

World Taekwondo
Global Integrity Unit

Terms of Reference (September 2024)

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Background

1. As part of its initiative to strengthen integrity practices throughout the Taekwondo Movement and help ensure full alignment with the IOC's Code of Ethics and Approach to Integrity in Sport, World Taekwondo (WT) has established the Global Integrity Unit (GIU).

Mission

2. The GIU's mission is to promote and uphold the integrity of the federation. To achieve this mission the unit works closely with the Management, the Council, and other stakeholders.

Activities

3. In pursuit of its mission the GIU shall engage in the following activities:
 - i. Conduct the Annual Integrity Review
 - i. In consultation with the Integrity and Juridical Committees and other designated stakeholders, the GIU shall review the status of WT's integrity rules and practices
 - ii. The review will cover the categories listed in the Integrity Audit Framework
 - iii. It will assess those categories in consideration of the principles of transparency, accountability, and adherence to WT values
 - iv. The review will be expanded to other key stakeholders (Continental Unions/Organizers) over time
 - v. The review shall include recommendations for improvement as well as the monitoring of implementation of recommendations
 - vi. The Council shall be regularly appraised of the status and results of the review
 - ii. Manage the Global Integrity Framework
 - i. The GIU shall build and maintain the Global Integrity Framework
 - ii. The framework shall address the issues of awareness building and monitoring and enforcement of integrity issues
 - iii. The framework shall consist of rules, policies, procedures, and tools for implementation
 - iv. The framework shall be designed to incorporate Continental Union integrity officers
 - iii. Maintain the Risk Registry
 - i. The GIU shall create and maintain the Risk Registry in accordance with the WT Risk Management Policy

- iv. Manage reports and investigations
 - i. The GIU shall manage all non-doping ethics and integrity related reports and investigations¹
 - ii. In furtherance of this, the unit shall establish the necessary rules, tools, policies, and procedures to:
 - Receive integrity-related complaints (excluding anti-doping)
 - Review them to determine whether they fall within WT's authority of the GIU, or require referral to another body
 - Adopt appropriate procedures to determine whether an integrity violation has occurred
 - Where possible, acknowledge receipt of all complaints
 - Determine the priority of case with respect to other cases (taking into account risks defined in WT's risk register)
 - Examine and determine the veracity of an alleged or suspected violation, and report the investigative findings to the Integrity Committee, Secretary General, and/or an oversight body, and make recommendations as appropriate that are derived from the findings
 - iii. With reference to complaints regarding WT Council Members, bring attention to the Chairs of the Integrity and Juridical Committees the findings of any investigation involving misconduct or integrity violations
 - iv. With reference to complaints regarding WT operations, provide the Management with remedial actions to consider
- v. Support the Integrity and Juridical Committees
 - i. The GIU shall support the Integrity and Juridical Committees with information the Committees may reasonably request for it to fulfill their role pursuant to their terms of reference
- vi. Build relations with external stakeholders
 - i. The GIU shall maintain close-relations with equivalent unit(s) of the IOC or IOC-recognized organizations, and consult and collaborate with these units so as to share experience and insight on how to best address integrity violations
- vii. Promote awareness of integrity standards
 - i. In collaboration with the Management and other stakeholders, the GIU shall promote awareness of WT's integrity standards throughout the WT ecosystem, including to all member organizations, event organizers, and license holders

¹ Anti-doping reports and investigations are to be managed by the International Testing Agency and the CAS Anti-Doping Panel

Delineation of Roles and Responsibilities

4. The GIU should closely cooperate with the relevant departments within the Secretariat and in other organizations or implementing entities
 - a. Management
 - i. The GIU shall work closely with the President and Secretary General and cooperate with the relevant departments within the Secretariat to further the adoption of practices in line with WT's Integrity Statement
 - b. Related Organizations
 - i. The relationship between the GIU and other implementing entities, such as Continental Unions and event organizers, will be covered in agreements entered into by WT with these organizations to ensure cooperation with the GIU where required. The GIU will share best practices and give guidance that can be helpful for WT's integrity readiness activities
 - c. Committees
 - i. The GIU will work in close cooperation with the Integrity and the Juridical Committees on all the unit's activities, and will work with other committees for advance the integrity practices in the areas under the mandate of those committees.
 - d. Council
 - i. The GIU will regularly report to the Council on the unit's activities
 - e. General Assembly
 - a. The GIU will prepare and submit a report to the General Assembly summarizing the unit's activities

Unit Structure

5. To access a diverse skill set while keeping the unit lean and efficient, the GIU will consist of a streamlined core team and a wide range of contributing individuals from different departments and organizations. (See "Related Organizations" above for more information.)
 - a. Core Team
 - i. The GIU will consist of the Head of the Unit, who will be nominated by the President and confirmed by the Council², Coordinators for key function areas, and other WT staff who may or may not be fully dedicated to the unit. The GIU's core team shall be responsible for overall planning and management of the unit to ensure its effectiveness in carrying out its mission.

² See Addendum I-1 for more details.

- b. Contributing Members
 - i. Contributing members will be individuals trained and/or identified for their experience in key integrity areas based on their areas of responsibility. Their role will be both to the unit insights and information from their day-to-day roles as well as to help spread awareness of WT integrity standards. The objective is to ensure a broad range of perspectives and skills are brought to the table, as well as to promote a comprehensive approach to maintain integrity throughout WT's ecosystem.
 - ii. To establish clear separation from the GIU activities and the other possible WT roles of contributing individuals, a firewall will be implemented that includes:
 - a) specified roles and responsibilities on contributions to the unit's projects and tasks to avoid ambiguities;
 - b) non-overlap of duties to prevent potential conflicts;
 - c) confidentiality measures including education and protocols;
 - d) reporting structures that are separate from their day-to-day activities;
 - e) tailored code of conduct and ethics;
 - f) conflicts of interest declarations related to the unit's work; and
 - g) regular awareness raising training sessions.
- c. Budget and Resources
 - 1. To be recommended by the Governance Advisory Group

Amendments to this document are proposed by the WT Integrity and Juridical Committees, and approved by the WT Council.

Adopted January 10, 2024

Addendum I

Head of the GIU: appointment, qualifications, role and responsibilities

1. Appointment and Term
 - a. The Unit head is nominated by the President, confirmed by the Council (4-year appointment, with option based on mutual agreement to renew for one additional 4-year period)
 - b. Based in WT Korea office, salary and benefits based on DSG/G1-Level
 - c. Simultaneous act as WT Integrity Officer, overseeing WT's Safeguarding and PMC functions³

2. Qualifications
 - a. Advanced university degree in law or related field; with relevant certifications are an advantage
 - b. At least ten years of relevant professional experience
 - c. Fluency (written and spoken) in English essential; knowledge of another WT official language is an advantage
 - d. Good at working collaboratively with colleagues, and also capable of taking an independent position where duty requires
 - e. Experience in drafting detailed guidelines and procedures
 - f. Proven analytical skills with creative solutions to challenges
 - g. Proven track record in conducting integrity investigations
 - h. Demonstrated experience in prioritizing multiple assignments, meeting tight deadlines, and willingness to be flexible with minimal staff in fast-paced environment

3. Reporting
 - a. Reports to the President, Council and General Assembly, and for administrative purposes to the Secretary General

4. Duties and responsibilities
 - a. Leadership and Management of the unit
 - b. Prepare an annual plan for the unit in furtherance of WT's strategic objectives
 - c. Serve as initial point of contact for all alleged and suspected incidents of an integrity violation as defined in the WT Integrity Code
 - d. Propose a budget to meet the annual expenses of the unit to ensure its financial independence
 - e. Propose detailed guidelines and procedures governing the work of the GIU, to be approved by the Council
 - f. Prepare Procedures to be followed in a cost-effective manner while meeting the best international standards

³ Prevention of Manipulation of Competition

- g. Adopt appropriate procedures to determine if an integrity violation has occurred
- h. Examine and determine the veracity of alleged or suspected violations of integrity violations as provided in the Integrity Code
- i. With reference to complaints directly or indirectly regarding WT operations, provide the Management with advice on remedial actions, if determined necessary
- j. In consultation with the Secretary General for other designated officials, develop internal policies, procedures, and controls in order to mitigate risks for integrity violations in WT's activities, ensuring that staff, member organizations, and external partners adhere to the highest integrity standards; and document all investigative findings and conclusions
- k. Work with relevant WT Committees to develop policies for Council approval to address integrity-related areas
- l. Provide the Integrity and Juridical Committees with the information the committees may reasonably request to fulfill their roles pursuant to their terms of reference
- m. Provide reports to the President and Council on the unit's activities, including a summary of any integrity-related investigations.
- n. Establish close relations with equivalent unit(s) of the IOC or IOC-recognized organizations; consult and collaborate with these units to share experience and insight on how to best address integrity violations
- o. In collaboration with the Management, promote awareness of WT's integrity standards, including to all member organizations
- p. Prepare and submit an annual report to the General Assembly, summarizing the unit's activities.

Addendum II

Coordinators: appointment, role and responsibilities

A. Disputes Coordinator: appointment, qualifications, role, and responsibilities

1. Appointment
 - a. The Disputes Coordinator is nominated by the Unit Head and confirmed by the President.
2. Qualifications
 - a. Advanced university degree in sports management, law, or related field; relevant certifications are an advantage
 - b. Knowledge of external legal frameworks and internal processes for case management, including codes of conduct, policies, and disciplinary/appeal procedures
 - c. Fluency (written and spoken) in English essential; knowledge of another WT official language is an advantage
 - d. Effective communication and interpersonal skills
 - e. Proven analytical and problem-solving skills
 - f. Ability to work independently and collaboratively in a dynamic environment
3. Reporting
 - a. Reports to the Head of the GIU
4. Role and Responsibilities

4.1 Role

The Disputes Coordinator supports the management of GIU investigations and disputes. This role assists in ensuring that all cases are handled fairly, efficiently, and in accordance with WT's policies.

4.2 Responsibilities

- a. **Case Management Support:** Assist in the management of integrity-related reports and disputes, ensuring confidentiality and sensitivity in handling cases. Help in reviewing complaints, conducting investigations, and preparing reports for the Integrity and Juridical Committees.
- b. **Documentation and Record-Keeping:** Maintain accurate and up-to-date records of all integrity-related cases. Ensure that all documentation is securely stored and easily accessible for reporting purposes.
- c. **Stakeholder Communication:** Assist in communicating with complainants, respondents, and other stakeholders throughout the dispute resolution process. Ensure that all parties are kept informed of the status and outcomes of investigations.

- d. Research and Analysis: Conduct research on integrity issues as needed and assist in analyzing trends and patterns in reported cases. Provide insights to support the development of policies and procedures.

B. PMC Coordinator: appointment, qualifications, role, and responsibilities

1. Appointment
 - a. The PMC Coordinator is nominated by the Unit Head and confirmed by the President.
2. Qualifications
 - a. Advanced university degree in sports management, law, or related field; relevant certifications are an advantage
 - b. Knowledge of external legal frameworks and internal processes for case management, including codes of conduct, policies, and disciplinary/appeal procedures
 - c. Fluency (written and spoken) in English essential; knowledge of another WT official language is an advantage
 - d. Effective communication and interpersonal skills
 - e. Proven analytical and problem-solving skills
 - f. Ability to work independently and collaboratively in a dynamic environment
3. Reporting
 - a. Reports to the Head of the GIU

4. Role and Responsibilities

4.1 Role

The Prevention of the Manipulation of Competitions (PMC) Coordinator within the Global Integrity Unit (GIU) of World Taekwondo plays a crucial role in guarding the integrity of competitions and events within the sport.

The PMC Coordinator is responsible for implementing policies, strategies, and procedures aimed at preventing, detecting, and addressing any attempts to manipulate the outcome of Taekwondo competitions through unethical means, such as match-fixing, bribery, or illegal betting activities.

4.2 Responsibilities

Work with the Head of the Unit to ensure that policies, strategies, and procedures are developed and implemented to prevent the manipulation of Taekwondo competitions, in accordance with international standards and best practices. In particular:

- a. Conduct risk assessments and vulnerability analyses related to WT's PMC practices.
- b. Provide guidance and support to WT member organizations and events on PMC matters.
- c. Coordinate training programs and educational initiatives to raise awareness and promote PMC initiatives within the Taekwondo community.

- d. Monitor mechanisms for reporting and responding to competition manipulation concerns, ensuring confidentiality and sensitivity in handling cases.
- e. Work with Regional and Event Integrity Officers to collaborate with relevant stakeholders, including law enforcement agencies, gambling regulators, and sports integrity organizations, to exchange information and coordinate efforts in combating match-fixing and illegal betting.
- f. Conduct regular reviews and assessments of PMC practices to identify areas for improvement and ensure compliance with legal and regulatory requirements.
- g. Monitor and evaluate the implementation of PMC policies and interventions across different levels of Taekwondo governance and competitions.
- h. Serve as a point of contact for PMC inquiries and complaints, maintaining thorough documentation and records of all reported incidents and actions taken.
- i. Stay informed about developments and trends in PMC.

C. Safeguarding Coordinator: appointment, qualifications, role, and responsibilities

1. Appointment
 - a. The Safeguarding Coordinator is nominated by the Unit Head and confirmed by the President.
2. Qualifications
 - a. Advanced university degree in sports management, law, or related field; relevant certifications are an advantage
 - b. Knowledge of external legal frameworks and internal processes for case management, including codes of conduct, policies, and disciplinary/appeal procedures
 - c. Fluency (written and spoken) in English essential; knowledge of another WT official language is an advantage
 - d. Effective communication and interpersonal skills
 - e. Proven analytical and problem-solving skills
 - f. Ability to work independently and collaboratively in a dynamic environment
3. Reporting
 - a. Reports to the Head of the GIU
4. Role and Responsibilities

4.1 Role

The Safeguarding Coordinator within the Global Integrity Unit (GIU) of World Taekwondo plays a critical role in ensuring the safety and well-being of athletes, coaches, officials, and all individuals involved in Taekwondo activities worldwide.

The Safeguarding Coordinator is responsible for coordinating the implementation of policies, procedures, and initiatives aimed at preventing and addressing any form of misconduct, abuse, or harassment within the sport.

4.2 Responsibilities

Work with the Head of the Unit to ensure that safeguarding policies, strategies, and procedures are developed and implemented that are in alignment with international standards and best practices. In particular:

- a. Conduct risk assessments and vulnerability analyses related to WT's Safeguarding practices.
- b. Provide guidance and support to WT member organizations and events on safeguarding matters.
- c. Coordinate training programs and educational initiatives to raise awareness and promote a safe and respectful environment within the Taekwondo community.
- d. Monitor mechanisms for reporting and responding to safeguarding concerns, ensuring confidentiality and sensitivity in handling cases.
- e. Work with Regional and Event Integrity Officers to collaborate with relevant stakeholders, including child protection agencies, law enforcement authorities, and sports organizations, to address safeguarding issues effectively. This may include offering support and assistance to individuals affected by safeguarding incidents, including access to counseling, legal advice, and other resources.
- f. Conduct regular reviews and assessments of safeguarding practices to identify areas for improvement and ensure compliance with legal and regulatory requirements.
- g. Monitor and evaluate the implementation of safeguarding policies and interventions across different levels of Taekwondo governance and competitions.
- h. Serve as a point of contact for safeguarding inquiries and complaints, maintaining thorough documentation and records of all reported incidents and actions taken.
- i. Stay informed about developments and trends in safeguarding and child protection.