New York: McGraw Hill.

Santiso, C. (2001). International co-operation for democracy and good governance: moving towards a second generation? *European journal of development research*, 13 (1), 154-180.

Slack, T. (1996). From the locker room to the boardroom: Changing the domain of sport management. *Journal of Sport Management*, 10, 97-105.

Scherer, A. G. and Palazzo, G. (2011). The New Political Role of business in a globalized world: a review of a new perspective on CSR and its implications for the firm, governance, and democracy. *Journal of Management Studies*, 48 (4), 899–931.

Schenk, S. (2011). Safe hands: building integrity and transparency at FIFA. Berlin: Transparency International.

Shleifer, A. and Vishny, R.W. (1997). A survey of corporate governance. *The journal of finance*. 52 (2), 737-783.

Shilbury, D., & Ferkins, L. (2004). Reviewing organisational structure and governance: The Australian touch association, *Sport Management Review*, 9, 271-317.

Sugden, J. and Tomlinson, A. (1998). FIFA and the contest for world football: who rules the peoples' game? Cambridge: Polity press.

Sugden, J. (2002). Network football. In: J. Sugden and A. Tomlinson, eds. *Power games*. London: Routledge, 61–80.

Paim, R. et al. (2009) "Process Management: think, execute and learn".

Teehan, J. (1995). Character integrity and Dewey's virtue ethics. *Transactions of the Charles S-Pierce Society*, 31, 841-863.

Thibault, L., Slack, T., & Hinings, B. (1994). Strategic planning for nonprofit sport organizations: Empirical verification of a framework. *Journal of Sport Management*, 8, 218-233.

Thiabault, L., Kihl, L., & Babiak, K. (2009). Democratization and governance in international sport: addressing issues with athlete involvement in organizational policy. *International Journal of Sport Policy*, 2(3), 275–302.

Tricker, R.I. (1984). *Corporate governance*. London: Gower. Triumph, Deficit or Contestation? Deepening the 'Deepening Democracy' Debate' Institute of Development Studies (IDS) Working Paper 264 July 2006.

Tricker, R I 1994 *International Corporate Governance: Text, Readings and Cases*, Prentice Hall, New York.

Tricker, R.I. (2000) *Corporate Governance (History of Management Thought)* London: Ashgate.

Tricker, B. (2000). Editorial: Corporate governance - the subject whose time has come. *Corporate Governance*, 8(4), 289-297.

UNDP (1997). *Governance for sustainable human development*. New York: UNDP.

Van Kersbergen, K., and Van Waarden, F. (2004). 'Governance' as a bridge between disciplines. *European journal of political research*, 43 (2), 143–171.

Weese, J. (1995). Leadership, organizational culture, and job satisfaction in Canadian YMCA organizations. *Journal of Sport Management*, 9, 182-193.

Yacuzzi, E. (2005). *A Primer on Governance and Performance in small and medium sized enterprises*. CEMA publications. Retrieved from cema.edu.au/publications/download/documents/293.pdf.

Interview with officials from WTF and MNA and dispatched Master.

Australian Sport Commission. Sports Governance Principles:
<http://www.ausport.gov.au/>

<http://www.sportaccord.com/en/what-wedo/governance/#sthash.14mIJbSW.dpuf>

International Olympic Committee, 2008. Basic Universal Principles of Good Governance of the Olympic and Sports Movement.

http://www.olympic.org/Documents/Conferences_Forum_and_Events/2008_seminar_autonomy/Basic_Universal_Principles_of_Good_Governance.

<http://www.playthegame.org/theme-pages/action-for-good-governance-in-international-sports-organisations.html> 10. AGGIS, 2012. 'Sports Governance Observer', a tool to measure transparency, democracy and accountability in international sports organizations. <http://www.sportaccord.com/en/what-we-do/governance> 11. UK Sport, 2004. A UK Sport Good.

Governance Guide for National Governing Bodies:

<http://learn.lboro.ac.uk/pluginfile>.

SPORT GOVERNANCE AND POLICY DEVELOPMENT: An Ethical Approach to Managing Sport in the 21st Century:

<http://www.sagamorepub.com/files/lookinside/>. Principal in good governance in sport: http://ec.europa.eu/sport/library/policy_documents/xg-gg-.

World Taekwondo Federation <http://www.worldtaekwondofederation.net/>

<http://taekwondo-canada.com/taekwondo-canada-concludes-a-governance-review-of-its-member-organizations/>

<http://www.worldtaekwondofederation.net/celebrating-40-years>.

<http://www.insidethegames.biz/sports/summer/taekwondo/1024919-world-taekwondo-federation-introduce-changes-to-make-sport-more-marketable-and-accessible>.

<https://tkdencore.wordpress.com/2014/12/07/wtf-more-female-leadership-opportunities/>

Appendices

I would like to thank all of you for providing me your precious time. Currently, I am studying MSc in Sport Management at the Seoul National University of South Korea. Your contribution as interviewees will help me in my dissertation. As mentioned, the interview will be recorded and transcribed later. Once the study is completed the interview recordings will be destroyed.

Feel free to ignore any question you do not like to answer it.

Introduction

First of all, could you tell me about the WTF solidarity program? Second, what are the purpose of such program?

Then, what are the main achievement of the World Taekwondo Peace Corps Foundation?

What are the objective of the new humanitarian foundation? And does it accomplish the Peace Corps program or it has a new vision?

What are the major aspects that helped Taekwondo become an Olympic Sport?

After being accepted as an Olympic Sport in 2000 TKD faced many problems concerning its governing body. What are the consequences of those problems in TKD as an Olympic Sport?

Could you tell me what the best governance principals in WTF are?

Then, what are the principals that needs to be improved?

What is the strategy WTF will take to improve its governance?

How can WTF assist its Stakeholders to achieve good governance?

What can WTF do to ensure gender equity among its governing body?

What should WTF take in consideration to safeguard its place as an Olympic Sport? And what are the long-term goals that WTF should make to do that?

Should WTF benchmark its governance to IOC and try to follow it, or shall it make it better?

What can WTF do to ensure all council members understand their roles?

How can Continental Union improve in order to achieve better governance in WTF?

What are the challenges that faces WTF in implementing change in some Continentals Unions?

How Taekwondo movement is spread in the world?

How the relation between stakeholders and Governing Body is conceptualized?

What are the major challenges and betterment opportunities in Good Governance Domain for WTF?

Did WTF benchmarks its governance with other organization or it has its own vision?

Some stakeholder's complain from the bid process for certain activities of WTF.

How can WTF avoid the conflict of interest between the council member's nationality and the selection of the hosting country for certain events?

Could you tell me if there is something else that you want to add about governance in WTF?

1. Interview Transcripts

1.1. Interview with President of WTF

4pm 37mn November 25th 2015, in President Office WTF, Seoul, South Korea

Hichem: Hello Mr. President, thank you for providing us your precious time.

I will start recording now.

Dr. Choue: Hello, you are welcome.

Hichem: These questions are related to governance of WTF before and after 2004.

Hichem: First of all, could you tell me about the WTF solidarity program?

Second, what are the purpose of such program?

Then, what are the main achievement of the World Taekwondo Peace Corps Foundation?

Dr. Choue: WTF is actively operating various solidarity programs for sport development. The most significant one would be Development Fund which is to financially support our Member National Association for active engagement in Taekwondo activities. The WTF also specially allocated its fund generated through sponsorship to the needed member National association who need support for coaches and athletes.

WTF Peace Corp is operated as one of the WTF Solidarity programs for service for its Member National Association through Taekwondo as a sport for peace as well as technical enhancement in the WTF Member National Association.

The WTF implemented in 2008 the WTF Taekwondo Peace Corps as a pilot program. To further activate the program, the WTF launched the World Taekwondo Peace Corps Foundation in September 17, 2009 as a non-profit

organization and had founding ceremony with mottos “Love, Friendship, Sharing and Service.”

So far a total of 1,700 instructors were dispatched to 374 countries (108 countries in case repeated countries are calculated as one). It has contributed hugely to the sport development among the youth in many countries.

Hichem: What are the objective of the new humanitarian foundation? And does it accomplish the Peace Corps program or it has a new vision?

Dr. Choue: As the governing body of sport of Taekwondo, we are using our beloved sport as a tool to contribute to human society. Recently, we were appalled by the suffering of refugees, particularly those fleeing the conflict of Syria. The WTF, together with the soon-to-be-created Taekwondo Humanitarian Foundation, will provide coaches and equipment for pilot taekwondo programs already launched in two camps for Syrian refugees – Kilis in Turkey, and Jordan’s Za’atari. The projects in Kilis and Za’atari have been very popular and have helped keep people fit, occupied and with hope, especially young practitioners.

A third program was launched two months ago in Sindhupalchowk, Nepal. The THF is designed to dispatch instructors to refugee camps worldwide to teach taekwondo, Olympism and related values. The new humanitarian foundation does accomplish with the Peace Corps program and it has a vision of support for human society; peace through sport and unity through sport.

Hichem: What are the major aspects that helped Taekwondo become an Olympic Sport?

Dr. Choue: There may be many different aspects behind success of Taekwondo. It is the former President and founder of the World Taekwondo Federation, Dr. Un Yong Kim who led inclusion of Taekwondo in the Olympic Games. My role was to secure the position of Taekwondo within Olympic movements.

Since elected as President of WTF in 2004, the first priority was to reform of the organization and judging system to deserve the position as Olympic Sport. In this regards they introduce the protector scoring system and instant video reply which changed the dynamics of Taekwondo, and moreover, it eradicated concerns and wrong perspectives of Taekwondo.

Hichem: After being accepted as an Olympic Sport in 2000 TKD faced many problems concerning its governing body. What are the consequences of those problems in TKD as an Olympic Sport?

Dr. Choue: Criticism was more about sport and judging as Taekwondo has several issues at the past Olympic Games. There were many questions marks on why Taekwondo should stay as an Olympic Sport unless it ensures transparency and accuracy of judging.

The IOC has been reviewing the programs of the Games and has removed several sports with different reasons to keep the value of the Olympic Games. Until London 2012 Olympic Games, Taekwondo has been considered as one of the risky sports mainly due to the judging issues but it does not affect any more.

Hichem: Could you tell me what the best governance principals in WTF are?

Dr. Choue: Transparency and inclusiveness are two main strength of the actual governing body. In the same concern they add that all processes within the WTF

are transparent and accountable in strict compliance with democratic procedures. ‘‘

We worked hard to include all taekwondo persons in the activities of the WTF’’.

It refers to women’s participation, development and promotion of Para-

Taekwondo and also work with other Taekwondo organizations.

Hichem: Then, what are the principals that needs to be improved?

Dr. Choue: Athletes involvement is one of the area we need to improve. We are trying to ensure engagement of athletes in all decision-making process and included in the rules but it has not been enough. Also we haven’t much done for the welfare and benefit of athletes to this date.

Hichem: What is the strategy WTF will take to improve its governance?

Dr. Choue: One of the five visions set for the next year is ‘‘ Athlete’’. The WTF will concentrate in helping athletes to secure a better education and training. WTF will do it is best to help Athlete to build their career and secure their post training life.

Hichem: How can WTF assist its Stakeholders to achieve good governance?

Dr. Choue: We could learn from the IOC’S process to assist our stakeholders to achieve good governance. It is important to share the value and principals of the Good Governance. Then WTF shall continue it is strategy by involving it is stakeholders in decision making.

Hichem: What can WTF do to ensure gender equity among its governing body?

Dr. Choue: WTF is already in the highest level in realizing gender equality. The number of medals and events in all WTF promoted championships is equal

between men and women. At Rio 2016 WTF will have the same numbers of male and female referees. This step will help WTF to ensure gender equity.

Hichem: What should WTF take in consideration to safeguard its place as an Olympic Sport? And what are the long-term goals that WTF should make to do that?

Dr. Choue: Again, it is value proposition. As Olympic Games seeks certain value, The WTF should comply with those value and work closely with the IOC basic universal principal of good governance.

Hichem: Should WTF benchmark its governance to IOC and try to follow it, or shall it make it better?

Dr. Choue: The IOC has longer history in studying and implementing good governance. There are items that have already been in place in the WTF system but WTF should comply with those value and work closely with the IOC basic universal principal of good governance.

Hichem: What can WTF do to ensure all council members understand their roles?

Dr. Choue: Making its stakeholder do not understand the direction and roles is key task to the WTF. If its stakeholder do not understand the roles and responsibilities in implementing good governance,

Hichem: How can Continental Union improve in order to achieve better governance in WTF?

What are the challenges that faces WTF in implementing change in some Continentals Unions?

Dr. Choue: Continental Union play key roles in connecting between the WTF and MNA. All objectives and strategies are shared with WTF. Continental Union and WTF are following the IOC basic universal principal of good governance. All objectives and strategies are shared with WTF.

Hichem: How Taekwondo movement is spread in the world?

Dr. Choue: Thanks to the instructors who devoted their entire life in promoting Taekwondo worldwide, we have 206 MNA with about 80 Million people practicing taekwondo. Since 1970 many instructors went abroad to teach the value and technics of Taekwondo.

Hichem: How the relation between stakeholders and Governing Body is conceptualized?

Dr. Choue: Traditional concept of the relation of governing body and stakeholder need to be revised. Stakeholder are not anymore the objective for management but our client and partners. Governing body should now justify the rationale on why it is in position to regulate the stakeholder.

Hichem: What are the major challenges and betterment opportunities in Good Governance Domain for WTF?

Dr. Choue: Complying with the basic principles presented by the IOC are a challenge and opportunity at the same time. Although we need substantial time to review our structure and regulations, it is perfect opportunities for us drive the changes with our own initiative. If we don't, we will be one day forced to change.

Hichem: Did WTF benchmarks it is governance with other organization or it has it is own vision?

Dr. Choue: Since the IOC has their basic universal principal of good governance WTF benchmarks it is governance from IOC. WTF also is doing it is best in order to make it is own print foot by creating certain humanitarian foundation.

Hichem: Some stakeholder's complain from the bid process for certain activities of WTF. How can WTF avoid the conflict of interest between the council member's nationality and the selection of the hosting country for certain events?

Dr. Choue: We have strict guidelines that WTF fellow in bid process. This guidelines help WTF to have a transparent and fair bidding between different MNA.

Hichem: Could you tell me if there is something else that you what to add about governance in WTF?

Dr. Choue: IOC President Thomas Bach said "Good Governance and Autonomy is the two sides of the same coin." Autonomy of sport is guaranteed only with successful implementation of good governance. This should be principles of all sports organizations.

Thank you for giving us this opportunity, Mr. President.

Interview ended at 5 pm 12mn.

1.2. Interview with General Director of WTF

Hichem: Hello Professor Yang, thank you for providing us your precious time.

I will start recording now.

Professor Yang: Hello, you are welcome.

Hichem: These questions are related to governance of WTF before and after 2004.

Hichem: First of all, could you tell me about the major aspects that helped Taekwondo become an Olympic Sport?

Professor Yang: Number one as a systematic efforts, planning and strategy TKD is the one sports realize its objective to the Olympic program at early stage Dr. Kim Un Young and many other staffs, they planned and did many good strategy and made a lot of efforts.

Number two TKD has a practical and technical identity as combative sport, kicking fighting sports, Kick fighting Sports, combative sports with kicking technics with the same concept but that fits in Olympics, so they have a chance to introduce it as Olympic Sport.

And Number three Dr. Kim has a really good skills and passion and good love with Olympic movement, so those three things matched together results in Tkd to become an Olympic Sports.

Hichem: Could you tell me the role of dispatched Masters in spreading Tkd worldwide, and I think you are one of the grand masters before?

Professor Yang: Oh, yes Taekwondo become international martial art sports since Vietnam War. In Vietnam war Korean Taekwondo demo team demonstrate great skills and that's led them to go abroad like USA, Australia southern

Europe and after that dispatched masters has been sent by government, by tkd organization and by individual invitation many different cases played key role to spreading TKD in different area like South America, Africa and some South east Asian countries.

Hichem: After being accepted as an Olympic Sport in 2000 TKD faced many problems concerning its governing body. What are the consequences of those problems in TKD as an Olympic Sport?

Professor Yang: of course, but then wtf was not ready to be a Olympic sport federation we were not ready at that level and other IF in Olympic they had 30, 40, 60 years history, lot of working experience and accumulated skills and knowledge and working relationship with IOC and International organizations, WTF was away behind so that's the difficulty and they started to work with IOC as Olympic Federation so it has taken 10 years to 20 years to catch up. So that's the matter of history can't illustrates all different reasons of all administration knowledge system.

Hichem: What should WTF take in consideration to safeguard its place as an Olympic Sport? And what are the long-term goals that WTF should make to do that?

Professor Yang: you mean TKD to be a permanent sport.

I think that's not anymore issue, TKD should have goals to be universally popular sports in general standards not to stay in Olympic but within Olympic sports we should try to reach higher level in terms of popularity. Popularity in T.V that's the key issue. Then what WTF see, they said good governance. I believe

that's a second. The prime thing is to do a good business or not. Which sports become category a, category b category c what is the index, the key factor is popularity in T.V. We have to innovate our sports and make T.V as a key index. We have to innovate our championships and make a stable organization. So I think the key index is TV at that terms we have to make our sports our events our championships more stable sophisticated more predictable and then develop more good work with T.V side. And we bring most of our efforts in that area now.

Hichem: Could you tell me about the best things in governance before 2004 and after 2004. Every governance body they have something special, for example nowadays we see Dr. Choue emphasis in solidarity humanitarian program. And before in my point of view Dr. KIM emphasis more about dispatching master abroad.

Professor Yang: Ah that's a big history, to say 2004 we say a big history in TKD, we say Dr. KIM era and post KIM era. Dr. KIM era that's from the beginning to the inclusion of TKD in Olympic, so a lot of things he achieved and he had a lot of his own identity, among them very authoritative governance and one way communication, because why? Not because he is wrong but because in that period of time other MNA other countries do not have any knowledge so everything is going from Korea to others, one way, how to make championships, how to call the name of technics and then from 2004 the world changed.

Hichem: Could you tell me what the best governance principals in WTF are?

Professor Yang: They have experience they have knowledge, they have system, they have money so now governance should be changed, it's the time to change and at that time he show up is democratic open and internationalize, multicultural, so we got good one so he turn the direction on right way I don't know if it stay longer because so used to it he will go to same leadership way, same governance way, but it's happen good for TKD

Hichem: What can WTF do to ensure gender equity among its governing body?

Professor Yang: lot of justice or equality gender is one thing if certain advance society you achieved a lot of equality then you can come to gender equality and less advanced society gender equality is not an important issue even among the man there is a lot of inequality and injustice, unfair scene. We have to think what kind of inequality or injustice, unfair scenes in TKD community and little slightly different angel. Who has the voice, who has the voice Korea has the voice, Europe has the voice, Africa has the voice we have region inequality.

Another thing is generations, the Korean master generations, did the first Korean Masters generation have a voice or the next generations? or kyerogui group has voice or poomsae group has voice or Dojang group has the voice we have a lot of sub groups and WTF and Dr. Choue trying to open up as much way of communications to discuss, but as you know you may recognize TKD is special sport and 40 years of internationalization of TKD. We have a dramatic changes I don't know if I can say development or not. So like 20 years early generation than you has a very different concept of TKD about technics and

about how to make this business. How to teach TKD? How to deal with student it is a very different concept and now many advanced MNA like UK, France, Spain they say we still have to learn from Korea but we should not follow them. That is their conception for today's TKD. What that mean? Still Korea have something? They do have but that is not all, we like to develop our own and there is rooms that we can make our own for new generations so this change of conception is ideal in the issue of governance.

Hichem: How can Continental Union improve in order to achieve better governance in WTF?

Professor Yang: C.U so far some of them they are so active especially ETU, they develop their own business and making money and making championships even they are a head of WTF in certain stage. So it is a good phenomenon and some C.U are not that active they are kind of sleepy. Now it become a kind of competition and WTF try to discuss, talk and sharing information together. That is one thing C.U is coming up and WTF also working very actively with them. WTF is making an executive meeting with 5 C.U President, WTF President, secretary general and directors, the top executive body. Another thing in two weeks WTF will discuss about the change of the status making 5 C.U President a vice-President of WTF. All those means that WTF want to work closely and systematically with C.U. WTF will provide more fund to C.U in order to overcome some obstacle and do better management.

Hichem: Some stakeholder's complain from the bid process for certain activities of WTF. How can WTF avoid the conflict of interest between the council members' nationality and the selection of the hosting country for certain events?

Professor Yang: We are under process of developing new bidding process totally different from the old one. We will make it like Olympic style not only for fair competition bidding but also to develop more market, potential host city and better management of host city. With all this purpose we are under development of new bidding process, we are working with new project with other agent to have a new bidding process.

Hichem: Hichem: Could you tell me if there is something else that you what to add?

Professor Yang: I wish you a success in your research and future career.

Thank you for giving us this opportunity, Professor Yang.

Interview ended at 5 pm 39mn.

1.3. Interview with Sport Director of WTF

5pm 53mn November 25th 2015, in meeting room, WTF, Seoul, South Korea

Hichem: Hello Mr. Jay Lee, thank you for providing us your precious time.

I will start recording now.

Mr. Jay Lee: Hello, you are welcome.

Hichem: These questions are related to governance of WTF before and after 2004.

Hichem: What are the major aspects that helped Taekwondo become an Olympic Sport?

Mr. Jay Lee: As you mentioned Dr. Kim he is the one who has a major role in putting TKD in Olympic Games. Since TKD has a testing in 2004 or 2005 they had a Singapore Olympic session in which they discuss either TKD should be in or out. As you know it has been to be continued secured till 2020. Of course we cannot ignored what Dr. KIM did to include TKD in Olympic in Paris 1994 IOC session but after that we had a great challenge from other sport federation. As you know there is a very limited space for Olympic sports we have criteria and we have martial arts sports but I think the number one issue was fairness and transparency in our championships and in Olympic games and we think that we solve those problems with better education for referees and the manner how we select the referees. And then since Dr. Choue came to WTF he introduced the PSS, you know kind of less human impact decision of who is the winner and who is the loser. The fairness and transparency was the number one and after we achieved this, and what it showed in London all the eight gold medals has been fairly shared by eight countries and I think this is good for TKD and for the world. The next challenge to Dr. Choue is marketing and TV side, before it has been fairness and transparency now it has to be a fun and attractive games. Until now we achieved through using PSS and video reply fairness and transparency and this was the key issue to sustain in Olympic Games.

Hichem: Could you tell me the role of dispatched Masters in spreading Tkd worldwide, and I think you are one of the grand masters before?

Mr. Jay Lee: Sure it has been a big role for masters in spreading tkd they made many sacrifice. Long time ago masters have no language skills and in the 1st stage masters was not supported by WTF but it has been supported by the government side to send master all over the world. I think it started since the South Korean and North Korean issue, the North Korea started to send their masters to the third world countries and South Korea they appeal the challenge and they start to send masters and they did a good job and at the end we can recognize that without the sacrifice of masters TKD can never be at this stage today.

Hichem: After being accepted as an Olympic Sport in 2000 TKD faced many problems concerning its governing body. What are the consequences of those problems in TKD as an Olympic Sport?

Mr. Jay Lee: In my opinion culture differences in the eyes of western people and Europe was dominated by Dr. Kim and mostly Korean oriented federation, if we look to all file and data and if we look to the Olympic data many official belong to one nation. I understand that Korea is the home of TKD but in the view of other people was one country dominating sport and one country dominating governance, so this was a negative impact on TKD.

Hichem: What should WTF take in consideration to safeguard its place as an Olympic Sport? And what are the long-term goals that WTF should make to do that?

Mr. Jay Lee: I think as I mentioned in previous question our aim is beyond 2020, we have to look to our strength and weakness, now nobody can say that TKD

is corrupted but we can say that our weakness is marketing, especially after what we achieved in London.

Many criticism merged now about sponsors. Who do you have sponsors? How many hours in live do you have in T.V? I think that's a minis and we have to find the way to make improvements. That's why we started grand prix, it is more like T.V oriented marketing and oriented commercial. We try to make better show, before it was a martial arts after that it become sport now we emphasis in entertainment and shows. We want to make it more fun and attractive to T.V audience and public to sell it to T.V and sponsors. We try to make it more excited, how to make a fun game?

There are some people considering TKD as a martial arts issue stick to the way it's now we keep changing but I think like the IOC said you have to keep change if you want to survive you have to make change by yourself, if you do not change you will be changed by someone else. We are trying to improve and attract T.V and enhance our marketing. In order to achieve this we need to make better condition moves and to attract audience and make better and exciting games.

Hichem: Some stakeholder's complain from the bid process for certain activities of WTF. How can WTF avoid the conflict of interest between the council members' nationality and the selection of the hosting country for certain events?

Mr. Jay Lee: I think first of all the key issue is how to make TKD more popular and if you look to a small country like Gabon Afghanistan, Vietnam, Cambodia those country secured medals in world championship and Olympic

Games. One of the easiest approach is that TKD is a less expensive sport many country like third world they try in order to promote TKD in their country but now is like opposite side we try to become more fair more transparent more technological involved in TKD more than other sports that's why IOC with Swiss timing we used in video reply and PSS and now we try to make our games more modernized.

Nowadays, less country are able to host our championships. If you look to the past 10 years who hosted our championships we find only few countries like Russia, China, Azerbaijan and Mexico who has financial resources. Only big country are able to host events, when you see only two or three countries like to host events you will recognize that is a matter of budgeting. Before the championship was selected by the general assembly, after that we become more efficient. We give this part to council it is more easy to make decision but it seems like when they bid for championship their focus is not on athletes and general public they focus more on the council benefit so we aware of this. Some used to offer free ticket to their council member to vote for their favor. I think Dr. Choue make it clear now the benefit should go to athletes not to council members we are trying to make a changes.

Hichem: Could you tell me about the best things in governance before 2004 and after 2004. Every governance body they have something special, for example nowadays we see Dr. Choue emphasis in solidarity humanitarian program. And before in my point of view Dr. KIM emphasis more about dispatching master abroad.

Mr. Jay Lee: Before 2004 they emphasis in spreading TKD by sending dispatched masters to many countries in the World. The focus was the promotion of TKD and making it a popular game in the World. This efforts helped TKD to become an Olympic Sport. After 2004 the focus was more about transparency and fairness to secure TKD as Olympic Sport. The focus was also about marketing and making stakeholders participate in decision making.

Hichem: In the era of Dr. Choue we can see that WTF is more open to different stakeholders but athletes as a basic component of stakeholders still far away from the needed approach. What is the plan of wtf to ensure that?

WTF have one main project in 2016 concerned for athletes and our sport department have two project for athletes and the other one is for coaches. We know that athletes is a most important stakeholders like coaches, referees and MNA. We recognize this, we already asked continental union to elect two athlete one male and one female to represent them and we will have this in December 2015.

In Africa they will have their election in February 2016 during the qualification tournament, the Europe and other C.U will do their election also soon. We will make athlete committee and we will make athlete forum and we will discuss matter how to serve better athletes? We start to have more active athlete committee, athlete forum, coach committee and coach forum. We try to do more efforts so we start realizing the importance of athletes as a main stakeholders.

Hichem Could you tell me if there is something else that you what to add about governance in WTF?

Jay lee: We discuss a lot the theme of governance with Dr. Choue and we are aware that governance is a big issue in IOC, FIFA and other IF. If we look to different case in IOC and FIFA all governance become a big problem and it make a threat to IOC because football is part of Olympic Games. Once governance issue become badly it will affect the marketing and the TV show. Also Dr. Choue policy is to make the 206 MNA and Tunisia is one of them participate in workshop about governance. This is another way to reach and make MNA participate in governance and policy making. We are trying to do much better in WTF also we are giving information to MNA and Continental Union.

Good governance is very important and Dr. Choue emphasis in this matter and during his term he want to make better governance in WTF. We try to listen more and now we have a more concrete system for a better governance.

1.4. Interview with Chief of Staff X from Kukkiwon

11 05mn November 26th 2015, in Kukkiwon, Seoul, South Korea

Hichem: Hello Mr. X, thank you for providing us your precious time.

I will start taking note now.

Mr. X: Hello, you are welcome.

Hichem: These questions are related to governance of WTF before and after 2004.

Hichem: First of all, could you tell me about the WTF solidarity program?

Second, what are the purpose of such program?

Then, what are the main achievement of the World Taekwondo Peace Corps Foundation?

Mr. X: Before I start to answer your question I would like to mention that WTF and Kukkiwon are aligned together to promote TKD worldwide and to make better climate in which our stakeholders can discuss and participate in decision making.

WTF has some humanitarian program and WTPCF has played a big role in promoting TKD in some countries. It also helped in creating a new vision for WTF.

Hichem: What are the major aspects that helped Taekwondo become an Olympic Sport?

Mr. X: Of course there are many aspects that helped TKD to become an Olympic Sport. On my point of view I think that dispatched masters has played a big role in promoting TKD worldwide and making it very popular. The sacrifice of our masters helped a lot in making TKD as a popular sport in the world. I would like to say that the smartness of Dr. KIM and his worldwide network has helped TKD to become an Olympic Sport. Also the Korean government has played a big role by it is diplomacy to support TKD to become an Olympic Sport.

Hichem: After being accepted as an Olympic Sport in 2000 TKD faced many problems concerning its governing body. What are the consequences of those problems in TKD as an Olympic Sport?

Mr. X: After being accepted as an Olympic Sport in 2000 TKD faced some problems related to fairness and transparency. The consequences of those problems in TKD as an Olympic Sport was very critical and it resulted to resignation of Dr. KIM and at that time TKD was in risk of being out of Olympism.

Hichem: What is the strategy WTF will take to improve its governance?

Mr. X: I think WTF should be more open to its stakeholders and shall make athletes participate in decision making. WTF also shall help in bringing all TKD family in one table to discuss the challenges and weakness of TKD in the world. This could be by forming forums and workshops.

Hichem: How can WTF assist its Stakeholders to achieve good governance?

Mr. X: As mentioned in previous question WTF shall help in gathering stakeholders by making workshops in order to define and discuss the governance issue.

Hichem: What can WTF do to ensure gender equity among its governing body?

Mr. X: Gender equity is a complex phenomenon in the world of sports and to reduce the inequality WTF shall give more chance to female by making new law and by encouraging MNA and C.U to introduce more female in their governing body.

Hichem: What should WTF take in consideration to safeguard its place as an Olympic Sport? And what are the long-term goals that WTF should make to do that?

Mr. X: I think WTF shall work in the field of sponsoring and gain more audience and have more fun in T.V. Also WTF shall comply with IOC to safe guard its place as an Olympic Sport.

Hichem: How can Continental Union improve in order to achieve better governance in WTF?

Hichem: Some stakeholder's complain from the bid process for certain activities of WTF. How can WTF avoid the conflict of interest between the council members' nationality and the selection of the hosting country for certain events?

Mr. X: This issue become a worldwide issue, most of the IF complain from this phenomena. WTF shall put some regulation to stop any kind of corruption or miss use of power. WTF shall also punish those who find guilty. Also WTF shall give opportunity to developed country to host big event in order to promote TKD in that region.

Hichem: Could you tell me if there is something else that you what to add about governance in WTF?

Mr. X: I hope that WTF will work more closely with Korean and non-Korean organization in order to make TKD more popular in the world. We shall be more transparent and more democratic by participating more stakeholders in decision making.

Thank you for giving us this opportunity, Mr. X.

Interview ended at 11 am 25mn.

세계태권도연맹의 거버넌스: 2004년 전후의 거버넌스 시스템 평가

Hichem Ayouni

글로벌스포츠매니지먼트 전공

체육교육과

서울대학교 대학원

올림픽게임이 가지고 있는 가치 보존을 위해 IOC는 각기 다른 이유들로 몇몇 스포츠 종목을 제거했으며 이것은 국제연합 IF가 올림픽가치실현 함께 좋은 거버넌스를 실현할 수 있도록 도와주었다. 지금까지 세계태권도연맹은 올림픽 스포츠의 일환으로 성공적으로 산업보호를 해왔지만 여전히 올림픽의 한 종목으로 인정받기까지 어려움이 있다. 그러므로 본 연구는 2004년 전후로 태권도연맹협회의 좋은 거버넌스체계가 어떻게 평가하고 있는지 연구하기 위한 것에 목적이 있다. 올림픽스포츠에 있어 정부와 태권도연합의 영향력을 설명하기 위해 국제스포츠에 있어 더 나은 정부의 구조 안에서 7가지 요소로 측정하여 비교하여 두 정부 시스템 사이의 유사성과 차이점에 대해 실험하려 했다. 저자는 지난 42년 동안 정부조직의 성과를 종합한 것이다., 설문지는

BIBGIS 국제스포츠조직 좋은 거버넌스의 기본요소에 바탕을 두고
진행되었으며 인터뷰는 국제태권도조직의 두 거버넌스 시스템을 비교하고
올림픽스포츠에 있어 태권도의 영향력을 분석하는 것으로 수행될 것이다.

주요어 : 거버넌스, 태권도, 올림픽스포츠, BIBGIS.

학 번: 2014-25200