

International Taekwon-Do Federation (ITF)

**April
25th 2022**

**Theses for 9th degree promotion
Master Coos van den Heuvel
Netherlands, Organization guide.**



INTERNATIONAL TAEKWON-DO FEDERATION



Theses for 9th degree promotion.

Name: Coos van den Heuvel
Address : Teunisbloem 4
5754SB Netherlands
Date of birth: 11th of April 1952

Taekwondo history:

Dates of promotion:

1st degree	?	4th nov 1979	Comm NTA netherlands
2nd degree	H-2- 4	22th april 1981	Comm NTA netherlands
3rd degree	H-3-16	14th nov 1987	Comm itf netherlands
4th degree	H - 4 - 14	27th febr 1993	Choi Hong Hi
5th degree	H - 5 - 8	7th jul 1996	Tech com ITF
6th degree	H - 6 - 5	27 th april 2001	Master Wim Bos.
7th degree	H -7-4	21th oct - 2007	ITF tech committee
8th degree	H-8-3	16th oct 2014	ITF tech committee

Started Taekwon-do in 1976, I was a older starter with 24 year, my instructor was mr. van den Hurk one of the students of GM Park Yong Soo. who was living for some years in the Netherlands.

Mr. van den Hurk founded 7 schools in the south part of Netherlands under the name of "Tiger Academy"

In the year 1980 I started a independent school it was a very successful school with a lot of students in all age classes.

In that period, I trained every few weeks together with the national-team of the Netherlands, in the same period I finessed my study as Physio and join the team all over the world.

To go for international competitions for me there was a lack of time and the national Coach (GM Bos) was living 300 km away.

In 1981 I started as international umpire for the Netherlands and visit all the big international championships (Open- Italian, Russia, Slovenia, Germany Belgian and Netherlands) afterwards the Europeans and World championships and cups.

During this period I was traveling with the national team, and in my work as referee I saw a lot of (let me say misunderstandings)

After the first European course (1992) of the AETF I became one of the committee members together with GM Bos.

We did inscription- weigh inn- coach and umpire meeting- draw all by hand.

After the step back of Gm. Bos as tournament and umpire chairman I was appointed by ITF as chairman of the tournament.

For the European federation I was working as chairman of the umpire and tournament till 2011.

As chairman of the Tournament committee of the ITF, I was working with my team to make guidelines to help the future organizer and give guidelines to avoid mistakes made in the past.

How to organize a championship on every level

Preface:

On the following pages I will give an example of the components that should be considered by the organizer of competitions.

These are of course recommendations and guidelines and will be different for each event.

For a regional or club competition there are of course totally different requirements than for e.g. a World Championship.

The recommendations are accessible for every organizer and after reading them they can be used for those subjects that the umbrella organization considers necessary. (

e.g. NGB-Continental Federation or the World Federation ITF)

The tournament committee has compiled this manual from various manuals used by different sports organizations of the highest level, so that it is well usable and sometimes not yet necessary for everyone.

At the bottom of this list of proposals and recommendations, there are several flow charts to represent everything schematically



EVENT ORGANIZATION GUIDE

EVENT TIMELINE

4/5 YEARS before: Candidature

- Preparation for Host Candidature
- Payment Candidature fee to the ITF
- Inspection visit by a T.C. Member
(verifying/check minimum requirements)

2 YEARS before: Host Country

- Host Country and City decided by the ITF Congress
- Contract Signed (ITF – Organizer)

1.5 YEARS before: Technical Meetings

- Technical Meetings
- Inspection Visit
- Organizing Committee Structure
- Sports Matters
- Accommodation, Catering and transport
- Draft promotion and spectator strategy
- Invitation letter

1 YEAR before: Final negotiation

- Inspection Visit
- Hotels
- Final promotion and spectator strategy
- Event Program
- Confirmation of the Host Broadcaster
- meetings with T.C., U.C. and I.T.

6 MONTHS before: Final validation

- Opening Online Registration
- Media and Marketing matters
- Sponsors
- Logistics confirmed
- Accommodation and catering
- Host Broadcaster equipment
- Mascots and merchandising

3 MONTHS before: Final Confirmation

- Reports
- Delivery of all Merchandising items
- Closing of all printing design
- Closing of Venue layout and design
- Hotels booking situation

1 MONTH before: Start of final preparation

- Competition Schedule
- Final Check list material and staff
- Final check transportation

1 WEEK before: Pre-event phase

- Installation and preparation of the Venue
- Final Technical

EVENT!

** An estimated timeline of Event's preparation with the recommended steps to follow is given as an example. Timing can vary from one Event to another.*

LIST OF DELIVERABLES

Local Organizing Committee:

- Office establishment
- First coordination meeting
- Statutes of Organisation
- Forming Legal Entity
- Hiring Heads of departments
- Second coordination meeting

Formation of master plan:

- Identifying competition venues
- Identifying out-of-competition venues
- Establishing event calendar
- Establishing event identity
- Formalizing visa process
- Budgets and Financing
- Staffing timeline
- Establishing responsibilities and action plan
- Design, Production and Installation of all temporary structures: Booths, Desks, Podiums, etc.

Sport:

- Final sports\disciplines
- Competition schedule
- Field of play requirements
- Volunteer requirements
- Equipment suppliers
- Food and beverage
- Accommodation
- Competition venues
- Reception of Competitors
- Final confirmation of setup venues
- Technical meetings
- Draws

Branding:

- Event logo
- Mascot
- Brand book
- Look and Feel
- Filming city
- Teasers
- Trailers

- Spot promotion
- Sport explanations / promotion
- Advertising plan
- Billboard design
- Sport specific design
- All print media: Design
- 3D design (all venues)
- All print media: Production
- All print media: Publication

Promotional advertising:

- National Plan
- International Plan
- Magazines
- Radio
- TV
- Online
- Social Media
- Billboards
- Promotional events

Accommodation:

- Plan
- Identification
- Reservation
- Booking
- Offices / Meeting Rooms
- Reception
- Check-in/ Check-out

Transportation:

- Visa procedure
- International flights plan
- International flights booking
- Airport reception plan
- Airport transfer plan
- In-city transport plan
- Vehicle requirements master plan
- Shuttle transport schedules
- Dedicated cars identification
- Luxury cars identification
- Airport departure plan

Food & Beverage:

- Service levels

- Menu proposals
- Quota per service level
- Quota per catering area
- Food delivery schedule
- Staffing requirements
- F&B masterplan
- Spectators F&B
- Special events F&B
- Serving protocol
- Clean-up / waste management

Merchandising and Gifts:

- Merchandising strategy
- Items to produce
- Custom design
- Production possibilities
- Production
- Shipment
- Delivery
- Storage
- Online shop
- Points of sale
- Gift delivery

Equipment:

- Equipment Master List
- Technology
- Sport equipment
- Lighting
- Audio
- Visual
- Communication equipment
- Spectator zones

Security:

- Master plan
- Identification
- Training
- Contingency plan
- Access plan / control
- Emergency plan/Risk management
- Executive protection
- Equipment

Volunteers:

- Master Plan
- Job identification
- Quote requirements
- Application
- Selection

- Training
- Placement
- Debrief

Sponsorship:

- Sponsorship Strategy
- Sponsorship Packages
- Sponsorship Sales
- Sponsorship Activation Plans

Protocol:

- Protocol definition
- All ceremonies
- Rehearsals

Ceremonies:

- Master Plan
- Opening Ceremony concept
- Opening Ceremony provider
- Opening Ceremony delivery
- Awarding Ceremony concept
- Awarding Ceremony provider
- Awarding Ceremony delivery
- Closing Ceremony concept
- Closing Ceremony provider
- Closing Ceremony delivery

Ticketing:

- Ticketing Strategy
- Ticketing Packages
- Ticketing Sales

Broadcasting:

- Identification of Host Broadcaster
- Confirmation of broadcasting schedule
- Confirmation of equipment on-site
- Delivery of World Feed
- National broadcast
- distributionFinance:
- Budget
- Accounting

Medical/Doping free:

- Medical plan
- Quota
- Servicing company
- Equipment required
- Doping-free requirements

Accreditation:

- Definition of privileges
- Quotas
- Design
- Information system
- Hardware
- Registration
- Production
- Distribution
- Accreditation centres
- Upgrade cards/Daily passes
- Vehicle accreditation
- Security training

Print materials:

- List identification
- Design
- Review
- Print
- Distribution

Signage:

- Production plan
- Placement plan
- Final designs
- Production
- Placement

Production items:

- Design/ Production/ Delivery
- Medals
- Trophies
- Backdrops
- Look & Feel elements
- Kiosk(s)

Media:

- Media Master plan
- Communication Master Plan
- Advertising and Promotion plan
- Rights and access per group
- Press centre
- Press conference rooms
- Technology/Internet broadcasting
-

Venues:

- Identification
- Floor plan
- Access permissions
- Look & Feel placement
- Staffing
- Equipment

Spectators:

- Attraction
- Out-of-competition programme
- Competition programme
- Interaction programme

Reporting:

- Reporting schedule
- Reporting format
- Reporting items
- Reporting departments

Degrief:

- Summary
- Legacy

EVENT PARTECIPANT

BOARD OF DIRECTORS: The ITF Board with the ITF President.

SPECIAL GUESTS & VIPs: All people invited by ITF Board of Directors and Local Organizer.

DELEGATES: All Representatives of N.A. and A.A.

OFFICIALS: The Juries, Referees, Judges, and Computer operators, selected for running the competition.

COACHES: All Coaches of National Teams (or Club in World Cup).

COMPETITORS: All athletes competing.

LOCAL STAFF: The key roles in the LOC staff include the following positions

- General Manager/Head - Responsible for overseeing all activities related to the organization and coordination of the Event, as well as to the management of the relationships with high-level Officials (IFs, etc...).
- Finance Manager - Responsible for all activities related to financial obligations of LOC within the frame work of the Event as well as coordinates Marketing and Sponsorship programs of the Event.
- International relations and Registration Manager - In charge for national visa obtaining processes for the Participants. Works directly with the Operation & Logistics Coordinator of IF to ensure that all registered participants obtain their visa on time.
- Media Manager - Responsible for all relationship and setup procedures in regards to media. Ranges from registration of Media, Press releases, creation of spot clips, management of event exposure and promotion. This person works in direct contact with the ITF Media Department.
- Transport Manager - Creates all logistics for transport from point of arrival to venues, special events and departure for participants in the event. Responsible to have special list ready with all information about vehicle information as well as names and flight information of ALL participants of event. Special task is to prepare information sheets for people in regards to their specific transportation arrangements.
- Accommodation Manager - Works directly with the Transport Manager to ensure that rooms are ready for people arriving and that the rooms are in accordance to standard. Ready to make immediate changes as requested.
- Security and Medical Manager - Is responsible for all security and health care measures. Must be in direct contact with all security on location, police or private, in order to regulate access and safety as well as medical crews and local hospitals.
- Anti-Doping Manager – (By ITF) Proposes control laboratory. Insures that the doping control room is ready and fully equipped, as well as the necessary staff to be fully trained and ready to work. Doping manager works directly with the National Anti-doping Agency and is responsible for WADA regulations.
- Sport Manager - Works actively with T.U.Committee and I.T. Committee to ensure the correct sport running of the event, from registration, draw, weigh-in, equipment control, etc.
- VIP Manager - Need to ensure all services and comfort for VIP guests from arrival in country to departure.

- Food and Catering Manager - Check and create all aspects of the food program during the event, from meals at hotel to catering at the venue and night programs. This person is also in charge of staff who is serving to teach them how to work.
- Master of Ceremony - In charge of all activities related to the event to ensure that procedures are followed, from press conferences to award presentations during the event and flag ceremonies of the event.
- TV Manager - Responsible for ensuring the management of TV Production operations.
- Marketing Manager - Responsible for managing the creation of the Event branding as well as defining and implementing the ticketing, domestic sponsorship and merchandising strategies.

VOLUNTEERS: The involvement of sport volunteers is the key to the success and sustainability of sport events. Without volunteers, the sport event system could not operate. Huge volume of work is being done by volunteers practically in every sphere of big sport event:

- Attaches for top officials and teams
- Field of Play support
- Event support
- Arrival / Departure Points
- Accreditation Centers
- Hotels/ Hospitality

To do their job perfectly all volunteers must be trained properly before the event. The following rules are vital for the volunteer:

- Smile, confidence and quick reaction.
- Always introduce yourself.
- Tidy uniform, light makeup for ladies, minimum of jewelry, hairs are brushed and don't cover the Event's logo on uniform.
- Very polite and respectful treatment to all participants and guests. Flirt is unacceptable for the volunteer.
- Clear vision of delegated responsibilities, full focus on the job. No giggle with friends, talkie-talkie or internet surfing during the performance of obligations.
- To be responsible. Always arrive on time, participate briefing before and after each of competition day.
- Keep all internal information obtained due to the job confidential. No posting in social media or interviews to the media.

PROFESSIONALS: Includes persons or companies that undertake a contract to provide materials, equipment or services in some specific areas of Event organization and running (i.e. Technical support, Security, Catering, Cleaning, etc.).

SPONSORS: Includes representatives (staff, guests) of Corporations or Organizations which provide financial support for the Event In order to promote their field of work, their organisation or to provide opportunities to their members. The relationship is based on working with the sponsors to meet their requirements in return for their financial support.

SPECIAL GUEST: Persons who are accorded special privileges and treatment due to their status. Examples include heads of state/heads of government and other politicians, major

employers, high level corporate managers, celebrities or other notable persons invited by the LOC. The special treatment usually involves separation from common spectators flow and a higher level of comfort.

REGISTRATION & ACCREDITATION

GENERAL

The Registration and Accreditation processes include the following main phases:

- a) Invitation
- b) Registration
- c) Validation
- d) Production
- e) Distribution

The main purpose of the Registration and Accreditation processes is to:

- Collect the information of all the participants;
- Ensure that all participants are identified according to their functions and categories;
- Provide the participants with the relevant services and privileges according to their category and functions;
- Provide access to the different areas and venues according to the roles and responsibilities that participants have in relation to the Event;
- Provide security measures and to control the access flow to the working areas;

Registration

ROLES AND RESPONSIBILITIES

ITF (TC)

- Develop the registration system in accordance with the needs of the Event;
- Create users accounts for registration system administrators of LOC;
- Provide technical support to LOC;
- Provide training for LOC staff who will be dedicated to the registration and accreditation functions as well of the volunteers and local staff who will operate during the Event time;

Local Organising Committee (LOC)

- Use all the data entered in the system for all logistics arrangements, including visa applications, accommodation booking, international and local transportation arrangements, meals, etc;

- Define policies, conditions and prices and make the information available to the ITFs at the moment of the opening of the registration;

N.A. & A.A.

- Enter and validate all the information requested for the registration of their delegations (athletes, NTOs, etc..) within the deadline set for the process;
- Verify that their participants registered for the Event are eligible;

As a general rule, all parties shall:

- Appoint a person responsible for the Registration System;
- Ensure that all data is adequately supported and authorized;
- Ensure that information is managed with special attention to data protection and confidentiality measures and is used exclusively as personal and business data for the intended purposes;
- Use the Registration System information as the official data source for the Event;

Accreditations

GENERAL

The IF and the LOC shall determine who is entitled to receive an accreditation card and set the conditions for its granting and issuance.

The right to an accreditation card shall be granted to all the people who have a recognized official function to perform during the Event, and who have been registered via the Registration System.

The personalised accreditation card given to all persons authorised to transit through the Competition Venue and other Official Event Venues shall be used for the recognition of the different categories of people and the control of their flow shall be due to the personalized accreditation cards.

THE ACCREDITATION CARD

The accreditation card shall allow its holder the right to attend the Event, establish the identity of the holder, and identify the access rights and other privileges.

The accreditation card shall contain the following main information:

- Official logo and official name of the Event;
- ITF Logo;
- A recent and colored ID photo of the holder: Passport photo: 3,5cm x 4,5cm - Maximum file size: 1MB - Minimum image dimensions: 260x400 pixels - Maximum image dimensions: 5000x5000pixels - Acceptable file formats: .JPG, .JPEG ;
- Personal info of the holder, including full name, organization and function;
- Accreditation category according to the Accreditation Matrix;
- Letter(s) verifying zones access entitlements to the card holder;

- Icons indicating what kind of service the accreditation cardholder must be provided with
- Reverse side of the card must include specifications, explanation and contact information.

Dimensions of the accreditation card shall be 150 mm x 110 mm. The language used on the accreditation card shall be English. Sling lock and laminated corners of the accreditation card should be smooth and friendly to thin fabrics, not scratch them neither snag loose stitched (silk ties, blouses, etc.). As well as printed on hard PVC in high quality and also include a security feature.

Lanyard must have Event's/Host City's name on it and branded in accordance with the Event's look and feel.

In addition to general accreditation cards:

- Supplementary accreditation cards (i.e. Day passes) shall be produced for temporary access purposes, allowing the holders to access specific zones within a specific period of time;
- No-name upgrade cards needs to be designed. These cards can give daily or permanent access zones' upgrade and must be worn together with the regular accreditation card. Upgrade cards are invalid without the ID accreditation.

Most of the accreditation cards shall be produced before the arrival of the participants, and distributed at Accreditation Centres.

Accreditation card designs must be provided by the LOC and approved by the ITF TC

The Accreditation card will be valid from the start of the set up of the competition venues to the day of the closing ceremony/end of the Event. There will be checkpoints at relevant competition functional areas.

VEHICLE ACCREDITATION CARD

All vehicles that might need to have access to the Venue surrounding territory to perform their duties, must have proper Vehicle Accreditation. Therefore, detailed plan of Parking areas must be developed by the Transportation Manager in agreement with the IF: Access zones, priority of vehicle categories, duration of parking, etc.

THE ACCREDITATION MATRIX

The Accreditation Matrix reports in detail all the accreditation categories, and related accesses, rights, privileges mirroring the Registration System structure.

The following access zones must be separated for the following service groups:

Type	Competition Areas	Athlete Areas	Umpire lounge	Common Areas	VIP Tribune	VIP Lounge	Meeting Rooms
A							
B							
C							
D							
E							
F							
G							
H							
I							
J							
L							

A – All zones access for: T.C., U.C., I.T., LOC Senior staff, Senior security

B – Athletes and Coaches

C – Umpires and Officials

D – ITF President & Board of Directors

E – VIP

F – Supporters and audience

G – Press (Journalists and Photographers)

H – Broadcaster staff

I – Doctors & Paramedical staff

J – Various Service staff

L – LOC and Security service

The letter indicating access zone must be the same size as photo and should be clearly visible for the security officers to allow run the access procedures smoothly. In addition to a letter type of access zones, the following complementary icons must be used to indicate what kind of service the accreditation cardholder must be provided with:

- Catering – Can the cardholder have free of charge meals at the venues and where?
- Transport – What type of transportation is available for the cardholder?

DISTRIBUTION: ACCREDITATION CENTRES

The distribution of the Accreditation cards shall take place at the Accreditation Centres set up in key venues during the Event subject to ITF approval.

The purpose of the Accreditation Centres is to process, issue and validate the identity and Accreditation card to participants efficiently.

The participants must go to the Accreditation Centre with a valid identification document (i.e. passport) to collect their accreditation card. If the data of the applicant is not yet in Registration System, the applicant needs to complete an application form and wait for the approval of LOC and ITF.

The Accreditation Centres shall be managed by the LOC and offer the following services:

- Application for accreditation registration and data entry form
- On-site photo capture
- Production and distribution of the Accreditation cards
- Upgrade card collection
- Problem resolution
- Replacement of lost Accreditation cards
- Cancellation of Accreditation cards
- Modification of access zone (with agreement of LOC and ITF TC)
- Temporary passes
- Vehicle passes

An Accreditation Centre must be located at or near:

- Entry points of the access zones
- Delegations accommodation facilities
- Competition Venues

The Accreditation Centre should be easily accessible. The size of the centre must be proportional to the number of people expected and it should consist of different areas, as follows:

- Welcome/Waiting area(s)
 - Benches, tables and chairs
 - Soft drinks (i.e. water) should be available
- Accreditation processing area
 - Sufficient number of computers with internet connection
 - Printers
 - Photo cameras/Webcams
 - Chairs and tables
- Problem resolution office
 - Chairs and tables
 - Copy machine
 - Computers with internet connection
- Cards distribution area
 - Computers with internet connection
 - Plug extensions
 - Chairs and tables
- Area for lamination of Accreditation cards
 - Tables and chairs
 - Lamination machines
 - Trash bins
 - Printers and copy machine
 - Computers with internet connection
 - Plug extensions
- LOC office
 - Chairs and tables
 - Copy machine and printers

- Computers with internet connection
- Plug extensions
- Additional stations as necessary (i.e. Financial payments, Event Information, etc.)

Staff and volunteers working at the Accreditation Centres should be multilingual and speak at least the language of the Host Country and English.

The opening hours of the Accreditation Centres should be determined according to needs (i.e. arrival times, competitions time), and in agreement with the ITF Tournament Committee.

Any person, who has lost their accreditation card, shall go to the Accreditation Centres, and submit the statement of credential loss or damage and complete the form at the accreditation desk in the Competition Venue, in order to obtain a new accreditation after approval by the ITF and the LOC Accreditation Managers.

VISA

The LOC shall make all necessary arrangements to obtain visas for the participants of the Event. All participants of the Event who need a visa to enter the Host country must receive it not later than three weeks before the Event.

The minimum standard for the visa issuing process is the LOC providing the applicant with all the necessary information on time: Invitation letter for the Embassy, accommodation confirmation, etc.

ACCOMMODATION

GENERAL

The LOC must provide the participants with accommodation in facilities approved by the ITF TC (hotels, villages, campus, etc.). The service level and cleanliness of the facilities shall conform to international standards.

The facilities shall be chosen in accordance with:

- Their geographical location, in relation to each accommodation facility and the competition venue. In principle, the facilities shall not be more than 30 minutes away from the competition venue.
- Their capacity, in relation to the optimization of the number of participants accommodated in the same facilities.
- The ITF rules (i.e. Technical Officials and Athletes accommodated in different hotels) if applicable.

SERVICES

The LOC should ensure that the following services are available for the participants in the selected facilities:

- Internet (in the lobby and in the rooms)

- Fitness area
- 24/7 medical service, especially at the athletes' facilities
- Mineral water
- Relaxation area with sauna and massage area
- Laundry

Additionally, each facility shall have a dedicated information desk set up by the LOC. Information boards will be prominently displayed in each facility, containing the Event Programme, announcements, changes, transport timetable, weather reports, etc.

The facilities shall also offer adequate parking space for all vehicles foreseen in the transportation plan (i.e. shuttle buses, private cars, etc).

The facilities should have English-speaking personnel able to answer all the requests from the participants.

HOTELS AND ROOMS

CHECK-IN PROCEDURE

The LOC must set up a dedicated check-in procedure for all the participants in the selected facilities. As part of check-in procedure, upon presentation of a valid ID document, the participants must collect the following items:

- Welcome package including the gift, the Event Manual and any other type of information related to their stay (for example, catering hours, transportation hours, etc..)
- Room key

MEETING ROOMS

The meeting rooms must be equipped with:

- Bottled water
- Flipchart/writing accessories
- Projector with Mac/Microsoft connectors (upon request)
- Wifi
- Microphones (upon request)
- Audio system (upon request)
- Air conditioning system
- Thick black drops to cover windows if necessary
- Auxiliary personnel/Technicians (to set up/connect equipment)



UMPIRES & COACHES MEETINGS ROOMS

The Umpire & Coaches rooms must be equipped with:

- Bottled water
- Flipchart/writing accessories
- Projector with Mac/Microsoft connectors (upon request)
- Wifi
- Microphones (upon request)
- Audio system (upon request)
- Air conditioning system
- Thick black drops to cover windows if necessary
- Auxiliary personnel/Technicians (to set up/connect equipment)



CONGRESS HALL

The meeting rooms must be equipped with:

- Main table for ITF President & Board of Directors
- Tables & Chairs for Delegates (200 seats at least)
- Bottled water
- Flipchart/writing accessories
- Projector with Mac/Microsoft connectors (upon request)
- Wifi
- Microphones (upon request)
- Audio system (upon request)
- Air conditioning system
- Thick black drops to cover windows if necessary
- Auxiliary personnel/Technicians (to set up/connect equipment)



CATERING

INTRODUCTION

The LOC must provide catering services (breakfast, lunch, dinners) to all participants whether it is in the accommodation facility or in a dedicated area close to the facility. Regarding lunch and dinners it is also required to provide services at the venue during competition days, especially for working staff, technical officials and athletes.

CATERING SERVICES FOR ATHLETS, COACHES, OFFICIALS

- The accommodation facilities shall be equipped to cater the required number of guests in terms of restaurant space and catering services.

- The restaurants and/or the catering services shall offer flexible hours, based on the Event programme. Some athletes and ITF staff will stay longer at the venues after competition so facilities staff must be ready to serve late dinners.
- All the variety of food preferences must be taken into consideration during the period of the Event.
- Meals must be high quality and diverse from day to day.
- Portions, nutrition and caloric value must be appropriate for athletes meals.
- Specific dietary requirements can be catered for if known in advance (i.e. religious restrictions, gluten-free, Lactose intolerance, etc.).
- To avoid doping cases related to consumption of meat products contaminated with prohibited substances by athletes, the LOC must put special attention for the period of the Event to meals served. Meat/Fish that is used for meals should not contain any steroids, hormones, etc.

CATERING SERVICES FOR OTHER PARTICIPANTS

VIP Area

While watching competition

Service to provide:

- Hostess to bring drinks and take them away
- Small finger foods
- Regular update on the status of competition.

During lunch

Service to provide:

- Comfortable seating area where food is served by catering company
- Menu must be approved by ITF TC and should be top quality
- Should be available at times agreed by the ITF TC
- Hot Foods and cold foods
- Bar serving a full selection of beverages

Spectators Area

- Food and beverage booths must be planned in sufficient quantity to serve all spectators at the venue at full capacity.
- Alcohol delivery to spectators must meet the local laws and regulations and to be confirmed by ITF.
- Products offered in catering area should not conflict to the Sponsorship policy of the Event (i.e. no Coca-Cola brands offered to spectators if Pepsi is the official partner of the Event, etc.).
- Booths must stay open and offer food and beverages to the spectators until the end of competition program of the day.

LOCAL TRANSPORTATION

TRANSPORTATION SERVICES

The LOC is responsible for organizing all of necessary local transportation within the area of the Host City - between the airport, accommodation facilities, the competition venues, the training facilities, etc. - for all participants. The LOC shall recruit and train necessary personnel, and make effective planning before the Event.

This can be based on 4 levels of service:

- Public transportation services for local volunteers and local professionals (security, hostesses, etc.)
- Shuttle service available from all competition and out-of-competition venues, making scheduled and regular stops.
- Individual or shared dedicated vehicles with drivers staying full time with their clients.
- Luxury transportation with drivers for special guests.

The LOC will also provide airport transfers on arrival and departure to the participants of the event, if their service level permits.

Ideally all vehicles for the purpose of event transportation must be branded with the Event's 'look and feel'.

PUBLIC

Summary

Public transport refers to the existing infrastructure of the city. Participants should be appropriately informed of the schedule of the public transportation system.

Service Group

The majority of the volunteers and professionals (security, hostesses, translators, drivers, etc.) will use public transportation to get to their respective destinations during the event.

SHUTTLE

Summary

The LOC must provide custom shuttle services during the Event. This will have set times for when to stop at the various venues of the Event. The plan for this service will be detailed in the Transportation Master Plan as per the requirements of the ITF.

Type of vehicle

Big buses with a 50-person capacity as well as supplementary minivans as required by the ITF to accommodate the event.

Service Group

Generally Athletes, ITOs, National Technical Officials, Timing Specialists, Media (local/international) and Host Broadcaster will be the main clients of this service but other participants will have access as well (as specified).

Schedule

The schedule and frequency of this service will be made in accordance with the competition and event schedules, as required by ITF. During transfers from accommodation facilities to

venues, one bus will pick up from one facility and stop at the venue(s). On its return journey, the bus will go from the venue(s) to accommodation facilities.

These buses will be used for Airport Transfers before event begins and after it ends.

DEDICATED

Summary

Dedicated vehicles will be provided for clients who need to use a car more frequently (T.U.C.) and must be in contact with the driver. These cars will be shared between a number of clients depending on the size of the vehicle and the client group.

Type of vehicle

Branded mini-vans and sedans.

Service Group

Generally, ITF Officials (excluding Presidents and General Secretaries), ITF Staff, ITF TDs, ITF Guests, LOC Staff.

LUXURY

Summary

For the top-level participants at the event, dedicated luxury vehicles shall be provided by the Host throughout their stay at the Event. These luxury-class automobiles and drivers will be at the full disposal of their clients during the entirety of the event.

Type of Vehicle

Branded full size luxury vehicle

Service Group

ITFs Presidents/General Secretaries, ITFs Special Guests, LOC Special Guests.

Transport Cards

The LOC must prepare Vehicles' lists for Dedicated and Luxury transportation categories with car model, color, type, number and year of production, and allocate the vehicles to all participants in this category. The lists need to be approved by ITF.

The LOC must provide in the Welcome Bag all participants carried with Dedicated and Luxury vehicles with transportation cards which include Driver Information.

Transportation Operations

The LOC must set up information desks at the accommodation facilities and competition venues, which shall have details of transportation and contact numbers for the necessary persons.

Parking arrangements must be arranged at:

- Airport
- Accommodation facilities
- Competition Venues
- Training Venues
- Any other venue that will be used (i.e. Official Draw, General Weigh In, etc.)

The required space depends on the number of people to be transported and hence the number of vehicles to be used.

ARRIVAL/DEPARTURE LOGISTICS

The LOC must greet and receive all participants in a professional manner. This will be in accordance with the participants' group.

Reception Points Inside Arrival Area, Passport Control & Luggage Collection The LOC must set up reception points at the Host City's Sports Hall.

In case of transfer to the country's capital airport, the LOC must set up reception desk as well and make a lounge available for Event's participants to help facilitate transfers.

The LOC shall allocate volunteers to the luggage collection area to address any issues (i.e. loss) that may be arisen at the arrivals. This person shall be fluent in English and speak the language of the Host Country.

VIP Guests Reception

For the top-level service group, VIP services should be arranged to pick up the clients from the aircraft. Moreover, a facilitated passport control, terminal transfer, luggage pickup and transfer to hotels should be made available.

Information Desks at the Arrival Terminal

The LOC must set up dedicated information desks outside of the arrival area for each terminal if there is more than one terminal for arrivals.

The information desk should be clearly labeled with the Event name and posters with a clear indication as an "Information Desk".

The staff should be multilingual and speak fluent English and the language of the Host Country. The staff shall have all information required for the arrival process and for transportation to the hotels.

A record of all the arrivals shall be kept in case there is a participant who does not arrive so that the LOC will be able to follow up.

In case of delayed flights, the LOC shall establish communication procedures between the LOC arrival staff at the airport and the LOC transport team, and between the LOC transport team and the LOC accommodation team to manage all necessary accommodation changes.

Arrival at Train Station

Participants arriving at the train station should be greeted in a professional manner. In turn, these participants should also be provided with transportation to their respective accommodation.

Departure Procedure

Each Participant/Delegation/Guest must receive in his Welcome bag a personal reminder on what date and what time they will be picked up from the accommodation facility for departure from the Event. This reminder must also include their Flight Details.

VENUES

The venues shall conform to internationally accepted standards and comply with the technical requirements specified by the ITF TC.

The LOC will provide the necessary competition Venues and supporting infrastructure (training venues etc.) according to ITF specifications. These shall be in accordance with the requirements of the competition program.

VENUE MANAGEMENT

The LOC will appoint one venue manager and a venue team (Staff). The venue team will run the operations at the venue in coordination with the representatives of the ITF Tournament Committee, according to the operational plans and specifications.

INSTALLATION AND DISMANTLING

The schedule of installation and dismantling at each venue shall be finalized before the start of the event and has to be approved by ITF TC before implementation.

The in-competition venues and the fields of play should be ready for final inspection by ITF TC before the start of the event.

The out-of-competition venues, such as the training facilities, etc. should be ready for final inspection by ITF TC before the start of the event.

Space Allocation

All these areas must be equipped with the necessary implements, infrastructure and technology support according to the specifications of the ITF TC.

The venue must include the following spaces :

Space Allocation

- Competition area (including Field of play)
- Warm up areas
- Changing rooms
- Technical Official rooms
- Call rooms
- Medical room
- Weigh-in (if relevant)
- Equipment check
- Doping control station, according to WADA specifications
- Storage rooms
- Catering and hospitality areas for participants, in accordance with their respective

service level

- Private toilets for participants and public toilets for spectators
- Offices for the LOC and ITF
- Meeting rooms
- Lounges (VIP, volunteer, staff, athletes, security)
- Press centre
- Press conference room
- Accreditation centre
- Ticketing kiosks
- Broadcast centre
- Concessions and merchandising kiosks
- Sponsors' booths (according to sponsorship agreements)
- Ceremonies' areas and preparation room
- Mixed zone
- Commentary booths
- Comfortable spectator seating
- Security control room

- Press box / tribune/ gallery
- Any additional rooms/spaces as required by the rules of the ITF
- Security screening points
- Service rooms

Specific Items

TECHNOLOGY

The venues should meet established international standards of technology and possess the following necessary equipment:

- Timing and scoring system
- Telecommunication system
- Internet (with separate networks for private and public use) with sufficient bandwidth to cover the needs of the different events and client groups (media, LOC, IFs, timing & scoring, broadcasters, etc.)
- LED boards
- Sound system
- Lighting
- TV monitors
- Scoreboards

PARKING AND ACCESS

There must be, within walking distance of the venue, private parking areas for accredited vehicles. Public parking must also be available.

Dedicated access to the venue according to the Event accreditation matrix should be provided for the following client groups:

- Athletes, coaches and team officials
- VIPs and guests
- Media
- LOC workforce – staff, volunteers and contractors
- Spectators

SEATING

The LOC should provide a specific seating plan to ITF before the start of the event. The seating plan should include specific areas for:

- Spectators
- Athletes, coaches and team officials
- VIPs and guests
- Media

Specific Items

ZONING

Before the start of the Event the LOC will deliver the zoning plan of the venues, showing different accredited zones and controlled access points. The plans showing the flows of people into and out of the venue should also be included.

SECURITY

The access outside and inside the venues must be controlled by dedicated security staff equipped with the necessary technology and expertise. The role of the security will also be to validate the accreditation system of the people as they enter and exit from the venue.

SIGNAGE

Clear and precise directional signage (designed with the event look and feel and in English and local language) must be installed in every access area inside and outside the venues.

TAEKWON-DO COMPETITIONS & EQUIPMENT

Competition Management

The competition management is directed by the ITF Tournament Committee, responsible to ensure the planning, in coordination with Umpire Committee and IT Committee according to the ITF rule and regulations.

Competition Schedule

The competition schedule will be delivered by the ITF Tournament Committee to the LOC before the start of the Event.

The competition schedule shall take into account the competition's requirements as well as the broadcast schedule and the ticketing strategy.

Field of Play

The LOC are responsible for set up of the fields of play and the associated equipment will be determined according to the technical regulations and Sponsors of the ITF.

TECHNICAL OFFICIALS

Technical Officials are defined as those judges, referees etc. that are vital to the running of the competition. The Juries, Referees, Judges and Computer Assistants will be selected according to the rules of certified Umpires.

Sports Presentation

The following elements of Sports Presentation must be provided by the LOC:

Video screens in the venue must be used to display the sport's video presentation, athletes' introduction, score and graphics.

Lighting: An appropriate lighting system must be used for sport competitions running. The lighting system's technical parameters and Lux capacity should be provided by the ITF TC.

Audio System: An appropriate sound system must be used during the Event. The system must be adapted to the venues and properly installed, so not only spectators but also athletes can hear all of the official announcements.

Announcer/MC: Two people are required to provide this service in English and the local language. Announcement should only be made during appropriate breaks in the competition (unless otherwise authorised by the ITF TC). They are responsible for all ITF official announcements, and in collaboration with the DJ, to entertain and inform the public.

DJ: plays suitable music at the venue. Music should only be played during appropriate breaks in the competition (unless otherwise authorised by the ITF TC). Music for special moments such as athletes' entrance/presentation, etc. must be selected by the LOC and approved by the ITF TC.

Cheerleaders: if applicable for the sport, cheerleading performances should take place during breaks in the competition programme (time-outs, technical breaks, etc.) and between sessions. Mascot: should provide entertainment by interacting with the public and participants.

Test Events

If relevant, the ITF TC should run Test event before the start of the Event in order to test the key areas of the Event operations. Test events are essential in order to adjust the preparations of the operations before the Event.

The Test events should be focused primarily on testing the field of play, the results, scoring and timing systems, TV production, athletes' transportation, accessibility. Other key operational procedures and functions can be tested according to the requirements of the ITF and LOC.

For example national competitions (national senior or youth championships) can be used as Test events.

The total number of Test events, timeline and list of tested operations must be agreed jointly between the LOC and ITF TC.

MEDICAL SERVICES

The LOC must develop a medical care plan for the Event before the start of the Event. The LOC must submit the plan to the ITF TC for approval.

Medical Services

The LOC must provide sufficient medical treatment during the Event. The medical rules and regulations of the ITF must be met. Arrangements must be made with a nearby hospital(s) for emergency treatment. The hospital(s) should be reachable within 15 minutes. In addition to this, ambulances (fully equipped according to medical emergency international standards, i.e. with oxygen mask, spinal boards, etc.) should be on stand-by for transporting injured personnel to a hospital from all sport venues.

Ambulances must be parked in their agreed locations from 10 minutes before the start of the competition. The start of the competition will be delayed until the ambulance(s) is on site.

Easily accessible, correctly equipped rooms, tents or areas for medical first aid/massage should be available at convenient locations to provide any necessary treatment to participants and spectators.

Medical Personnel

The LOC must appoint one Chief Medical Coordinator who will be responsible for all medical matters. They should be experienced and an expert in this field. They should appoint sufficient certified medical doctors, nurses, massage therapists and first aiders to deal with any medical matters during the event. One doctor for each 2000 spectators is recommended.

* [Medical staff and equipment must not be visible in any of the cameras. Preferred placement should be behind TV cameras.](#)

Basic Hygiene

All venues/spaces must be properly cleaned following installation and in advance of the start of competition. They should also be cleaned after the activities of each day. All toilets should have adequate stocks of toilet paper, soap and hand drying facilities.

This section will identify the necessary requirements and the obligations which must be fulfilled in order to ensure that anti-doping testing is conducted in accordance with the anti-doping rules of ITF and of the World Anti-Doping Agency (WADA).

GENERAL ROLES AND RESPONSIBILITIES

- The ITF, through its anti-doping Department, is responsible for establishing the appropriate anti-doping programme for the event. In particular, the ITF will develop and supervise a test distribution plan that prioritizes appropriately between disciplines, categories of athletes, types of testing, types of samples collected, and types of sample analysis, in full compliance with the requirements of the ITF's anti-doping rules and the WADA International Standards. The test distribution plan is strictly confidential and shall only be known to the ITF anti-doping personnel and persons with a strict need to know such as Doping Control Officers. In addition, the ITF will be responsible to plan the necessary educational programmes and information programmes that will be delivered before and during the Event's period. For this purpose, the ITF may nominate an anti-doping representative for the Event.
- The LOC must deliver the anti-doping facilities and the necessary human resources as established by the ITF. More specifically the LOC will plan, establish and manage the necessary infrastructure and deliver the corresponding services to enable the sample collection sessions of the test distribution plan to be accomplished and conducted efficiently in accordance with the relevant ITF's anti-doping rules and WADA International Standards. The LOC must also support the anti-doping education and information programmes delivered at the Event as required by the ITF. For this purpose, the LOC must employ the necessary financial and human resources as indicated in this document. The LOC must nominate one official anti-doping representative (a person with excellent written and spoken English) who will be the point of contact for anti-doping activities and who will liaise with the IF anti-doping representative and the Sample Collection Authority (SCA). In terms of anti-doping any situation of conflict of interest involving the anti-doping official nominated by the LOC shall be avoided.
- The authorized SCA assists in the implementation of the doping control tests, particularly in providing qualified doping control officers (DCOs) and blood collection officers (BCOs) supplying adequate equipment for the sample collection sessions and ensuring the transportation of samples in accordance with the IF's anti-doping rules and the World Anti-Doping Agency (WADA) International Standards.
- WADA accredited laboratory provides the analytical services and transmits the results to the IF and to WADA through the online ADAMS system in accordance with the International Standards. If not available in the organising country then a contract with an accredited laboratory in another country to be signed.

REQUIREMENTS FOR THE TESTING PROCEDURES

The ITF will be responsible to identify and contract the SCA and also to determine WADA's accredited laboratory which will perform the sample(s) analyses. The ITF will also be responsible to determine the test distribution plan (TDP) for the Event. This plan will include the number of tests to be performed before and during the event.

The LOC will be requested to provide at its own costs, adequate facilities (Doping Control Station as per the requirement indicated below) as well as staff able to act as chaperones for the athlete and security personnel.

REQUIREMENTS FOR THE DOPING CONTROL STATIONS:

The doping control stations must ensure the athletes' privacy and must be used solely as doping control station for the entire duration of the sample collection sessions. Therefore, it shall:

- Be accessible exclusively to authorized personnel, in accordance with the ITF's antidoping rule and marked clearly with signs.
- Be secured properly to store sample collection equipment.
- Be located within or as close as possible to the competition venue, but away from overcrowded areas such as corridor, media, bleachers, etc.

A location which is not at a short walking distance and which requires dedicated shuttle vans for the transportation of people involved is not recommended and should be avoided when possible.

The doping control station includes three separate but interconnected areas:

1. A waiting room with the following equipment:
 - Chairs for a suitable number of persons to accommodate athletes, athletes representatives, sample collection personnel, chaperones, etc., who will occupy the area.
 - A table for allowing athletes to check-in upon arrival at the doping control station.
 - Individually sealed, non-caffeinated and non-alcoholic beverages, which includes a mix of natural mineral water and soft drinks.
 - A fridge or cooler to store the above mentioned drinks.
 - TV screens, displaying video feed of the event and reading material.
2. An administration / processing room with the following equipment:
 - Table and chairs to accommodate 5 persons.
 - A big garbage bin.
 - A lockable fridge to store the samples.
3. Adjacent toilet facilities should be large enough for the witness and should be equipped with:
 - Facilities to allow the athlete to wash their hands.
 - Soap or hand wash, toilet paper and paper towels.
 - A shelf for safe placement of the vessel.
 - A mirror (to aid the observation).

REQUIREMENTS FOR THE CHAPERONES:

- The general criteria for the chaperones is that they must have abilities to follow procedures, directions and instructions, to work in a stressful situation, to communicate both orally and whenever possible, in writing in English. They shall not be minors.
- The chaperones are responsible for accompanying and observing the selected athletes from their notification up until they report to the doping control station.
- At least one chaperone is necessary to supervise the athletes in the doping control station waiting room.
- The number of chaperones requested per day will vary depending on the Test Distribution Plan established by the ITF.
- The presence of a suitable number of chaperones must be ensured for the entire duration of the sample collection session.

- Chaperones must be available before the start of the event in order to be sufficiently trained by the doping control officers of the SCA.
- Situations of conflict of interest between athletes and chaperones shall be avoided.

Preparations and setting up in relation to testing plan shall be made in cooperation with the ITF and the SCA. In the case of doping control operations finishing late after the end of a competition, the LOC must provide arrangements for special transportation and/or late meal, as appropriate, for athlete(s), their representatives, and SCA personnel.

REQUIREMENTS FOR OUTREACH STATION AND INFORMATION PROGRAMMES

The IF will be responsible through its Anti-doping department, for planning the appropriate educational and information programme. In particular, the ITF will develop and supervise the necessary educational information and the corresponding tools to use before and during the Event.

The LOC will be responsible for implementing the necessary facilities and services linked with the educational and information programmes. In particular, the LOC will be responsible to set up the outreach stations as per the requirement indicated by the ITF, as well as for the selection and recruitment of the personnel (i.e. outreach managers, volunteers etc.) who will deliver the necessary services throughout the Event.

COSTS REQUIREMENTS

The LOC will be responsible for the following costs:

- Costs for the planning, preparation and implementation of the doping control stations at the event venues.
- Cost of individuals able to act as Chaperones and cost of security personnel.
- Costs for the maintenance, cleaning and security of the doping control stations of the event venues.

The responsibility for additional costs (cost of sample collection, laboratory analysis, material, transportation of samples, cost of DCO, etc.) will depend on the general agreement between LOC and ITF.

CONFIDENTIALITY

As a matter of principle, with respect to the details of the doping control operations, all communications are confidential and only the people who need to be informed for the purpose of conducting the tests must receive and deal with such information.

SECURITY

The LOC is responsible for the safety of all participants and guests of the Event. Appropriate measures are to be taken prior to, during and after the Event to ensure public safety. These measures include:

- Providing safety on the grounds of all official hotels, venues and neighboring areas, which spectators and participants will make use of during the Event.
- Safety forces are to provide control for the established admission system at all sporting venues (i.e. security checks);
- Appropriate allocation of spectators on the sporting venues;
- Entrance control, CCTV.
- Sanitary regulations at venues and the neighboring territory.
- Readiness to use fire-fighting equipment.

- Restriction of intoxicated people, with alcohol or drugs, or visibly unstable persons from entering the venue.
- Spectator inspection (weapons, fireworks, alcohol, glass, laser devices);
- Evacuation plan of the venue duly approved by local authorities (i.e. police, fire department, emergency response)
- Expedite investigation and action regarding any illegal action. Establishing counterterrorism measures and immediate response to any legal violation;
- Accommodation facilities, rooms or transportation of participants should not be marked with their national flags to best prevent any undesirable activities.
- Extra safety procedures to protect Special Guests attending the Event (politicians, celebrities, personalities in general) against any attacks

Support facilities (Fan sectors) should meet the following demands:

- Be produced of inflammable materials.
- Free of political, extremist, provocative or commercial slogans.
- Not to abuse other spectators' comfort and to be located in vacant seats or spaces.
- The LOC has the right and the duty to intervene should there be any disrupting action of the competition as well as discriminatory/provoking chant or cheers.

Site plan of the venue(s) (with manned points highlighted) should be designed by LOC and approved by ITF.

TECHNOLOGY

The LOC is responsible for ensuring that all below-mentioned technology and services are prepared and operated for the Event.

Services

The LOC is responsible for ensuring that the following services are provided:

- Accreditation
- Database management
- Production
- Scanning
- Live timing and scoring
- Live TV graphics (through the Host Broadcaster)
- Mobile application pushing information to users including: results, schedule, athlete biographies, venue information (optional)
- Live event websites including all information
- Info points throughout the venues / city
- All individual TV feeds produced for world feed accessible online for public viewing
- Displaying the world feeds in all venues
- High speed internet connection for all participants
- Working internet for all spectators in sport venues
- In press centers
- Computer terminals,
- High upload speed internet connection available
- Via cable
- Via password protected WIFI
- Installation of all technology

- Ensuring all cabling used throughout the event is safe, protected and covered
- Confirming that outdoor equipment is weatherproof (if outdoor events)
- Entertainment during all events and in venues

Internet

The set up of a dedicated Internet connection in all official venues (competition venues, official hotels, etc.) with sufficient bandwidth aligned with the needs of the participants' groups is critical to the success of the Event.

The Internet connection should meet the following criteria:

- High speed connection
- Separate connection for "private" use (participants' groups) and "public" use (spectators)
- Dedicated connections for each participants' group with private logins

The LOC must collect the Internet connection's requirements from all the participants' groups and approve the final Internet network system with IF before the start of the Event.

The LOC must run tests for Internet connection in the official venues before the start of the Event.

Telecommunications

CELL PHONES & TELEPHONE NETWORK

The LOC should increase telephone network capacity at the official venues, especially during competitions, to avoid saturation of the network.

RADIO CHANNELS

The LOC should provide talkie-walkies to the following groups:

- IF Technical Delegates/ Senior staff
- LOC Staff
- Timing and Scoring (Competition Area Managers)
- Host Broadcaster (Competition Area Managers)
- Volunteers' Managers
- Security Managers

TELECOMMUNICATIONS

The LOC must set up separated channels with restricted access for the following groups or areas:

- LOC
- ITF
- Competition Area
- Awarding Area
- Timing
- Security
- Press Operations
- Venue Management

GAMES NETWORK

The LOC should set up an Intranet or “Event Network” which can be accessed by all relevant working groups (Timing, TV, Press, ITF Technical Officials, etc.) to upload and download event related information.

The “Event Network” needs to be set up with sufficient bandwidth in order to facilitate the flow of data.

The infrastructure and running process of the “Event Network” needs to be approved by ITF.

BROADCASTING

INTERNET STREAMING

The Event shall be distributed entirely or partially on Internet as Video/Audio Stream. For this purpose, the LOC is required to deliver a secondary output of the main Program of each Field of Play to the Stream Encoding system provided by IF or any other 3rd party provider.

The signal shall be in HD format with embedded audio.

The Host Broadcaster/LOC shall provide an Internet Line of at least 50 Mbps of upload speed for Streaming Purposes Only.

INTERNATIONAL DISTRIBUTION

For international distribution, the LOC/Host Broadcaster must provide IF with an international signal(s) via satellite according to IF technical specifications in order to distribute it to overseas broadcasters.

MEDIA

Press facilities

INTRODUCTION

The LOC should provide adequate facilities to enable the accredited media to report objectively and fairly from the event.

ACCREDITATION

The LOC shall be in charge of drawing up a list of media to be accredited for the event and shall be in charge of collecting accreditation requests from the media. It is the responsibility of the LOC to ensure that the accreditation request collection process is conducted in a fair and responsible manner, without any prejudice. The accreditations would be granted after approval from ITF Communications.

MEDIA FACILITIES

It is necessary for the LOC to identify and designate the following areas for the media:

- Press centre
- Press conference room
- Press viewing galleries

PRESS CENTRE

It shall be the responsibility of the LOC to provide for press centre at the event venue(s).

Press facilities

- Be set aside in an easily accessible area in the event venue.
- Have a reception area for receiving accredited media.

- Allow access to all accredited media, regardless of status as non-rights holders or video journalists.
- Provide adequate seating for all the international and local media present.
- Have a clean and sanitized work environment for all media and staff.
- Have adequate number of large screens set up to provide live feed of all events for the benefit of the assembled media.
- Have live scoreboards of all the events for the benefit of the assembled media.
- Provide high-speed wireless Internet connectivity for assembled media.
- Provide LAN cables for connectivity to each accredited journalist at the provided workstations.
- Provide Internet ports next to each desk for the media.
- Provide adequate number of electrical points at each desk, along with international power adapters.
- Provide separate printing areas with adequate number of printers, the services of which may be monetized.
- Provide a welcome media kit for each accredited journalist/media personnel. This kit should consist of information on the event consolidated in the Media Guide.
- Consist of an adequately sized room for seating non-rights holder video journalists.
- Provide live feed of events to video journalists in designated room.
- Have an adequate number of restrooms and toilets to cater to the accredited media and staff.
- Have an adequately sized parking space for the accredited media.
- Provide separate areas for live broadcast for rights holders.
- Have a separate room with at least 5 workstations and computers with free Internet access for use by accredited media personnel.
- Provide adequate food and beverage for the accredited media personnel free-of charge all through the day.
- Provide lockers for the accredited media to store their equipment in.
- Provide at least 1 lounge area for accredited media to conduct interviews in, at their disposal, eventually with event branding in the background.
- Provide adequate lighting for interviews in the specified interview/conversation lounges.
- Provide adequate number of staff and volunteers to assist the accredited media with their queries and requests.
- Have a separate social lounge for accredited media, where services may be monetized.
- Consist of a public announcement system for relaying information to accredited media.

PRESS CONFERENCE CENTRE

The press conference centre is where all official press conferences shall take place before, during and after the event. This press conference centre has to be located close to the main press centre and at a reasonable distance from the fields of play, and dressing rooms.

The press conference centre has to consist of 1 main room, which has to adhere to the following minimum standards:

- Seating capacity for a minimum of 50 people.
- Head table with a seating capacity of 10 people maximum.
- Translation services in agreed upon languages for the benefit of the accredited media.
- Interview area with appropriate lighting and branding in background.
- Adequate lighting focused on the head table for TV broadcast (if relevant).
- Branded backdrops behind head table.
- Event-standard AV system.
- Video screens.

- Plug-in power connections and related cabling.
- Projectors (if screens are used).

Press facilities

- 2 screens or TVs for audiences.
- 2 floor reverse-monitors for speakers.
- Wireless microphones for audience
- Microphones for head table & mediator/facilitator
- Technical Support for AV system, lighting and sound
- Raised stage for head table.
- Audio mixer for assembled media.
- A reception desk to receive invited media.
- A holding room to store guest media belongings (coat room)
- A podium at the back of the room, big enough to accommodate TV non-rights holders (if relevant).
- Adequate power supply and power points.
- Power supply at the back of the room, close to the podium for TV cameras (if relevant).
- Master of ceremony/ moderator for press conferences.
- Separate dining area for food and beverage.

Communication

The communications process of the event shall be focused along the following parameters:

- Transparency- All communication related to the event has to be forthcoming and proactive, while reflecting the truth to avoid controversies and bad press.
- Respect- No official communication can be deemed to have hurt the sentiments or sensibilities of a person, community or organisation.
- Promptness- All information before, during and after the event has to be communicated with speed and accuracy.
- Ease of access- Access to official communication for the media shall be easy, welldefined and swift to promote unprecedented good standards of governance and organisation.

COMMUNICATION PLAN

The LOC in coordination with the IF should draw up a communication plan. This plan has to consist of the following necessary elements:

- Define communication objectives, the list of key messages, target audiences, channels and timetable for release of regular information.
- List of media to be engaged with, in a timely phased format.
- Plan for media visits to sites of venues and workshops, based upon preparations.

CRISIS COMMUNICATION

The LOC needs to prepare a crisis communication plan in case of any major issue (cancellation, terrorism, accident,...) and approve it with IF. In case of crisis, the LOC and IF will decide together the appropriate way to communicate, with IF having final decision.

Digital Media

INTRODUCTION

Digital media platforms are channels used to communicate news around the event with the respectively subscribed and invested audiences in real-time. The content policy on the digital media platforms are governed by the following principles:

- Accuracy - All information shared has to be accurate and verified.
- Speed - All information related to the event has to be posted swiftly.
- Exclusivity - All information surrounding event has to be exclusive and singularly sourced.
- Originality - All information shared on the digital media platforms has to be original and not plagiarized.
- Relevance - All information has to be relevant in the context of the event.
- Respect - All information should adopt a respectful tone towards everyone else.

Making a tournament schedule.

One of my responsibilities is to make a tournament schedule with less conflicts as possible.

To make one we have:

- 1: to know how many hours I must work with.
- 2: to know how many categories we have.
- 3: to know how many rings we have.
- 4: to know how many referees we have.
- 5: to know how many competitors in which divisions.
- 6: to know how many brakes we have.

Taking in consideration the estimated time we need for every category, I can start.

First, I divide the juniors and seniors male and female to deferent days or parts of the day, important is that they don't do pattern and sparring on one day.

Second, I make for the same day a schedule for these competitors' who are in special technique or power.

If this is done, I make the numbers of competitors for every ring so equal as possible so all rings can be closed more or less in the same time.

Biggest problem is that coaches and country responsible enter competitors for special and power technique only to tryout, this is a sad and bad experience for the competitors a lot of unnecessary injuries. It also creates for me a lot of trouble to make a good schedule.

Scheduling the team sparring events is even more difficult schedule because it can be done in 2 matches or after 6. (for the world championship is easier)

After these have don, we publish it on the Internet so everybody can prepare and know.

Another big step forward is that we publish the draw online before so coaches and competitors know beforehand against which opponents they have.

Example split draw list Wellington

International Taekwondo World Championships 2011 - New Zealand		1st place at last worlds 2nd place at last worlds		CANADA USA	O'NEIL_S SALAS_G	Results	
14260;Male Junior Patterns 2nd Dan SPLIT DRAW - GROUP 2						To Final ?? 3rd = ??	
FIRST ROUND <i>Primera Ronda</i>		SECOND ROUND <i>Segunda Ronda</i>		QUARTER FINAL <i>Cuartos de final</i>		SEMIFINAL <i>Semifinal</i>	
13 -2	0519;ESP; CORTES REVELLES_A 0833;USA; SANTANA_A	-					
12 -2	0476;NZL; TAHAU_A 0333;PRI; NIEVES_C	-					
11 -2	0827;USA; MORALES_L 0501;ARG; JIMENEZ_F	-					
10 -2	0189;UZB; ATABAEV_S 0245;AUS; PURSER_A	-					
9 -2	0490;ARG; MENDEZ_C 0726;SVN; SINCER_S	-					
8 -2	0366;DEU; BRUMME_L 0046;CAN; O'NEIL_R	-					
7 -2	?? ??	-					
6 -2	?? ??	-					
5 -2	?? 0435;NZL; PARKER_E	-					
4 -2	?? 0248;AUS; PURSER_N	-					
3 -2	?? ??	-					
2 -2	?? ??	-					
1 -2	?? ??	-					
Winner to compete with winner of Group 1 ?? Ganador de competir contra el ganador del grupo 1							

Ring # 4

Estimated Start Date : 9th March 2011 Estimated Start Time : 10:00 Estimated Length of each event : 0:08 minutes

Example of time schedule World cup Jamaica.

WorldCup 2014 Jamaica Wednesday, Aug 27th 2014

Start 09:00 Break 12:30 15:00
duration of the break 02:30

Ring 1 (Center Ring)										estimated end
Ind. Pattern										
23250	12 - 14 Years	Ind. Female	Pattern	1st Dan						09:38
15270	18 - 35 Years	Ind. Male	Pattern	3rd Dan						11:44
15280	18 - 35 Years	Ind. Male	Pattern	4th-6th Dan						15:31
24270	15 - 17 Years	Ind. Female	Pattern	3rd Dan						15:35

Ring 3										estimated end
Ind. Sparring										
13171	12 - 14 Years	Ind. Male	Sparring	1st-3rd Dan	up to 45 Kg					09:38
13172	12 - 14 Years	Ind. Male	Sparring	1st-3rd Dan	45 to 52 Kg					09:55
13173	12 - 14 Years	Ind. Male	Sparring	1st-3rd Dan	52 to 60 Kg					10:28
13174	12 - 14 Years	Ind. Male	Sparring	1st-3rd Dan	over 60 Kg					10:55
13143	12 - 14 Years	Ind. Male	Sparring	4th-1st Gup	52 to 60 Kg					11:34
13142	12 - 14 Years	Ind. Male	Sparring	4th-1st Gup	45 to 52 Kg					12:18
16380	36 - 45 Years	Ind. Male	Power Test	1st-6th Dan						16:48

Ring 5										estimated end
Ind. Special Techniques & Ind. Power Test										
23470	12 - 14 Years	Ind. Female	Special Technic	1st-3rd Dan						09:16
26480	36 - 45 Years	Ind. Female	Special Technic	1st-6th Dan						09:32
13470	12 - 14 Years	Ind. Male	Special Technic	1st-3rd Dan						10:24
17480	over 45 Years	Ind. Male	Special Technic	1st-6th Dan						11:12
24470	15 - 17 Years	Ind. Female	Special Technic	1st-3rd Dan						12:08
25480	18 - 35 Years	Ind. Female	Special Technic	1st-6th Dan						15:34
14470	15 - 17 Years	Ind. Male	Special Technic	1st-3rd Dan						17:10

Ring 7										estimated end
Ind. Sparring										
16183	36 - 45 Years	Ind. Male	Sparring	1st-6th Dan	over 78 Kg					11:12
25182	18 - 35 Years	Ind. Female	Sparring	1st-6th Dan	50 to 56 Kg					15:48
26182	36 - 45 Years	Ind. Female	Sparring	1st-6th Dan	over 55 Kg					16:16
25186	18 - 35 Years	Ind. Female	Sparring	1st-6th Dan	over 75 Kg					16:32
25185	18 - 35 Years	Ind. Female	Sparring	1st-6th Dan	68 to 75 Kg					16:43



Ring 2										estimated end
Ind. Sparring										
25183	18 - 35 Years	Ind. Female	Sparring	1st-6th Dan	56 to 62 Kg					10:22
26181	36 - 45 Years	Ind. Female	Sparring	1st-6th Dan	up to 55 Kg					10:28
25184	18 - 35 Years	Ind. Female	Sparring	1st-6th Dan	62 to 68 Kg					11:01
27182	over 45 Years	Ind. Female	Sparring	1st-6th Dan	over 55 Kg					11:17
13141	12 - 14 Years	Ind. Male	Sparring	4th-1st Gup	up to 45 Kg					12:23
16142	36 - 45 Years	Ind. Male	Sparring	4th-1st Gup	68 to 78 Kg					15:32
16143	36 - 45 Years	Ind. Male	Sparring	4th-1st Gup	over 78 Kg					15:54
27142	over 45 Years	Ind. Female	Sparring	4th-1st Gup						16:10
13144	12 - 14 Years	Ind. Male	Sparring	4th-1st Gup	over 60 Kg					16:43
26141	36 - 45 Years	Ind. Female	Sparring	4th-1st Gup	up to 55 Kg					16:49

Ring 4										estimated end
Ind. Pattern										
14260	15 - 17 Years	Ind. Male	Pattern	2nd Dan						10:06
14250	15 - 17 Years	Ind. Male	Pattern	1st Dan						11:58
17270	over 45 Years	Ind. Male	Pattern	3rd Dan						12:16
17280	over 45 Years	Ind. Male	Pattern	4th-6th Dan						12:30
24260	15 - 17 Years	Ind. Female	Pattern	2nd Dan						15:17
17260	over 45 Years	Ind. Male	Pattern	2nd Dan						15:24
17250	over 45 Years	Ind. Male	Pattern	1st Dan						15:31
14270	15 - 17 Years	Ind. Male	Pattern	3rd Dan						15:35
14240	15 - 17 Years	Ind. Male	Pattern	4th-1st Gup						17:27

Ring 6										estimated end
Ind. Sparring										
16181	36 - 45 Years	Ind. Male	Sparring	1st-6th Dan	up to 68 Kg					09:55
16182	36 - 45 Years	Ind. Male	Sparring	1st-6th Dan	68 to 78 Kg					11:17
26142	36 - 45 Years	Ind. Female	Sparring	4th-1st Gup	over 55 Kg					11:50
15240	18 - 35 Years	Ind. Male	Pattern	4th-1st Gup						16:40
17240	over 45 Years	Ind. Male	Pattern	4th-1st Gup						16:54
24240	15 - 17 Years	Ind. Female	Pattern	4th-1st Gup						17:19

Ring 8										estimated end

In Jamaica we introduced a new online available program board so everybody can see what is going on what ring, is the category draw list handed out, is the competition started or finest, are there changes in time etc. this was very much by the coaches and created less stress.

Sport Data

The next step in the process of professionalization was the cooperation with Sport Data Tournament Technology.

After years of development and improvements in the registration and processing of registrations and results at ring level, it was first at national level from 2015 to 2019 when the system was ready to work with this great system at world and European level.

Linking to the ITF data system for control was simple and effective from then on.

Timetables and schedules became more reliable and double start times were reduced to a minimum.

Also the setting up of the now famous ITF E Tournament was now possible, this possibility has ensured that our members remained triggered in the Corona pandemic to continue training.

Of course the above written developments are very concise and in reality have cost hundreds of hours of investment, visits to the headquarters of Sportdata and visiting many tournaments at home and abroad has been very time consuming but very helpful.

I am convinced that the Sportdata system has brought us to a competition organization level that we can be proud of and is unique in the martial arts sport worldwide.

We differentiate the ITF sports world from all other organizations by providing commitment and perseverance to give our members the best service to get the best out of each individual.

Mission for the future end rules and regulations

To raise the quality of Taekwon-do by scoring every aspect and providing an equal opportunity for all participants to show the best of their abilities in friendly competition with each other.

To ensure this, I have been able to work with the members of all the committees involved with a championship at the international level to oversee the rules and regulations and adjust them where necessary.

It took many meetings and discussions to make it future proof, but now we have a document that meets today's expectations.

The biggest challenge was to merge the World Championship and World Cup rules.

After research and questioning the ITF members coaches and participants we think we have a good and clear document that can be read and understood by everyone.

This document contains both the rules along each other so that one can see at a glance what the differences are between World Championships and Cups.

Where they are equal obligations there is only one explanation.

Further explanations can be found in the appendixes and glossary of terms.

It has therefore been possible to publish everything in time for the upcoming major events so that no one has to be surprised.

I realize very well that in an individual case it is sometimes uncomfortable to have to abide by the written rules, but the general interest always comes before the individual interest.

They were labor-intensive months but the result is one to be proud of.

Epilogue,

I like to express special thanks to my committee members ITUC team and all involved in the preparation of all ITF events.

It is teamwork and we all invest a lot of free time to elevate our ITF system to a higher level and create equal opportunities for all involved.

Deurne April. 24th 2022

Master Coos van den Heuvel.

In the following pages you can find documents that can be very helpful in all stages of the organizing process.

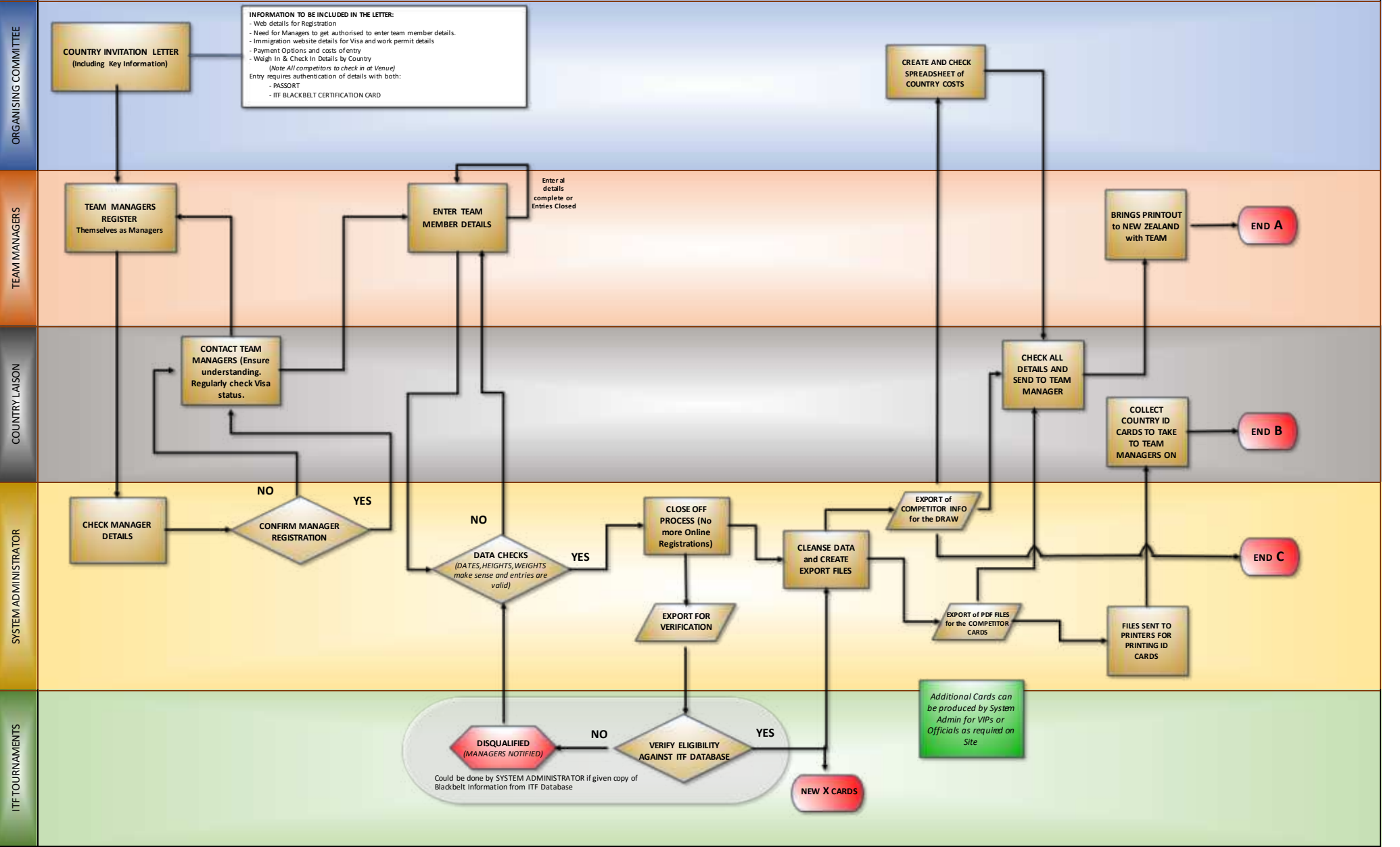
Board Chairman to Manage		Likely			
Project team executive to manage		Possible			
Worlds Project team to manage		Unlikely			
Team Leaders to manage			Low	Moderate	High
No Action required					

Last Update: 00-00-000

Risk Register for the TKD World championship										
The risks on this register are those things that we believe could stop or limit us from achieving our objectives.										
		Risk Description - What will stop the objectives or deliverables being met... resulting in... (Include cause and effect)	Current Controls IN place	Consequence (rating with controls in place)	Likelihood (rating with controls in place)	Controlled risk Level & DAH (colour and title)	Next risk review date	Risk Owner	Treatment options - further things that could be put in place	Treatment owner
Financial	1	There is a lack of funding where we would be unable to host part or all of the world Champs	-Formal Budgeting of items by priority to ensure that essentials are covered first	High	Unlikely		Monthly	hosted Country	-Secure Backstop or underwriting of any shortfall -Get additional sponsorship -A Levy on ITF participants -Higher fees or levy on Accommodation -Scale back the tournament for officials and rings -Increase NZ Participation	hosted country
Financial	3	The current economic crisis world wide will reduce the number of competitors making the tournament less viable	-Marketing of the event at International tournaments over the next two years -Country Liason roles to encourage people to Attend -Promotion of NZ to attract participants -Formal Budgeting of items by priority to ensure that essentials are covered first	Moderate	Possible		Monthly	hosted Country		hosted country
Financial	4	There is a sudden increase in costs or a loss of a funding source such as a major exchange rate change or the collapse of a sponsor leaving a last minute shortfall	-Governance at Board and Committee level to avoid expenditure before money is available and to manage suppliers to avoid surprises. -Constant communication with all sponsors -Securing of Funding from Sponsors ASAP to avoid a sudden loss close to the event	Moderate	Unlikely		Monthly	hosted Country	-Obtainin more funding from Sponsors or levies -Forward Coverage to reduce risk	hosted country
Financial	5	The tournament ends up running at a deficit causing future funding issues for ITF	-Governance at Board and Committee level to manage the budget. -Prioritisation of funding so that highest priority items are covered first to avoid last minute must haves. -Delegation Framework and disciplined project management	Moderate	Possible		Monthly	hosted Country	- Put in place tighter controls on all costs	hosted country
Financial	6	There is a lack of control on expenditure resulting in higher levels of expenditure going outside of budget or funding allocation	-Delegations Framework -Governance and oversight by the Board -Project manager and Chairmans control of the overall project.	Low	Possible		Monthly	hosted Country	- Put in place tighter controls on all costs	hosted country
Operational	7	The contracts for services do not give the services expected which causes ill feelings with competitors or stakeholders	-Maintain control and oversight on all services -Correct any misconceptions early -Build and maintain strong relationships with all suppliers	Low	Unlikely		Monthly	hosted Country	Make sure that the contracts adequately reflect the requirements	hosted country
Operational		Weigh-in process takes too long or causes other problems	-Overseen by ITF -Weigh-in process fully planned and managed -Learnings from Previous tournaments used to avoid issues	Moderate	Possible		10-07-10	Tournament Committee		Tournament committee
Operational	9	The timing or scheduling of events does not allow enough time and causes further delays or the need to have competitors stay for extra time.	-Programme of events tightly coordinated and managed -Event schedule to be signed off as appropriate	Low	Possible		Monthly	Tournament Committee		Tournament committee
Operational	10	Logistically not all of the items can be sourced in time for the tournament causing delays or extra costs	-Running the Nationals 6 months before the worlds to iron out some of the issues and get things ready	Moderate	Unlikely		Monthly	hosted Country		hosted country
Operational	11	Inturpretation or language issues causes frustration or dissatisfaction against the event causing problems for the organisers and for ITF	-Country liason roles will be in place before the tournament to identify any specific issues relating to each country	Low	Possible		Monthly	Tournament Committee		Tournament committee
Operational	12	The Flags or Anthems are mucked up causing embarrassment or delays	-Countries to provide flags and anthems to organisers in advance and system will be set up and tested in advance.	Moderate	Possible		Monthly	hosted Country		hosted country
Operational		Officials, VIP's and Volunteers are not well looked after damaging the image and reputation of the event	-Preplanning to ensure this issue is addressed -Use feedback from previous tournaments to make improvements	Moderate	Possible		Monthly	hosted Country	-Officials Liaison person made accountable for ensuring Food and Water available -Make sure enough Food and Water available for Officials, VIP's and Volunteers -Make sure enough Food and Water available for Officials, VIP's and Volunteers -Ensure gifts and certificates are presented to VIP's and Officials	hosted country
Operational	13	The delivery of equipment is late resulting in delays to the setting up of the venue	-Running the Nationals 6 months before the worlds to iron out some of the issues and get things ready	Moderate	Unlikely		Monthly	hosted Country		hosted country
Operational		Death of an organising Team Member	-All key positions have a back-up -All planning done openly and documented	Low	Unlikely		Monthly	hosted Country		hosted country
Operational (Events)		The opening Ceremony is too long or does not meet expectations causing unhappines or giving a poor image to the organisation of the event	-Event is well planned and Quality controls in place -Feedback from Previous tournaments used to make improvements -Part of Liaison with an Officials Liaison person assigned	Moderate	Possible		Monthly	hosted Country	-Ensure that the venue is suitable for the event including that it is big enough -Put in place a person with responsibility for running the event from the organising committee -Make sure that the entertainment catering and refreshments are appropriate.	hosted country
Operational (Events)		The Umpires course fails to live up to expectations causing officials and attendees to get unhappy with the events organising	-Event is well planned and Quality controls in place -Feedback from Previous tournaments used to make improvements -Part of Liaison with an Officials Liaison person assigned	Moderate	Unlikely		Monthly	Tournament Committee	-Ensure that the venue is suitable for the Umpires Course including that it is big enough -Put in place a person with responsibility for running the event from the organising committee -Make sure that the catering and water supplies are appropriate.	hosted country
Operational (Events)		The Coaches and Managers meeting fails to live up to expectations causing officials and attendees to get unhappy with the events organising	-Event is well planned and Quality controls in place -Feedback from Previous tournaments used to make improvements -Part of Liaison with an Officials Liaison person assigned	Moderate	Unlikely		Monthly	Tournament Committee	-Ensure that the venue is suitable for the event including that it is big enough -Put in place a person with responsibility for running the event from the organising committee -Make sure that the catering and water supplies are appropriate.	hosted country
Operational (Events)		The After Party needs to be well set up including providing for Juniors to avoid the event being viewed poorly due to the last organised event	-Event is well planned and Quality controls in place -Feedback from Previous tournaments used to make improvements -Part of Liaison with an Officials Liaison person assigned	Low	Possible		Monthly	hosted Country	-Ensure that the venue is suitable for the event including that it is big enough -Put in place a person with responsibility for running the event from the organising committee -Make sure that the entertainment catering and refreshments are appropriate.	hosted country
Operational (Events)		Ensure that the congress is a showcase event to ensure that it does not negatively impact on the image or reputation of the events organisation	-Event is well planned and Quality controls in place -Feedback from Previous tournaments used to make improvements -Part of Liaison with an Officials Liaison person assigned	Moderate	Unlikely		Monthly	hosted Country	-Ensure that the venue is suitable for the event including that it is big enough, air conditioning -Small gift (Bag) provided to all congress attendee's -Put in place a person with responsibility for running the event from the organising committee -Make sure that the entertainment catering and refreshments are appropriate.	hosted country
Political	14	Teams or individuals are unable to get a Visa to come to the Tournament	-Early discussions and assistance from NZ immigration in line with MENZ	Moderate	Possible		Monthly	hosted Country		hosted country
Political	15	There is a conflict within ITF which causes lower attendance or a boycott of the event	-Watching Brief	High	Possible		Monthly	hosted Country		hosted country
Political	16	There are issues with the type of sponsor or a conflict between sponsors that causes organisational problems within ITF	-Sponsorship and marketing plan -Central control of all agreements by Chairman	Moderate	Unlikely		Monthly	hosted Country		hosted country
Geo-Political	17	Problems between different countries causes problems for the tournament.		Moderate	Unlikely		Monthly	Tournament Committee		hosted country
Geo-Political		External Protest causing event disruption similar to the tennis		Moderate	Possible		Monthly	hosted Country	-Discussion and coordination with Police	hosted country

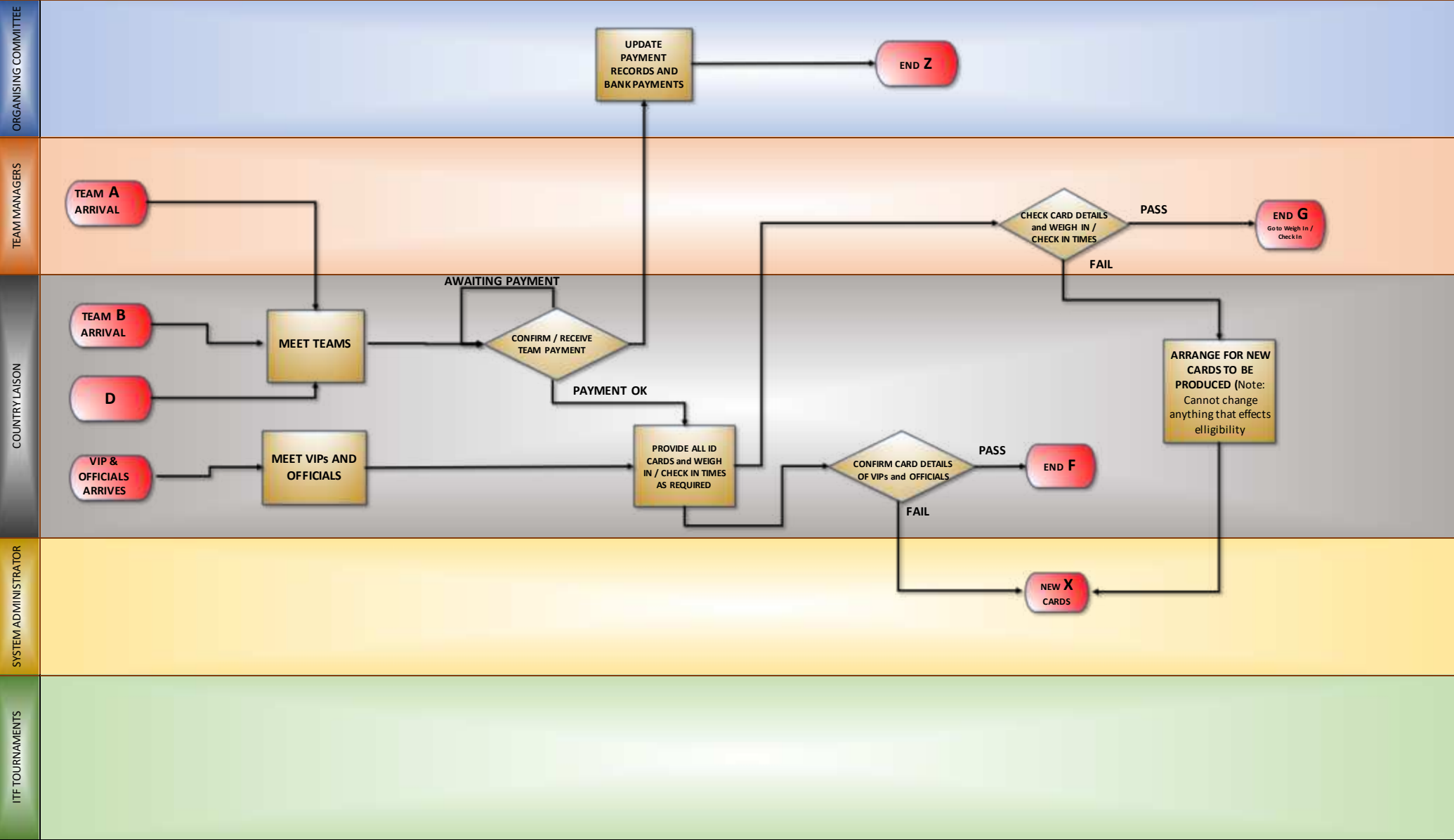
COUNTRY INVITATION LETTER

version 1.0 Date: 18 April 2022



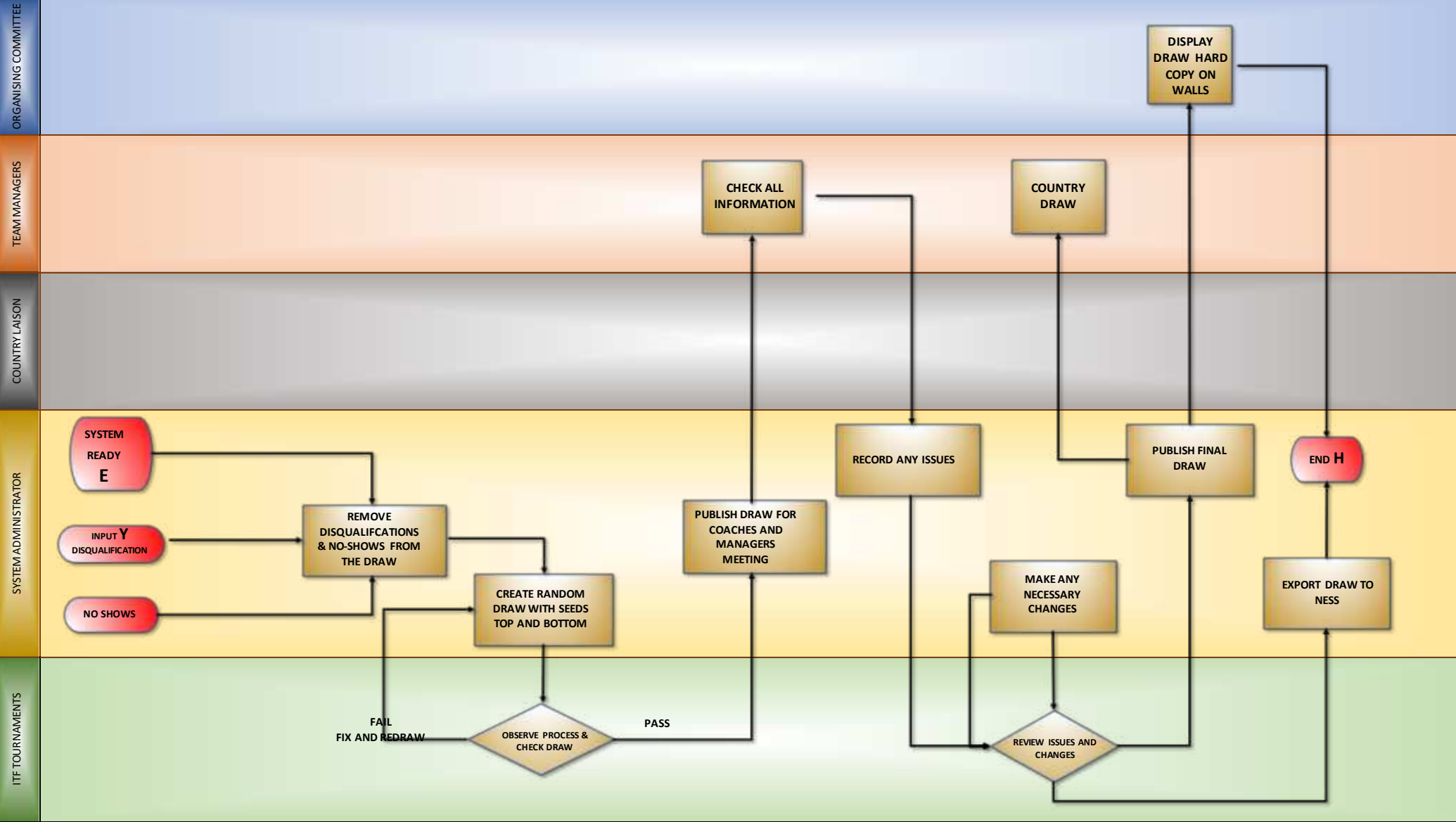
ARRIVALS

version 1.0 Date: 18 April 2022



THE DRAW

version 1.0 Date: 18 April 2022



WEIGH IN & CHECK IN (NOTE: All competitors MUST Check In)

version 1.0 Date: 18 April 2022

