



INTERNATIONAL FEDERATION OF MUAYTHAI ASSOCIATIONS

STRATEGIC PLAN 2015-2020



List of Abbreviated Terms	2
Introduction.....	3
A Word from the President	3
Introduction to IFMA.....	4
.....	5
Vision and Mission Statement.....	5
Muaythai Values.....	6
.....	7
Organisational Structure	7
.....	7
IFMA’s Stakeholders	8
.....	9
Strategic Goals.....	9
.....	11
.....	11
IFMA in the Present.....	11
.....	12
IFMA in the Future	12
Development Plan	13
IFMA’s Development Objectives	13
IFMA’s Development Markers	16
Planning for the Future	20
Implementation.....	20
The Next Phase.....	20



List of Abbreviated Terms

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 Amateur
IWGA	-	International World Games Association
NF	-	National Federation (s)
NOC	-	National Olympic Committee
OCA	-	Olympic Council of Asia
SEA Games	-	South-East Asian Games
SIYG	-	Sport Is Your Gang
TAFISA	-	The Association For International Sport for All
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 2015-2020 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 19th 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 every body 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, 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.

Credibility to both, the name of IFMA and the name of Muaythai is truly 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, the Olympic Council of Asia (OCA), IWGA, FISU, TAFISA, and being compliant with the World Anti-Doping Code. 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.

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 of 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.

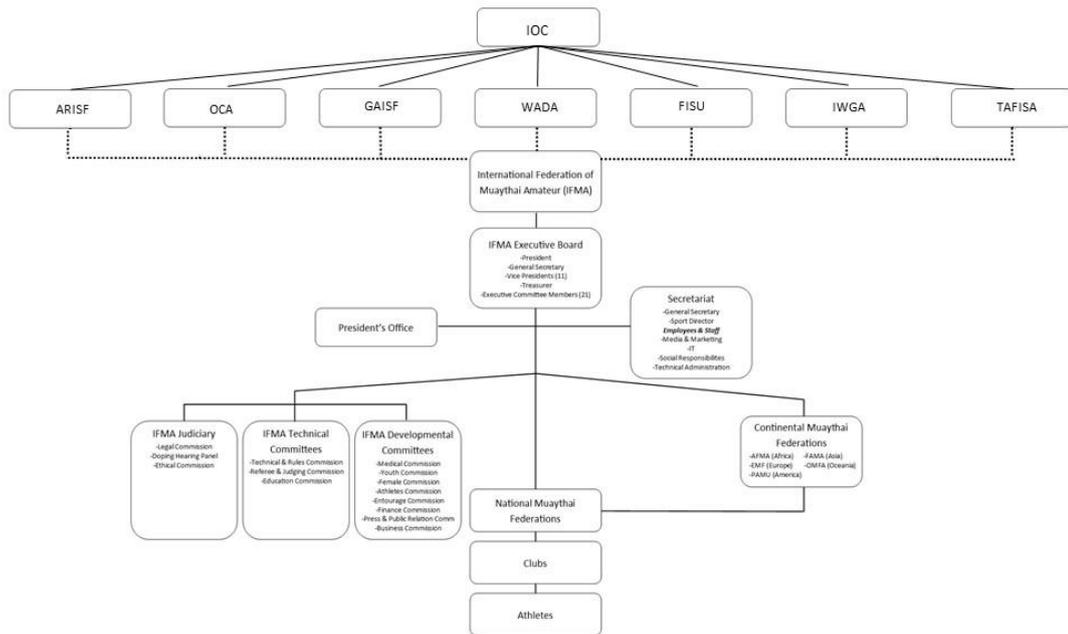
Respect – For one another, regardless of gender, social standing, religion, abilities, race or age. IF there is no respect there is no survival. Athletes display the highest respect for one another whether one wins or loses.

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. Fairplay 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 center of our sport.



Organisational Structure





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, OCA, TAFISA, and National Olympic Committees
- **Games Bodies** – World Combat Games, World Games, Arafura Games, TAFISA Sport for All Games, Asian Indoor & Martial Art Games, South-East Asian Games, and Asian Games
- **Sport Regulatory Bodies** – WADA and CAS
- **Government Departments** – National Sports Ministries, National Tourism Ministries, and Foreign Ministries



Strategic Goals

IFMA practices a strategic outlook, to ensure a focused approach to realising our mission and vision. IFMA understands that success comes in little steps, as much as we teach our athletes to 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 and reaching for tomorrow. With culture, understanding, respect and friendship, at the same time working in a sustainable manner, then we work towards a better tomorrow and the next generation must outshine the current one. 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% of female representation in the Executive Board and a minimum of 5 countries to have a female federation president. IFMA wants to lead the change in sport.
3. Maintaining the standards of fairplay both in and out of competition, fairplay 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. This includes match-fixing, ensuring that referees and judges, national federations, executive board members continue to work in honesty along our strict code of ethics. It is our strategic goal to make sure our sport stays credible on all levels.
4. 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, access and promoting Muaythai as a sport and art for every body.

5. 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’. Future strategic planning will include collaboration with partners such a Peace and Sport, Generations for Peace and exploring avenues UN Women and other orther social organisations.
6. Cooperation- the strategic plan in IFMA will also incorporate planning, resource and knowledge sharing with other Olympic Recognise organisations, as a member of SportAccord. 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 18th 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 23rd 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 1st 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 2nd 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

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

2026 – Inclusion of Muaythai in the Asian 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 2015	IFMA in 2020
A full review of the IFMA Constitution is taking place now at the World Conference, Sept. 2013	All aspects of the IFMA Constitution are fully implemented throughout the organisation
IFMA's Executive Board has a strong majority male representation, 15% female representation in the Executive Board	IFMA has built strong female leadership in a mentoring process, with 30% female representation in the Executive Board. IFMA achieved 50%/50% ratio of athletes at the 2020 World Muaythai Championships.
Commission work: 1. IFMA Education Commission has revised the IFMA Coaching Curriculum and Khan Ranking system 2. IFMA Athletes Commission is based primarily on appointments and nominations	1. IFMA implanted new worldwide standardised education system. 2. 2015 IFMA's Athletes Commission has a permanent seat in the Executive Board and in the Ad Hoc Management Committee
Athlete, coach, referee and judge registration system, electronic database and identity card system introduced	Fully operational database, fully secured and encrypted access for NFs. Barcode and identity card system have replaced hand-written athlete book system

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 2015	IFMA in 2020
IFMA Women Commission has finalised female uniforms for female athletes from Islamic countries	Finalized and approved female uniforms are being produced and implemented as official female uniforms for Muslim female athletes
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
Independent Youth World Championships proved to be successful	A strong annual programme of championships for youth at an international and continental level based on sporting, cultural and education exchange
Social and Community development: launch of the “Sport Is Your Gang” (SIYG) campaign in 2012	Full implementation of the programme in all of IFMA’s member countries Partnerships with other sports and organisations in the campaign
IFMA continues to work on establishing university clubs and championships	Establishing a strong connection to a foundational sport career avenue
Establishment of the Entourage Commission	Full implementation of Entourage Commission in all national federations
Athletes Career Programme has been established	Full implementation of Athletes Career programme and workshops with full guidelines on the website
Sustainability has been integrated in IFMA events	2016 Sustainability programs established and integrated into world and continental championships. Sustainability module in the education programme.

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 2015	IFMA in 2020
Member of SportAccord, recognised by OCA, TAFISA	Recognised by the IOC, IWGA, FISU
High spectator appeal and media involvement: Television reality series The Contender Asia (2008), The Challenger Muaythai (2011), programmes on ESPN, Star Sport, Fox Sport and Eurosport	Continued television presence, broadened into audience reach in Europe and South America. Regular live stream of IFMA events on IFMA Youtube Channel.
Muaythai in the World Combat Games, Arafura Games, TAFISA Games, Asian Indoor and Martial Arts Games, SEA Games, National University Championships	Muaythai is included in the full programme of the World Games, and included in the FISU World Championship sport programme
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 2015	IFMA in 2020
Continue to develop and promote anti-doping awareness	Strengthened IFMA Medical Commission regularly updates the Educational Programme Anti-doping module implemented in the education programme
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"> Improved male to female Executive ratio of at least 30%
Strengthening the development of Muaythai in some African countries	-Helping to support the NFs with training aid and equipment in regions with fewer resources -Sending instructors to help the development -Engaging in social projects, especially involving youth	IFMA Executive Board, Continental Federation, Seek support from Peace and Sport and Generations for Peace	<ul style="list-style-type: none"> More African NFs equally match the strength of South Africa, Morocco, Tunisia, Algeria, Cote D'Ivoire etc
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"> IFMA Education system and Coaching Curriculum is recognised by national coaching associations
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"> Athletes play a key role in all IFMA decision making process
Fostering IFMA's financial stability	- Extending sponsor base -Increasing official equipment licensing programme -Merchandising -Television rights -Registration fees	IFMA Executive Board, National Federations	<ul style="list-style-type: none"> Strong sponsorship programme in place bi-annual official equipment licensing fee World Championship hosting licensing fee Registration licensing fees
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"> Fully operational database Personal data secured and encrypted Simple access for NFs

			<ul style="list-style-type: none"> • Barcode and identity card system replace hand-written athlete book system • Result management on the electronic platform
--	--	--	---

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"> • A strong annual programme of championships for youth at international level • Holding regular continental youth championships
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"> • To have an additional twenty countries which have established women's teams
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"> • Muaythai as mainstream curriculum for physical education in primary and secondary schools around the world
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"> • Full implementation of the campaign in all of IFMA's member countries • Partnerships with other sports in the campaign
Strengthening the cooperation	-Close cooperation with the 14 other combat sports, which are	National Federations, IFMA Executive Board	<ul style="list-style-type: none"> • Exchange programme between martial arts and

with recognised combat sports	recognised by SportAccord and/or IOC		cooperation at the national level, especially in social projects
-------------------------------	--------------------------------------	--	--

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"> -Firm development from grass roots -Promoting Muaythai as a way of life -Living up to social responsibilities -Close cooperation and partnerships with Peace and Sport and Generations for Peace 	IFMA Executive Board, IFMA International Office, National Federations	<ul style="list-style-type: none"> • Continuing to promote the values, culture and sporting aspects of Muaythai
Further broadening the reach of Muaythai in the mainstream: Sport and entertainment media	<ul style="list-style-type: none"> -Combined with the other 14 martial arts, working against the “rough” martial arts image -Using champions and celebrities for media presence -Focusing on IFMA’s social and youth work -Promoting cultural exchange through Muaythai, a sport with no borders, and broadcasting it in television programmes 	IFMA International Office Media & Marketing Department, National Federations, Athletes Commission	<ul style="list-style-type: none"> • Continued television presence, both sport and entertainment channels • Making Muaythai a household name
Inclusion of Muaythai in more multi-sports events outside Asia and Oceania	<ul style="list-style-type: none"> -Working with the World Games, for inclusion -Working through the appropriate university channels to stage a FISU sanctioned World University Muaythai Championships 	IFMA Executive Board IFMA Technical Commission	<ul style="list-style-type: none"> • Hosting a FISU sanctioned World University Muaythai Championships • Possible inclusion in World Games
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"> -Strengthen our relationships with organizations working with the mobility impaired -Working with social groups and para-sports organisations -Using the cultural side of Muaythai 	IFMA Technical Commission, IFMA International Office, IFMA Medical Commission, National Federations	<ul style="list-style-type: none"> • Recognised programmes of adapted practice for the mobility impaired

Marker 4: Fairplay

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

Planning for the Future

Implementation

IFMA's strategic plan for 2015-2020 is positioned to support the segue of changing terms of office of IFMA's President, General Secretary, and Executive Board Members.

According to the IFMA Constitution, the term of office is of 4 years mandates. IFMA's latest elections took place in 2015, remaining in effect until 2019. After every subsequent election, the President, General Secretary and Executive Board are given one year to draft a strategic plan for the following four years.

Executive review of the strategic plan will continue to take place annually to allow for corrections and adjustments, if necessary. NFs, Commission members, and all related parties will continue to be kept informed and up to date.

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 2020-2025.