



# INTERNATIONAL FEDERATION OF MUAYTHAI ASSOCIATIONS

STRATEGIC PLAN 2020-2024



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## List of Abbreviated Terms

ARISF	-	Association of IOC Recognised International Sports Federations
AHMC	-	Ad-Hoc Management Committee
CAS	-	Court of Arbitration for Sport
CF	-	Continental Federation (s)
FISU	-	International University Sports Federation
GAISF	-	General Association of International Sports Federations
IOC	-	International Olympic Committee
IF	-	International Federation (s)
IFMA	-	International Federation of Muaythai Associations
ITA	-	International Testing Agency
IWGA	-	International World Games Association
NF	-	National Federation (s)
NSA	-	National Sports Association (s)
NOC	-	National Olympic Committee
SIYG	-	Sport Is Your Gang
TAFISA	-	The Association For International Sport for All
UTS	-	United Through Sports
WADA	-	World Anti-Doping Agency



## Introduction

### A Word from the President

It gives me great honour to be part of the world Muaythai family, a family in which every stakeholder plays their part to ensure that we continue in our strive for excellence, one of the five important pillars of Muaythai.

As much as our athletes strategically plan their training and competitions, all stakeholders in IFMA must plan towards the best possible development that has common goals with our athletes and where we all can reap the best possible outcome for the sport and to the highest standard. We in IFMA are proud that all commissions, the executive board, our partner organisations and many member organisations and federations of the Olympic Movement support us and work together with us, so we continue to improve.

Our strategic plan will be put together every 4 years, with inputs from all stakeholders, internal and external analysis with revision and planning, continually incorporating the mission and objective towards highest development.

The athletes remain at the heart of all our efforts; the five pillars of honour, tradition, respect, excellence and fair play is incorporated in our overall strategies. To continue to operate in good governance and integrity, in the spirit of fair-play and ethical behaviour, tolerance and solidarity, a continued self evaluation where every stakeholder benefits from the results is adopted, so that our sport and our organisation stays credible and in line with the Olympic philosophy, ethics and Charter. Together we improve and we work united for a better and fitter world.

IFMA and our sport aims not only be an example, but believes in leading by example. I would like to personally thank everyone that has contributed in bringing us where we are today, the commissions that have contribute to the 2020 - 2024 strategic plan. I have no doubt that our objectives to bring our sport of Muaythai to an even higher level will be achieved.

**Dr. Sakchye Tapsuwan**

**President, IFMA**



## Introduction to IFMA

The art of Muaythai has existed for more than 1000 years, Muaythai is a sport for *Every Body*, discrimination of any kind has no place in the Muaythai family. We drink the same water; we love the same art and values and have the same hopes and dreams.

Blending sport with culture and education is the platform of the Olympic Movement and also Muaythai. Muaythai reflects a very unique and ancient combat sport that combines cultural tradition, values and strength as well as beauty. The true essence of Muaythai is one of respect, honour and fair play as much in the field of play as off it.

In the 19<sup>th</sup> Century Muaythai truly developed into a modern competitive sport with competition Muaythai filling arenas around the globe. The International Federation of Muaythai Amateur is the world governing body for amateur Muaythai, hereafter referred to as IFMA. In 1990, 15 countries came together to unify the sport under one body with unified rules and regulations, constitutions, with the vision to get the sport included in multi-sport games and recognised as an international martial art and combat sport.

1992, the official inauguration took place with 39 countries joining IFMA, and today it stands with over 100 member federations in all 5 continents. IFMA's slogan is "Muaythai for *every body*", the vision that everybody and body type is allowed the right and possibility of practicing Muaythai in all its discipline regardless of it being for fitness, confidence, cultural art form of competition; without discrimination based on colour, gender, age, race language, religion, national or social origin, or any other status – the sport belongs to everybody.

IFMA is governed by a robust constitution, it is fully compliant with the World Anti-doping Agency (WADA), it recognises the jurisdiction of the Court of Arbitration for Sport (CAS) and follows a strict Code of Ethics, with the clear vision to use Muaythai to contribute towards a better tomorrow; the youth, the athletes are at the heart of our organisation. Good governance is fundamental for IFMA to ensure the respect of every stakeholder. IFMA is built in five important pillars: Respect, Honour, Excellence, Tradition and Fair Play, and under each pillar we protect and promote the essence of good governance.

Credibility to both, the name of IFMA and the name of Muaythai is profoundly important. It is equally important that we defend and honour the Olympic Values to work in good governance, and tolerance. IFMA is proud of past achievements and will build on these achievements ensuring that the youth will be as much fostered and protected, as listened to, be given a voice and play an instrumental in all our work.



## Vision and Mission Statement

IFMA's vision is to continue to be the world leader in Muaythai, having already achieved the IOC provisional recognition and priding itself to be a full member of the world leading sport organisations such as GAISF, FISU, IWGA, and the Continental Olympic Bodies. IFMA is fully compliant with and is a signatory of the World Anti-Doping Agency (WADA). IFMA aims to spread the sport of Muaythai throughout the world, maintaining its traditional integrity and ensuring a uniform set of rules, working mutually for the sport and the athletes. We believe strongly in using muaythai and all its benefits as a tool for social development, promoting inclusion and non-discrimination as part of our core organisational philosophy. We also believe in promoting peace through muaythai, especially in our "Muaythai Connects" campaign.

The history of the art of Muaythai, which is the backbone of the sport, has provided IFMA with a rich cultural heritage, which has become indivisible from the practice of the sport itself. Growing from a base of culture, the practice of Muaythai promotes cultural exchange at an international level. The values inherent to the practise of the sport are also universal values, which make it an easy sport to adopt and identify with.

Broadening the reach and appeal of Muaythai is one of the keystones of the IF's development plan, as the potential of grassroots engaged in Muaythai is a rich resource which will ensure the continued future success and growth of the sport. IFMA seeks to encourage and develop the practice of Muaythai in the following aspects:

- as a cultural art form
- as a competition ring sport
- as a fitness and health programme
- as a self-defence tool

These different aspects of Muaythai make the sport accessible to all ages and genders, further taking into account mobility limitations and impairments, which some practitioners may have. IFMA's motto and mission statement can be summarised as: "Muaythai for *Every Body*."

The IF strives to deliver high level competitive and promotional opportunities to the widest range of stakeholders possible. It is committed to transparency and integrity, providing a strong and supportive administrative service and maintaining financial stability.

In fulfilling such vision and living up to its mission statement, IFMA will adhere to its core values. These are of importance above all else, as they are the heart of such sport and art. IFMA urges all of its members to maintain these key elements as a focal priority in their Muaythai pursuits.



## Muaythai Values

**Honour** – to show grace as much in defeat as we do in victory. We must honour the future generation as much as we do our forefathers and mothers. We must honour our opponents as much as we do our teammates.

**Tradition** – where giving back to society has stood at the essence of the sport since two thousand years ago and today with the expansion of Muaythai globally, this trait has continued and not been forgotten. The world is a fast moving place, but the traditions and values of our past generations must be treasured.

**Respect** – For one another, regardless of gender, social standing, religion, abilities, race or age. IF there is no respect there is no survival. Athletes display the highest respect for one another whether one wins or loses.

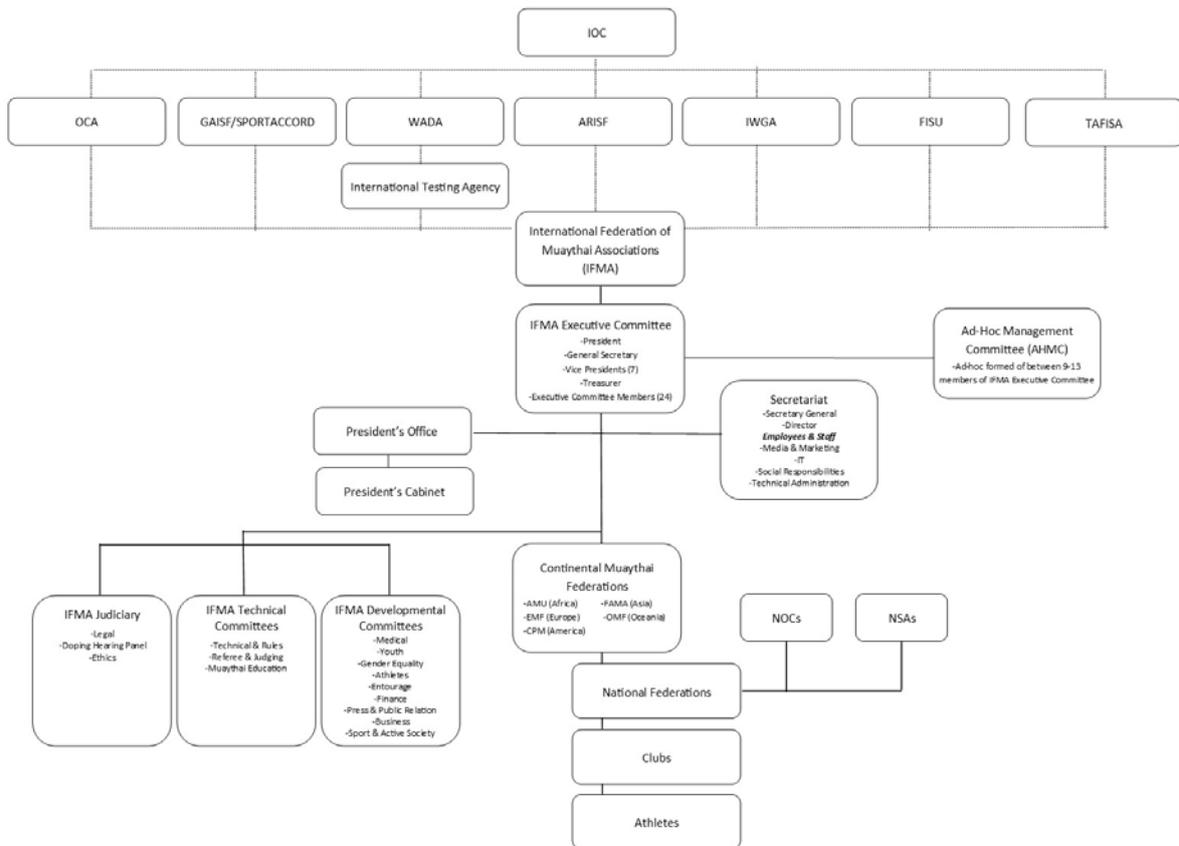
**Excellence** – in continuing to ensure that all Muaythai practitioners and stakeholders will be the best that they can be and continue to practice excellence in all fields of what we do. IFMA also ensures that everyone has the right to education and sport regardless of gender or social standing.

**Fair Play** – to have it practiced as much outside the competition area as it is inside the ring. Muaythai practitioners should rather fail in honour than win in dishonesty. Fair play must be demonstrated between the athletes through the absence of doping; referees and judges must ensure that the true victor's hand will be raised; sport integrity and the ethical behaviour must remain the centre of our sport.



## Organisational Structure

### IFMA: Lines of Organisation





## IFMA's Stakeholders

IFMA operates in a variety of different contextual levels, with a myriad of different regulatory bodies and institutions. The different political and administrative contexts that IFMA must navigate through, require flexibility and adaptability from the organisation, without a loss of its core values. IFMA tries to maintain a healthy balance between the needs and interests of the entities with which it interacts. These include:

### Internal Stakeholders

- **Athletes** – elite athletes, national team level, local and grassroots practitioners
- **Coaches** – national, local and grassroots coaches
- **Officials** – IFMA's Technical Commission, and world, continental, national, state, and club level referees, judges, and technical officials
- **Administrators** – IFMA's International Office staff, Executive Board members, Commission Members, and national representatives
- **National Federations** – One hundred and twenty-eight (128) NFs
- **Continental Federations** – five continental bodies: Federation of Amateur Muaythai of Asia, African Continental Muaythai Association, Pan-American Muaythai Union, Oceania Muaythai Federation Amateur, European Muaythai Federation

### External Stakeholders

- **Athlete supporters** - family members, personal fan base, and gyms
- **Spectators** – live audiences at events, via television, and online
- **Media** – in print, electronic, and internet forms
- **Commercial partners** – sponsors and approved equipment manufacturers
- **Sport Representative Bodies** – IOC, GAISF, IWGA, FISU, TAFISA, Continental and National Olympic Committees
- **Games Bodies** – World Games, World Combat Games, Arafura Games, TAFISA Sport for All Games, Continental Olympic Recognised Games
- **Sport Regulatory Bodies** – CAS
- **Government Departments** – National Sports Ministries, National Tourism Ministries, and Foreign Ministries
- **Fair Play** – WADA, ITA.



## Strategic Goals

IFMA's philosophy is based on five important pillars of Respect, Honour Tradition, Excellence and Fair Play. IFMA has a solid vision of using Muaythai as tool for empowering the youth and as a powerful contributing factor towards a better world. In order to reach each and every specific goal, we have a strategy and action plan in place to ensure that we bring the future into the present, while at the same time, fostering and promoting the past. IFMA understands that success comes in little steps, as much as we teach out athletes to we must show grace in defeat and victory, IFMA understands that we must set the goals realistically, in a proper time frame and that in the end the journey is as important as the destination; the sport, the organisation, and most importantly the practitioners will benefit from continually striving for excellence.

The main aspects are:

1. Placement of the youth and athletes at the centre of the organisation. IFMA undertakes strategic grassroots development, combining all values while also understanding today's dynamic environment and using that to shape the future. With cultural understanding, respect and friendship, at the same time working in a sustainable manner, we work towards a better tomorrow wherein the next generations exemplify a stronger and more developed understanding of the sport. We intend to grow Muaythai by increasing our focus on youth appeal and the use of digital media. Muaythai is 1000 years old and we are planning for the next thousand 5 years at a time.
2. Universality is important for IFMA, equality in sport and life, ensuring equal responsibilities and opportunities. Over the last 10 years, IFMA has worked extensively on female development. A decade ago, only 10 national teams participated with females in their team, by 2012 this number rose to over 60 and we must continue to develop especially in countries, where women traditionally are not as involved in sport as their male counterparts. The same goes for female appointment in executive positions; it is part of IFMA's strategic plan to have at least 30-40% of female representation in the Executive Board. IFMA wants to continue to be part of change in sport, and already 2 out of 5 of the Continental Federation Presidents are women.
3. Inclusivity and diversity in Muaythai. IFMA continues to strive for inclusivity in all levels that does not tolerate discrimination, barriers, or disadvantages. We are resolute in our mission to provide equal access, tools, and resources for everyone who wants to adopt the sport by formulating policies that allow our members to participate, prosper, and reach their full potential. We create an environment that includes individuals from different cultural and racial background, which is evident in the growing base of national federations that compete in the annual IFMA World Championships and our continued partnership with UNESCO, UN Women, Generations for Peace, Peace & Sport. IFMA has also played an important role in the establishment of United Through Sports which organises annual festivals and events to collaborate with all sports towards the betterment of society.

4. Maintaining the standards of fair play both in and out of competition, fair play being one of the five pillars of Muaythai. The fight against doping is a constant one; we must continue to educate all stakeholders that cheating has no place in our family. We implemented Clean Sport: Strategy on Anti-Doping based on a zero-tolerance policy with a vision and mission that only clean athletes shall take part IFMA competitions, focusing on prevention through detection and deterrence while working closely with the IOC, WADA, and ITA. This also includes match-fixing, ensuring that referees and judges, national federations, executive board members continue to work in honesty along our strict code of ethics and adhere with our guidelines on Manipulation of Competitions. It is our strategic goal to make sure our sport stays credible on all levels.

5.. Blending Muaythai as a combat sport with cultural exchange and education is the important foundation of Muaythai. Pierre de Coubertin the founder of modern Olympics once said, 'Olympism seeks to create a way of life based on the joy of effort, the educational value of a good example, and respect for universal, fundamental and ethical principle'. IFMA wants to ensure that there is a balance between academic and sporting efforts. This is why IFMA is implementing an educational system based on all values integrating modern technology to engage the youth, implementing the five pillars of Muaythai. The educational platform must also include modules on anti-doping, athlete support, after sport career programme, entourage, access and promoting Muaythai as a sport and art for every body.

6. Social and community development: "giving back" as a strategy taught from the very early stages. This encompassed such initiatives such as 'Muaythai Against Drugs' and 'Sport is Your Gang' which was recognised for its efforts when it was awarded the Spirit of Sport award in 2014 and is now established in over 50 countries. Future strategic planning will include collaboration with partners such a Peace and Sport, Generations for Peace, RightToPlay, United Through Sports, and exploring avenues with UNESCO, UN Women and other social organisations.

7. Cooperation- the strategic plan in IFMA will also incorporate planning, resource and knowledge sharing with other Olympic Recognised organisations, as a member of GAISF. Continued efforts for highest recognition by the IOC in order to gain access to resources that will benefit Muaythai.





## IFMA in the Present

Some of the milestones which IFMA has already achieved throughout the years are for example:

1995 – First inclusion in the 18<sup>th</sup> South-East Asian Games (SEA Games)

1998 – Inclusion as a demonstration sport in the Asian Games

1999 - Recognition from the Olympic Council of Asia

2005 - Inclusion in the 23<sup>rd</sup> SEA Games as a fully recognised medal sport

2005 - Inclusion in the Asian Indoor Games

2006 – Recognition from and membership in the GAISF (SportAccord)

2008 – Inclusion in the TAFISA Games

2010 – Participation at the 1<sup>st</sup> Edition of the World Combat Games

2013 – Membership in the International World Games Association

Successfully integrating fairplay through the WADA programme

Successfully establishing Muaythai Fitness programmes around the world

Successfully participating in television programmes

Successfully building educational and school programmes

Successfully participated in the 2<sup>nd</sup> edition of the World Combat Games

2014 – Inclusion of Muaythai in the Asian Beach Games

2014 – Becoming WADA Signatory

2015 – Staging the first World University Muaythai Championships, sanctioned by the International University Sports Federation (FISU)

2015 – Recognition by FISU

2016 – Recognition from the International Olympic Committee (IOC)

2017 – Inclusion in the World Games





2018 – Signing UNESCO MOU

2018 – IFMA reaches 50/50 male to female participation ratio at the elite level

2019 – Unification with World Muaythai Council (WMC) and rebranded to International Federation of Muaythai Associations (IFMA).

## **IFMA in the Future**

2020– Full recognition by IOC

2023 – Inclusion in the European Games

2026 – Possible inclusion in the Youth Olympic Games



## Development Plan

The IFMA Executive Board has identified four key development objectives. The achievement of these objectives is to be measured annually over the course of this four-year plan and corrective action is to be taken where necessary.

### IFMA's Development Objectives

1. **Organisational Structure** – to develop an internally solid infrastructure within the organisation with a regulated environment for amateur Muaythai, soundly governed and efficiently managed.

IFMA in 2020	IFMA in 2024
A full review of the IFMA Constitution is taking place now at the World Conference, Sept. 2020	All aspects of the IFMA Constitution are fully implemented throughout the organisation
IFMA's Executive Board has a strong executive board, with 2 out of 5 female Continental Federation Presidents	IFMA will continue to build strong female leadership in a mentoring process
IFMA has 50%/50% ratio of athletes at the elite level	IFMA aims to reach full gender equality in all levels by 2024
Commission work:  1. IFMA Education System is fully implemented and in place through an online platform  2. IFMA Athlete Commission has a permanent seat in the Executive Board and Ad Hoc Management Committee	1. Delivery of an online education system worldwide through a standardized curriculum  2. Every national federation must have an athlete's commission member in their respective decision-making executive body
Fully operational database with full security and encrypted access for NFs through RSportz	All national federations to fully integrate their respective database and system with RSportz
IFMA has a fully established Safeguarding Policy in place to protect its youth and tackle child trafficking issues.	IFMA will continue to develop the policy with partners such as UNESCO, Mission89 & Good Corporation and ensure full implementation across all member federations

2. **Competition/Event & Development Programmes** – engaging all member federations and their athletes and officials alike, in high-level competition, developmental and social activities and programmes.

IFMA in 2020	IFMA in 2024
IFMA Women Commission has finalised and approved uniforms for Muslim female athletes	IFMA continues to strive for a more inclusive and diverse participation in all levels
Fitness and culture based Muaythai curriculum for primary and secondary level physical education	Establishment in national schools of Muaythai as a mainstream physical exercise, aerobic and cultural programme
Strong annual championship programmes for the youth at international and continental levels based on sporting, cultural, and educational exchange	Extend the universality of the programme through a fully developed online education system and inclusive championships regardless of social status, including participation at virtual events fully implemented
Full implementation of the Sport Is Your Gang programme in all member countries	IFMA will continue to give opportunities and create partnerships with other organizations (e.g. Generation for Peace, Peace and Sports, Right to Play, United Through Sports)
IFMA is fully recognised by FISU and is included in the World University Championships	IFMA will strive for inclusion in the Summer Universiade in promoting Muaythai to students
Fully implemented of Entourage Commission in all national federations	IFMA will organise an entourage commission in a continental level
Establishment and implementation of a strong Athlete Career Programme  Full accessibility of Athlete Career Programme in IFMA website	IFMA will establish a stronger connection with the IOC Athlete Career Programme as an IOC-recognised organization  IFMA to provide individualised support through various open channels with the Athlete's Commission
Implementation and integration of the United Nation's Sustainable Development Goals (SDGs) in the world and continental championships  Inclusion of SDGs curriculum in the education system	IFMA strives for the integration of the UN SDGs in the continental level as well as the policies of national federations  IFMA will stay updated on further goals for the improvement of the sport

3. **Global Placement** – increasing the profile and reach of Muaythai, raising awareness of Muaythai in and out of the ring, broadening Muaythai participation as well as audience.

IFMA in 2020	IFMA in 2024
Recognised within the Olympic movement	IFMA to continue promoting the Olympic values and charters and be a valuable member of the IOC
Established television presence, broadened audience reach in Europe and South America as well as regular live stream of IFMA events on IFMA YouTube Channel.	Continue to grow our digital presence, monetize digital assets, participate in multi-sport competitions, increase market awareness in social media, and increase fan base to create additional revenue
Muaythai is included in the full programme of The World Games as well as the FISU World Championship sport programme	IFMA will strive for inclusion in the Asian Games, European Games, Youth Olympic Games 2026, and Summer Universiade
Develop a clear programme of adapted practice and strong partnerships with organizations working with the mobility impaired and with para-sports organisations	Implementation of adaptive practice programme across IFMA

4. **Fairplay** – maintaining a thriving Anti-Doping educational programme, with the idea that prevention is the best cure, as well as strong monitoring and testing capabilities, and ensuring fair decision making is upheld

IFMA in 2020	IFMA in 2024
Fully compliant by signatory WADA, with a fully functional Intelligence Task Force	Continue to strive for fair play and protection of clean athletes in every IFMA competition and strong intelligence testing program
IFMA has a close cooperation with ITA to manage major Anti-Doping activities	IFMA continues to expand engagement of third-party experts to deliver highest standard of anti-doping services
Maintaining a balance between in and out of competition testing	Testing equilibrium in place
Continued commitment to evaluating referees and judges to maintain the standard of fair decision making	Fair play on all levels, is and will be the foundation of IFMA and Muaythai





## IFMA's Development Markers

The following four markers outline IFMA's goals over the next four years and how IFMA plans to achieve them. These "markers" serve as concrete indicators of how IFMA is progressing or needs to improve, as well as indicating which areas need strengthening.

### Marker 1: Organisational Structure

What?	How?	Who?	Achievement
Changing IFMA's Executive Board from majority male representation	-Continue supporting women's development (ex. In the last 3 years, four NFs have voted for female presidents	National Federations, IFMA Women Commission	<ul style="list-style-type: none"> <li>Improved male to female Executive ratio of at least 30%</li> </ul>
Strengthening the development of Muaythai in some African countries	<ul style="list-style-type: none"> <li>-Helping to support the NFs with training aid and equipment in regions with fewer resources</li> <li>-Sending instructors to help the development</li> <li>-Engaging in social projects, especially involving youth</li> </ul>	IFMA Executive Board, Continental Federation, Peace and Sport and Generations for Peace, UNESCO	<ul style="list-style-type: none"> <li>More African NFs equally match the strength of South Africa, Morocco, Tunisia, Algeria, Cote D'Ivoire etc</li> </ul>
Refining updated IFMA Coaching Curriculum and Khan Ranking system	-NFs endorse and follow these systems, ensuring appropriate training for all levels of Muaythai practitioners	IFMA Education and Technical Commission, National Federations	<ul style="list-style-type: none"> <li>IFMA Education system and Coaching Curriculum is recognised by national coaching associations</li> </ul>
Continue to support and strengthen the IFMA Athletes Commission	-How cooperation between all IFMA Commission and permanent seats for Athletes Commission	All IFMA stakeholders, a great engagement of athletes.	<ul style="list-style-type: none"> <li>Athletes play a key role in all IFMA decision making process</li> </ul>
Fostering IFMA's financial stability	<ul style="list-style-type: none"> <li>- Extending sponsor base</li> <li>-Increasing official equipment licensing programme</li> <li>-Merchandising</li> <li>-Television rights</li> <li>-Registration fees</li> </ul>	IFMA Executive Board, National Federations	<ul style="list-style-type: none"> <li>Strong sponsorship programme in place</li> <li>bi-annual official equipment licensing fee</li> <li>World Championship hosting licensing fee</li> <li>Registration licensing fees</li> </ul>
Expanding athlete, coach, referee and judge electronic database and identity card system	-Ensuring all personal private data is secured responsibly	IFMA International Office HQ and IT Department, Legal Commission, National Federations	<ul style="list-style-type: none"> <li>Fully operational database</li> <li>Personal data secured and encrypted</li> <li>Simple access for NFs</li> </ul>

			<ul style="list-style-type: none"> <li>• Barcode and identity card system replace hand-written athlete book system</li> <li>• Result management on the electronic platform</li> </ul>
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## Marker 2: Competition/Event & Development Programmes

What?	How?	Who?	Achievement
Stand-alone Youth World Championships implemented from 2013 onwards, not focusing on competition only: social and cultural aspects of the sport	-Organizing national youth championships in all member countries yearly, including IFMA social projects	National Federations, IFMA Executive, IFMA Youth Commission	<ul style="list-style-type: none"> <li>• A strong annual programme of championships for youth at international level</li> <li>• Holding regular continental youth championships</li> </ul>
Developing Muaythai in countries where female participation is low and where women face social limitations	-In-depth research into modified female uniforms, design, and material -Organizing cultural events to incorporate government support -Exchange programme of female trainers and champions	IFMA Executive Board, IFMA Women Commission, IFMA Technical Commission, National Federations	<ul style="list-style-type: none"> <li>• To have an additional twenty countries which have established women's teams</li> </ul>
Establishment in national schools of Muaythai as a physical exercise, aerobic and cultural programme	-School manuals -Implementation at Education Ministries	IFMA Executive Board, IFMA Youth Commission, National Federations	<ul style="list-style-type: none"> <li>• Muaythai as mainstream curriculum for physical education in primary and secondary schools around the world</li> </ul>
Sport Is Your Gang (SIYG) programme launched in 2012	-Using champions as ambassadors -Using established television programmes as a tool	IFMA Executive Board, IFMA Youth Commission, IFMA Athletes Commission, National Federations, Peace and Sport, National social institutions and law enforcement	<ul style="list-style-type: none"> <li>• Full implementation of the campaign in all of IFMA's member countries</li> <li>• Partnerships with other sports in the campaign</li> </ul>
Strengthening the cooperation	-Close cooperation with the 14 other combat sports, which are	National Federations, IFMA Executive Board	<ul style="list-style-type: none"> <li>• Exchange programme between martial arts and</li> </ul>

with recognised combat sports	recognised by SportAccord and/or IOC		cooperation at the national level, especially in social projects
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### Marker 3: Global Placement

What?	How?	Who?	Achievement
Seeking to raise the international sports and cultural profile of Muaythai	<ul style="list-style-type: none"> <li>-Firm development from grass roots</li> <li>-Promoting Muaythai as a way of life</li> <li>-Living up to social responsibilities</li> <li>-Close cooperation and partnerships with Peace and Sport and Generations for Peace</li> </ul>	IFMA Executive Board, IFMA International Office, National Federations	<ul style="list-style-type: none"> <li>• Continuing to promote the values, culture and sporting aspects of Muaythai</li> </ul>
Further broadening the reach of Muaythai in the mainstream: Sport and entertainment media	<ul style="list-style-type: none"> <li>-Combined with the other 14 martial arts, working against the “rough” martial arts image</li> <li>-Using champions and celebrities for media presence</li> <li>-Focusing on IFMA’s social and youth work</li> <li>-Promoting cultural exchange through Muaythai, a sport with no borders, and broadcasting it in television programmes</li> </ul>	IFMA International Office Media & Marketing Department, National Federations, Athletes Commission	<ul style="list-style-type: none"> <li>• Continued television presence, both sport and entertainment channels</li> <li>• Making Muaythai a household name</li> </ul>
Further development of contacts with sports organizations for the mobility limited and impaired as part of our “Muaythai for Every Body” campaign	<ul style="list-style-type: none"> <li>-Strengthen our relationships with organizations working with the mobility impaired</li> <li>-Working with social groups and para-sports organisations</li> <li>-Using the cultural side of Muaythai</li> </ul>	IFMA Technical Commission, IFMA International Office, IFMA Medical Commission, National Federations	<ul style="list-style-type: none"> <li>• Recognised programmes of adapted practice for the mobility impaired</li> </ul>

#### Marker 4: Fairplay

What?	How?	Who?	Achievement
Continuing to raise anti-doping awareness: prevention is the key	<ul style="list-style-type: none"> <li>-Revitalizing the IFMA educational programme</li> <li>-Workshops and newsletters for team doctors and athletes</li> <li>-Information booth at all major championships</li> <li>-Working closely with IOC, WADA and ITA</li> <li>-Cooperation with other IFs</li> <li>-Using media and TV network to promote fairplay</li> </ul>	IFMA Medical Commission, IFMA International Office IT Department	<ul style="list-style-type: none"> <li>• Strong prevention</li> <li>• Renewed educational programme: The Honest Way to Win</li> <li>• Online availability of resources</li> <li>• To be an outstanding IF in the fight against doping</li> </ul>
Maintaining a balance between IC and OC testing	<ul style="list-style-type: none"> <li>-Monitoring statistics</li> <li>-Identifying areas of weakness for Muaythai</li> <li>-Identifying most common violation types</li> </ul>	IFMA International Office IFMA Medical Commission National Federations IFMA Intelligence Taskforce	<ul style="list-style-type: none"> <li>• Testing equilibrium in place</li> <li>• Healthy monitoring</li> <li>• Preventing incidence of doping behaviour</li> </ul>
Dealing with sanctioned athletes	<ul style="list-style-type: none"> <li>-First offenders must be educated about their offenses</li> <li>-Information stream between IFs, especially combat sports</li> <li>-Raise awareness amongst athletes of consequences to offenders</li> </ul>	Medical Commission, Legal Commission, Athlete's Commission, IFMA International Office, ITA IFMA President and General Secretary, Other IFs	<ul style="list-style-type: none"> <li>• Prevention: <ul style="list-style-type: none"> <li>- Raising awareness</li> <li>- Avoiding negligence</li> </ul> </li> <li>• Responsibility <ul style="list-style-type: none"> <li>- Facing a problem</li> <li>- Applying Muaythai values</li> <li>- Rehabilitating a sporting career</li> </ul> </li> </ul>
Continuing review of technical programmes to ensure right decisions	<ul style="list-style-type: none"> <li>-Continuing seminars and workshops from grassroots level, NFs, CFs, IFs</li> <li>-Strictly penalizing improper decision-making</li> </ul>	IFMA Technical Commission, IFMA Executive Board, Continental Federations, National Federations	<ul style="list-style-type: none"> <li>• Continuing to ensure that the rightful winner's hand is raised</li> <li>• Continuing to have trust in our referees and judges</li> </ul>
Working with IOC/Interpol against match fixing	<ul style="list-style-type: none"> <li>Analysing the incidence of match fixing in the past</li> <li>-As the sport grows quickly, ensuring that this is not an issue in Muaythai</li> </ul>	IFMA Legal Commission, IFMA Executive, Athletes Commission, Promoters and National Federations	<ul style="list-style-type: none"> <li>• No incidence of match fixing in IFMA</li> </ul>

Continued credibility of sport	Ensuring fairplay on all levels in the organisation. Financial summary will be published on the website, self monitoring process, code of ethics published and regular workshops and seminars to take place	IFMA Executive Board and all Commissions Cooperation with other organisations	<ul style="list-style-type: none"> <li>• Muaythai will continue to be a credible sport and sets an example for the next generation</li> </ul>
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## Planning for the Future

### Implementation

IFMA's strategic plan for 2020-2024 is positioned after the unification and merge of the World Muaythai Council and other muaythai organisations and the constitutional changes from the International Federation of Muaythai Amateur to the International Federation of Muaythai Associations to ensure the proper and universal development of all athletes and practitioners in the art and sport of muaythai.

According to the IFMA Constitution, the term of office is of 4 years mandates. The Strategic plan ending in 2020 and the new document ending in 2024 will give the out and incoming Executive Committee the purpose to ensure that all goals of the Strategic Plan are met and implemented. The Strategic Plan shall be analysed annually by the Ad-Hoc Management Committee, the Chairs of the Commissions and all related parties.

IFMA ensures that there is a strict cooperation between the IFMA President's Office and Secretariat, the IFMA Executive Board and all IFMA Commissions for the common goal of the continued development of Muaythai. IFMA seeks to ensure that it maintains a multi-cultural staff, bringing different expertise and unique cultural understanding of the various member regions.

IFMA is aggressively continuing its youth development and education programmes, implementing social projects and cultural understanding between world youth. Having fun and making friends by doing sport is the key to youth development.

IFMA also keeps up to date, using social media networks as a tool for communication, especially with the youth.

IFMA gives equal importance to its fairplay programme, as it is foundational to the organization that it is better to fail with honour than succeed with dishonesty. We are continuing our prevention programme to ensure that the athletes are well informed. Additionally, fair decision making in competition must be ensured.

IFMA will continue to develop female participation in the sport. On the fitness side, the numbers of women participants already clearly outnumber males.

Maintaining a strong presence on television sport and entertainment programmes is a continuing goal, to reach and educate people who do not yet have a clear understanding of the sport and to simultaneously educate them about Muaythai's rules, regulations and values.

Implementation of the strategic plan is to take place during the term of office of all elected officials. It represents the credo of the current Executive Board.

### The Next Phase

IFMA's next strategic plan will cover 2024-2028.

