



Strategic Plan 2025-2032

Kempo

Index



Strategic Plan

2025-2032

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1) Preamble



Strategic Plan

2025-2032

The International Kempo Federation's 2025-2032 strategic plan serves as a guiding instrument for sustained growth and affirmation on the national and international scene.

Based on the values of respect, discipline, integrity and excellence, the IKF is committed to promoting the technical, human and sporting development of all its practitioners, managers, referees and coaches.

In a context of social and sporting transformation, the IKF positions itself as an active agent, investing in innovation, inclusion and sustainability.

Therefore, the period from 2025 to 2032 represents an opportunity to consolidate achievements, correct asymmetries and prepare for the future with confidence and honor.

1) Foreword



Strategic Plan 2025-2032

My Presidential promise to the National Federations of Kempo and all the associates, is of a Strategic Plan to guide the future direction of the IKF and development of our sport around the world.

Together with our team, it has been a lot of work, but I believe we can all be very proud of this historic strategic Plan that embodies all stakeholder's views and opinions about the IKF and its future path leading into 2032.

The outlook for Kempo is very bright and all of us working together can achieve all the aspects detailed in this visionary document and we all collaborate to make our vision: "United for the Olympic Dream" a reality!



I am pleased that the IKF finally has a Strategic Plan in place to assist everyone in the Kempo family to shape our future direction.

The IKF's goal with the creation of the Strategic Plan was to engage and ensure at all levels, the development and success of the IKF's future. All National Associations, Federations, Coaches, Players and Officials were invited to give their input into the making of the Strategic Plan and we received an immense amount of feedback which was crucial in shaping this strategic direction.

The IKF now have a clear pathway of what we desire to achieve by 2032. This is extremely motivating for our professional team, and I look forward to putting together the operational plan, and strategies in place to ensure we hit all the key deliverables stated in the Strategic Plan and move the sport forward to great new heights.



2) Strategic

2.1 - After a period of consolidation of the sport, the conditions are now created for the growth and development of KEMPO and the IKF, based on a **Strategic Plan** that reflects the wishes of the members for the next 8 years.

2.2 - At the same time, in line with this 2025-2032 strategic plan, the IKF has been laying the foundations for technological evolution, creating a program for organizing sports competitions and using the Web as a privileged tool.

2.3 - Greater publicity and growth of the sport will be driven by increased media coverage and increased support for associations.

2.4 - With increasing national involvement in the sport, the prospects for a vertical shift in its recognition are high. Combat sports are underrepresented and undersupported worldwide, with other major sports monopolizing most of the support. Therefore, Kempo aims to further develop best practices through social projects, ethical development, and increased representation of women's sports, thereby implementing a sociological shift in the understanding and recognition of the sport.

2) Strategic

2.5 - IKF refereeing, while consistent and professional, requires reinforcement and internationalization. Therefore, we intend, together with our member countries, to strengthen recruitment, training, and career advancement, providing greater validation and recognition.

2.6- For the 2025-2032 cycle, the IKF's funding strategy should focus on diversifying revenue sources, investing in public and private partnerships, applications for European funds, and social responsibility projects. The creation of sponsorship programs and media exposure of the sport will contribute to ensuring the Federation's sustainability and growth throughout this new cycle.

2.7 - As a priority for the next four years, the IKF will continue to consolidate and modernize its service to member countries.

2.8 - Sports competition is another sign of consolidation, and it is now necessary to create a new competitive program adjusted and adapted to the size, categories and divisions of the sport.

2.9 - The training of leaders of international delegations is now becoming urgent and a priority, with qualification and training actions being planned for this four-year period.



Therefore, the sports calendar will have the following competitions:

- 0 1 National Championships - All member Countries**
- 0 2 European Continental Championship**
- 0 3 Asia Continental Championship**
- 0 4 Africa Continental Championsip**
- 0 5 America Continental Championship**
- 0 6 Oceania Continental Championship**
- 0 7 World Cup League I**
- 0 8 World Cup League II**
- 0 9 World Cup League III**
- 1 0 World Kempo Championship**

This increase should be accompanied by support from the supervisory authority, reinforcing the sport of Kempo with significant financial resources.

3) Actual Situation

IKF Chart



3) Actual Situation

IKF Chart

IKF Executive Committee

Amatto Zaharia - Romania (**President**)
Bruno Rebelo - Portugal (**Vice-President International Relations & Development**)
Adam Lcza - Hungary (**Vice-President**)
Edward Hartman - Netherlands (**Vice-President**)
Eric La Rocca -France (**Secretary General**)
Cyril Bravais - France (**Tresurer**)
Robert Zingg -USA (**Executive Member**)
Robert Szayka -Slovakia (**Executive Member**)
Martin Jonsoon -Sweden (**Executive Member**)

Womens in Sport-Committee

Ana Sampaio - Portugal
Sharmila Karki - Nepal
Ziba Asadi Moghadam - Iran
Anita Hamar - Hungary

Disable Committee

Bo Rocatis - Denmark
Alcindo Henriques - Portugal
Salim Boudraa - Argelia
LajosHamar - Hungary

Legal Commission

Marcel De Jong - Netherlands
Sofiane Moula - Argelia
Alexandre Allegret - France
Sandor Antal - Hungary

World Management Commission

Maria Baptista - Portugal
Massoud Jafari - Iran
Timbul Lubis - Indonésia

FIGHTING KEMPO COMISSION

Sanda Zaharia - Romania
Paul Coleman - Ireland
Rauf Ibrahimov - Ukraine
Giuseppe Parisi - Italy
Ravi Lalwani - India
Albula Taqi - Kuwait

TRADITIONAL KEMPO COMISSION

EDWARD HARTMAN - Netherlands
Humberto Santo - Portugal
Velin Hadjolv - Bulgaria
Peter Mylonas - Australia
Brian K. Fung - USA
Omar del Canto - Chile
Daniel Hayen - Belgium

3) Actual Situation

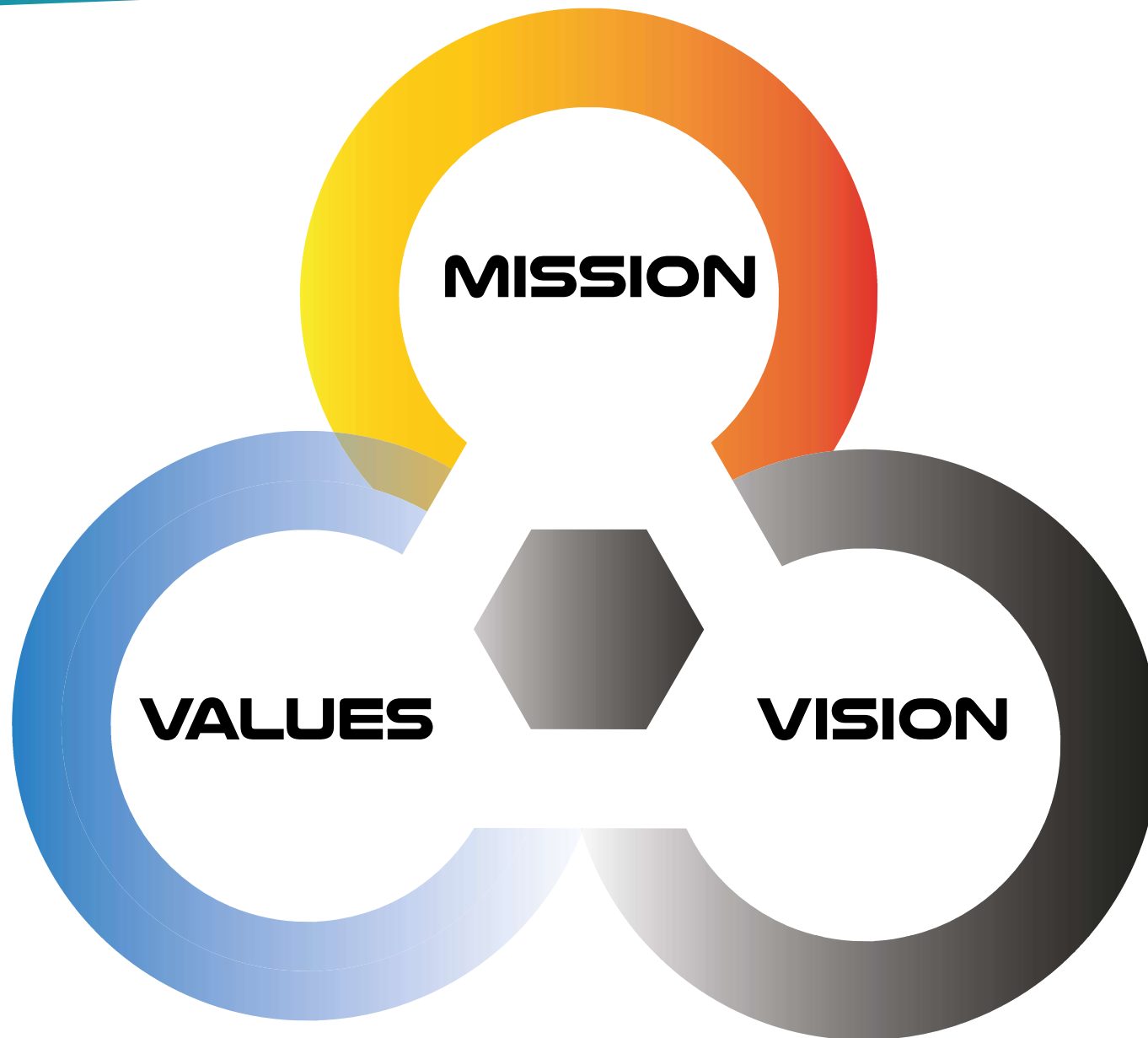
- 3.1** - Kempo around the world has the opportunity to consolidate its growth through constantly expanding Championships and the affiliation of new countries in the sport.
- 3.2** - In 2024, a record number of 2 million athletes was reached in Kempo across 113 countries on 5 continents, creating solid and fundamental foundations for the expansion of the sport at a national and international level.
- 3.3** - The growing demand for Kempo makes it a sporting icon embodying moral, ethical, and martial values. Kempo is an irreplaceable behavioral, educational, and human touchstone. A good international example is Japan, where millions practice the sport in schools, colleges, and universities.
- 3.4** - The commitment to continuous and accredited training has significantly increased the competence of coaches, managers, referees and practitioners, offering credibility and greater sustainability.

3.5 - Adapted Kempo is another IKF project that has brought much joy and success, and Portugal was responsible for organizing 5 international events in the specialty:

- 1st IKF Adapted Kempo World Championship (2018)**
- 2nd IKF Adapted Kempo World Championship (2022)**
- 3rd IKF Adapted Kempo World Championship (2023)**
- 1st IKF Adapted Kempo European Championship (2024)**
- 4th IKF Adapted Kempo World Championship (2025)**
- 2nd IKF Adapted Kempo European Championship (2025)**

3.6 - In 2024, Adapted Kempo were represented in 16 countries, such as: Portugal, Spain, France, Netherlands, Hungary, Mexico...

4) Vision, Mission, Values



4) Vision, Mission, Values



Strategic Plan

2025-2032

VISION

To promote, structure and drive the development of KEMPO in all its aspects and categories, ensuring its expansion and continuity throughout the World, with the aim of establishing it as one of the most competitive and eclectic combat sport disciplines internationally.

4) Vision, Mission, Values



Strategic Plan

2025-2032

MISSION

Our mission is to promote, regulate, and develop the practice of Kempo worldwide, ensuring the preservation of its traditional and philosophical values, as well as sporting excellence. Through the continuous training of athletes, coaches, and referees, the organization of competitions, and international representation, the Federation aims to contribute to the comprehensive education of practitioners, fostering respect, discipline, ethics, equity, and a spirit of self-improvement.

4) Vision, Mission, Values



Strategic Plan

2025-2032

VALUES

We promote a culture based on mutual respect, integrity, a commitment to balanced, sustainable growth, and the appreciation of all aspects of humankind. We advocate exemplary ethical conduct, with a sense of justice and civic and environmental responsibility, encouraging clean, inclusive, and accessible sports for all. We value continuous learning, the promotion of healthy habits, and a sporting experience that unequivocally respects any form of racism, discrimination, violence, or manipulation of sports results.

5) Analysis of associated countries

5.A - The International Kempo Federation now has 113 member countries from five continents, with the most representative being Romania, Portugal, Indonesia, Argélia, Spain etc.



5) Analysis of associated practitioners

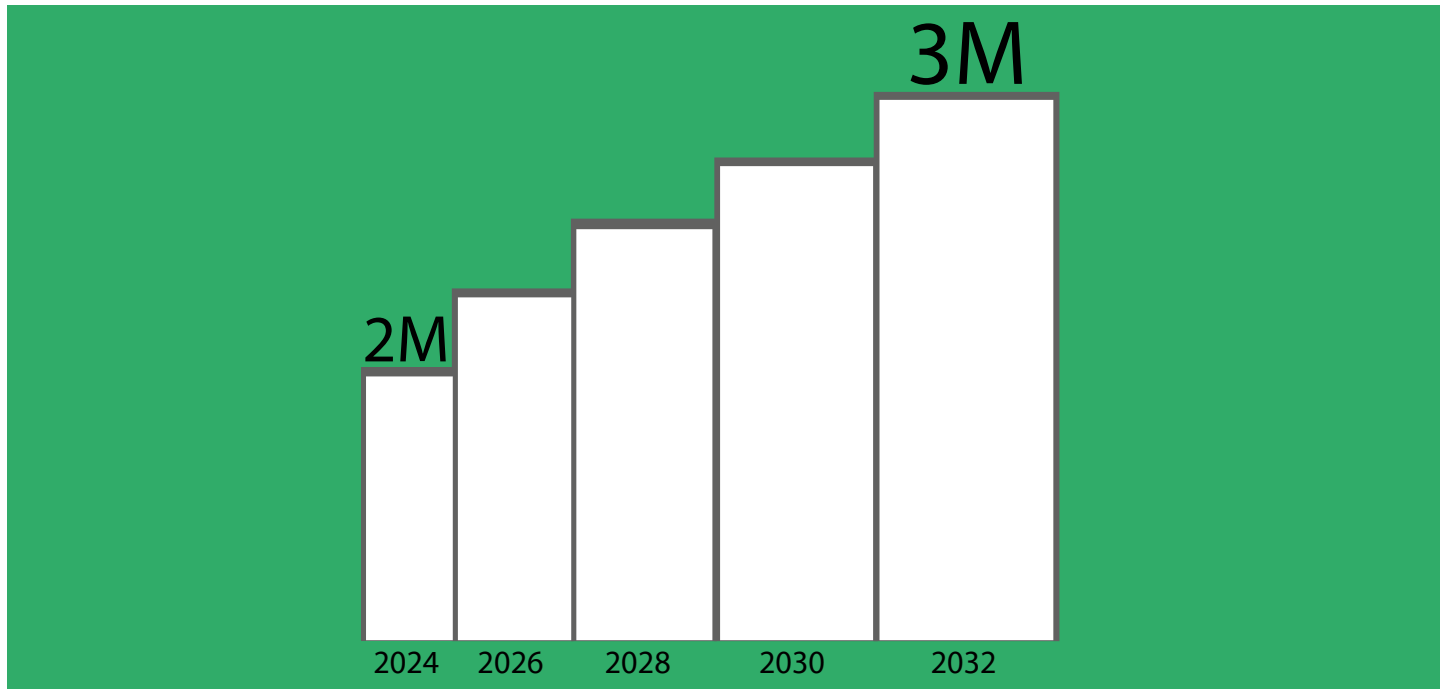
5.1) Number of associated athletes

5.B - Within the 113 member countries across 5 continents, the IKF already has 2 million athletes in sports, including University Kempo, Kempo in Schools, as well as Kempo in daycare centers.



5) Analysis of associated practitioners

5.2) Number of associated athletes



Kempo is a sport deeply rooted in martial arts, making it incredibly eclectic. In 2024, Kempo had 2 million practitioners, our goal to 2032 is to achieve 3 million practitioners.

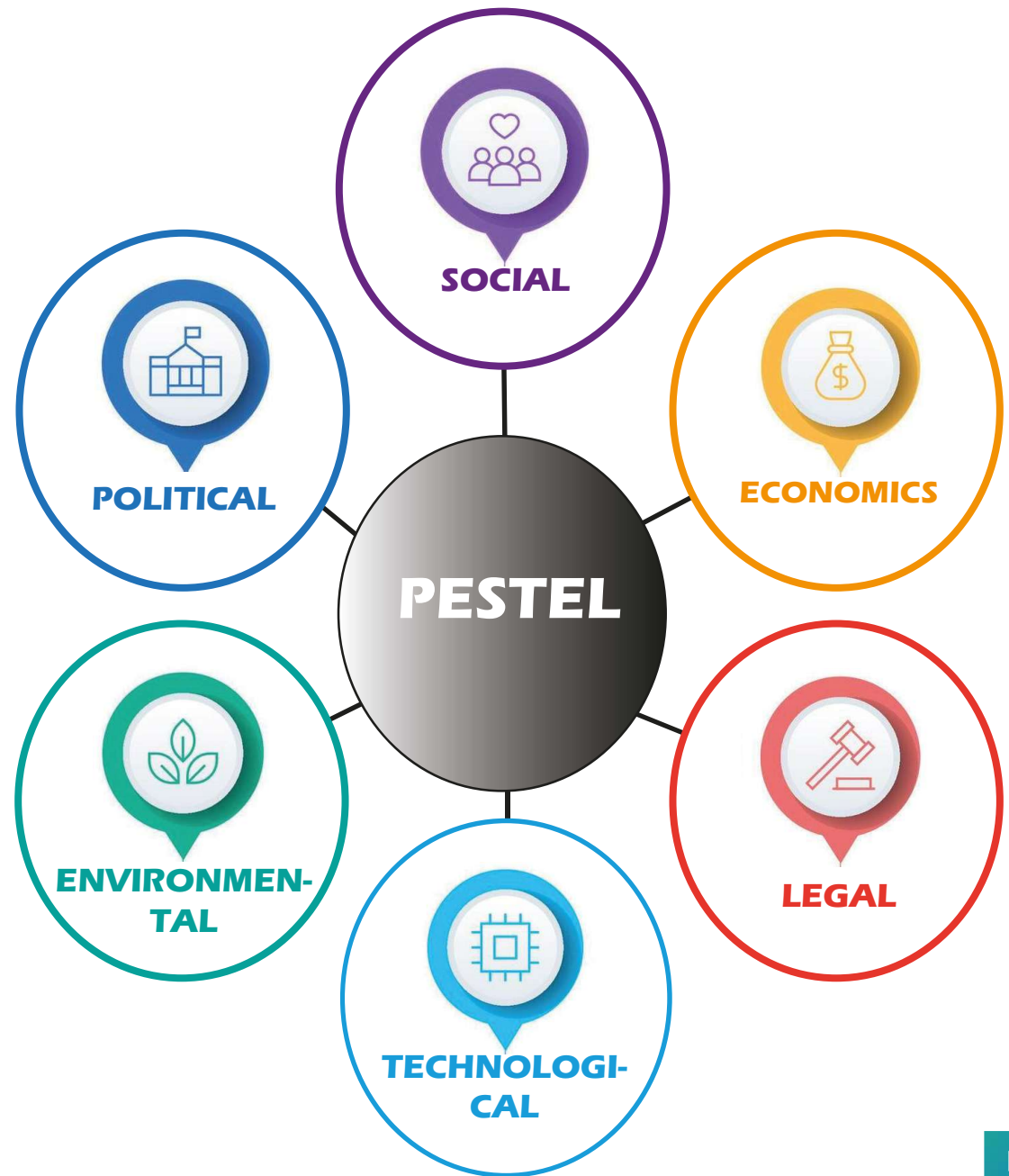
Our goal for the 2025-2032 cycle is to have more practitioners.

6) Pestel Analysis



Strategic Plan

2025-2032



6) Pestel Analysis



Strategic Plan

2025-2032

POLITICAL



1 - International sports policy is geared toward high performance, with a focus on sporting results. Sports management is entrusted to international and national entities that regulate training, competitive systems, the organization of international competitions, infrastructure support, and the definition of support through cooperation programs with sports federations and organizations.

2 - Individual athletes who achieve outstanding results, particularly in their respective Continental or World Championships, benefit from a High Performance diploma at different levels, which facilitates the combination of High Performance training and their professional or academic career.

6) Pestel Analysis



Strategic Plan

2025-2032

ECONOMICAL



- 1** - The economic and financial crisis has drastically reduced public and private investment in sport;
- 2** - The **COVID-19** pandemic has limited the growth of sports practice as well as the increase in investment in sports;
- 3** - The reality in some countries does not allow for the exclusive professionalization of practitioners, the limitations of financial support and reduced program contracts prevent the Federation from making more hires and providing international support;
- 4** - Although the KEMPO modality is increasingly supported by countries, this support is still clearly insufficient compared to the needs.

6) Pestel Analysis



Strategic Plan

2025-2032

Social



- 1** - Around the world, although the number of sports venues has grown, they are generally overcrowded, making it difficult to allocate public spaces to Kempo;
- 2** - The implementation of Kempo in social projects, SOS Children's Villages, and Special Olympics constitutes a true success story in the transmission of the sport and the educational values that underpin it. Although it remains a consistent difficulty in finding spaces to meet the demands;
- 3** - As a sport with a strong code of conduct, sporting events and competitions have seen a large turnout, allowing for increased social interaction between all participants.

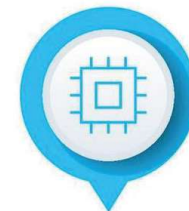
6) Pestel Analysis



Strategic Plan

2025-2032

TECHNOLOGICAL



1 - The development of the **INTERNET** and streaming systems allows an increasingly higher level of access to specialized information, making it possible today to have permanent access to all types of technical information, videos and images, and our streaming on Youtube is an absolute success.

2 - A technological advances and software aimed at monitoring and evaluating athletes' training and performance allow for the improvement of high-performance programs and national teams.

6) Pestel Analysis



Strategic Plan

2025-2032

ENVIRONMENTAL



1 - The geographical location of some countries and their tourism capacity has allowed the organization of several international competitions and many international exchanges, training and internships, such as Portugal, Turkey, Tunisia, etc...

6) Pestel Analysis



Strategic Plan

2025-2032

LEGAL



- 1** - Many countries do not require clubs to be federated, making it difficult to unify and regulate sports;
- 2** - Certification is required, but there are flaws in the regulation of those who train without specific training;
- 3** - Supporting laws are often outdated and do not meet current demands;
- 4** - International recognition is growing, but inequalities between countries persist.

The IKF 2025/2032 strategic plan involves all departments and the planned actions are not intended to be independent, but rather as part of a planned and coordinated strategy between all associated countries.

A) Growth of Practitioners

A1) Increase the number of people practicing Kempo.



7) Futuro

A) Growth of Practitioners

A) Growth of Practitioners

A2) Increase in the number of practitioners.

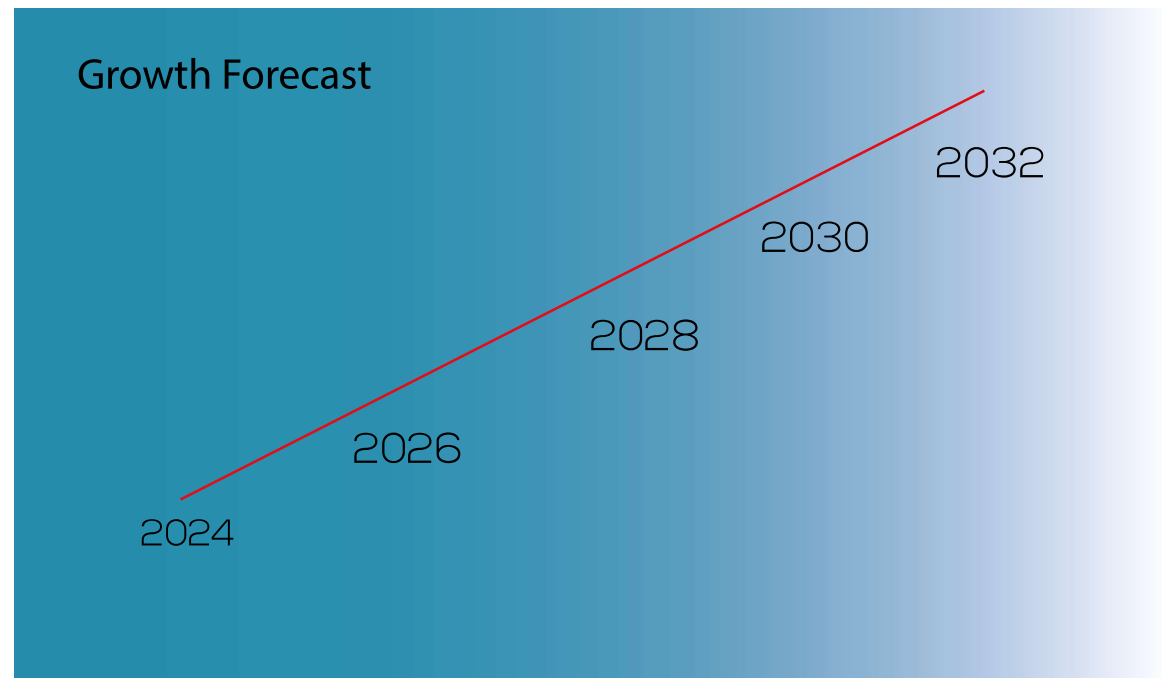
2024 - 2.000.000 practitioners

2026 - 2.250.000 practitioners

2028 - 2.500.000 practitioners

2030 - 2.750.000 practitioners

2032 - 3.000.000 practitioners



7) Future A) Growth of Practitioners

A) Growth of Practitioners

A3) Increase the number of practitioners in the project **ADAPTED KEMPO**



A4) Increased representation of **female gender in the practice of Kempo**



1) Collection and Disclosure:
Objective to increase the visibility of Kempo.

- 1.1) **National communication campaigns;**
- 1.2) **Kempo in Schools;**
- 1.3) **“Kempo for All” events;**
- 1.4) **IKF Ambassadors, such as athletes.**



2) Support for Affiliated Countries:

Objective: To strengthen the IKF base and support clubs in recruiting and retaining athletes.:

2.1) **Good practice kit:** Digital manual with strategies for recruiting and managing athletes;

2.2) **Financial and material incentives:** Support with equipment and funds proportional to the countries' growth;

2.3) **Growing country program:** Mentoring for countries that want to grow with fundraising goals.



7) Future Strategy and Indicators

3) Loyalty and Community:

Objective: reduce the dropout rate and promote a sense of belonging

3.1) **IKF athlete portal:** Profile with certifications, race records, ranking, results;

3.2) **Personalized communication:** Segmented newsletter with content for athletes, coaches and referees.



B) Training and Qualification

B1) Increased training of sports agents

- Referees
- Sports Managers
- Coaches
- Volunteers



7) Future

B) Training and Qualification

Training Plan 2025/2032

Forecast of the total number of trained coaches per season

	2025	2027	2029	2031	2032
Coaches & Sport Managers	3.000	3.500	4.000	4.500	5.000
Referees	2.000	2.200	2.500	2.800	3.000
Volunteers	300	500	600	800	1.000



7) Future B) Training and Qualification

B) Training and Qualifications

B1) Hiring more technicians with degrees in Sports Science;

B2) Restructuring the IKF organizational chart, including structures and substructures with leadership, coordination, and effective action roles;

B3) Ensuring greater productivity by establishing medium- and long-term goals with IKF members and partners;

B4) Creating a IKF continuing education center (in-person and online) with the development of a training advancement program.



7) Future Strategy and Indicators

1) Training and Certification:

Objective: to guarantee quality in practice by training coaches and managers.

1.1) **IKF Academy:** Carrying out several training activities on a variety of useful topics, both online and in person.



C) Annual and Biennial

(Annual)

National Championships - All member Countries

World Cup League I

World Cup League II

World Cup League III

World Kempo Championship

(Biennial)

European Continental Championship

Asia Continental Championship

Africa Continental Championsip

America Continental Championship

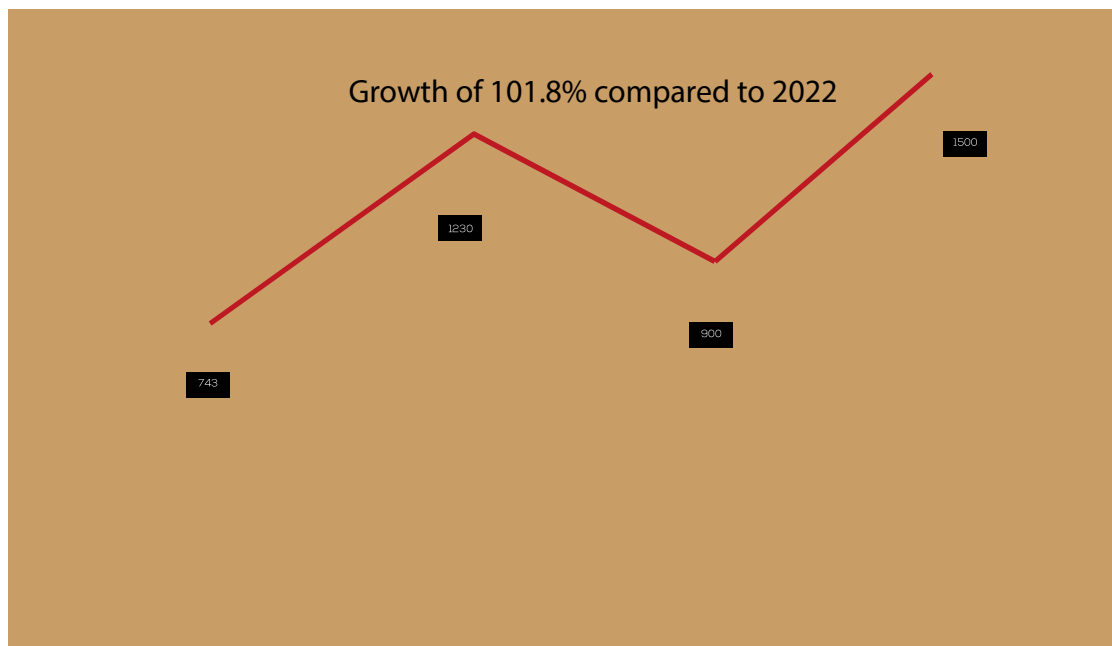
Oceania Continental Championship

7) Future

C) Competitions and Events

Over the last four years there has been a clear trend of growth in the number of participants in the World Championships; This increase is due to the globalization of sport, the strengthening of development programs in emerging countries and greater encouragement from organizations for inclusion and diversity.

The increase in the number of athletes participating in the editions held in Portugal (2023, 2025) reflects the excellent organization, hospitality and proximity of the event venue to Lisbon's Sá Carneiro Airport.



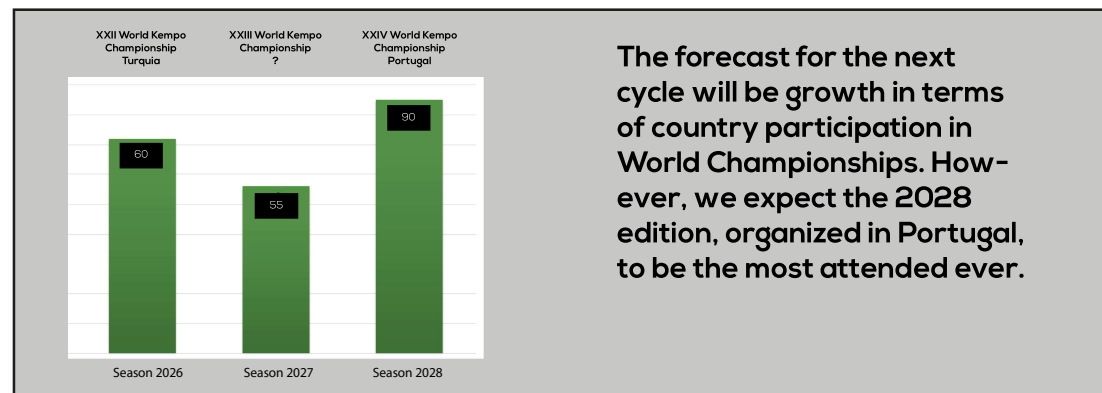
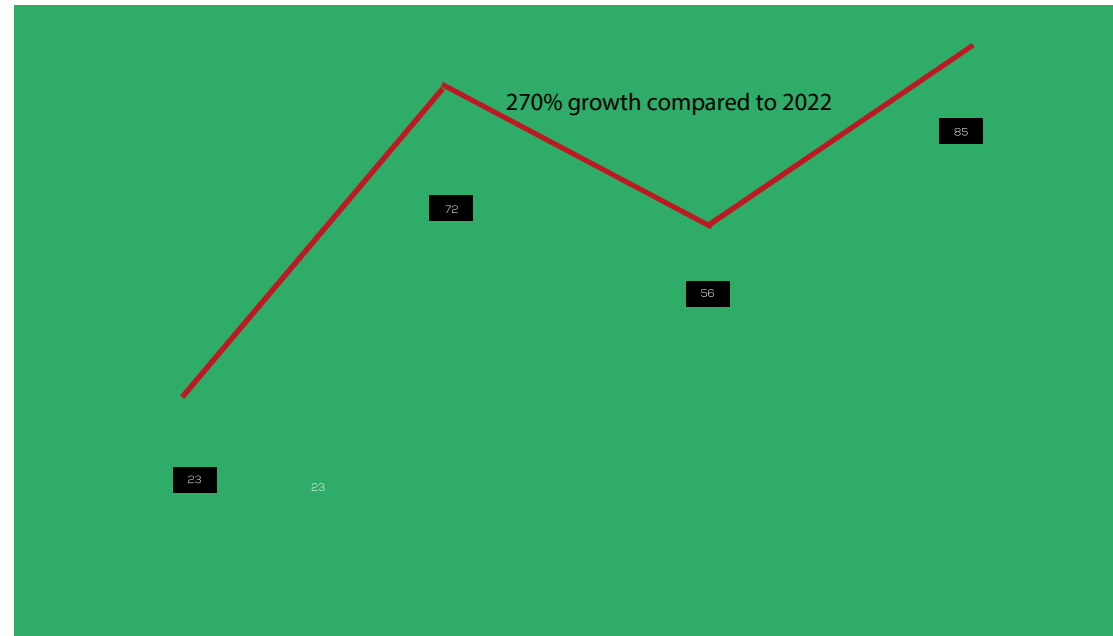
The forecast for the next cycle will be growth in terms of athlete participation in World Championships. However, we expect the 2028 edition, held in Portugal, to be the most attended ever.

7) Future

C) Competitions and Events

In the last four years there has been a clear trend of growth in the number of countries participating in the World Championships; - This increase reflects the process of internationalization of the sport; - The expansion in the number of IKF affiliated Federations; - Cultural and sporting exchange promoted by the Championships has encouraged the practice of Kempo.

The increase in the number of participating countries in the editions held in Portugal (2023, 2025) reflects the excellent organization, hospitality and proximity of the event venue to Sá Carneiro Airport (Lisbon).



8) Adapted Sports

The IKF is concerned with the well-being of people and the promotion of inclusion.

Aware of the benefits of sports in terms of physical fitness, strengthening confidence and self-esteem, and improving the quality of life and independence of children, youth, and adults with disabilities, the IKF implemented the Adapted Kempo Program – Sport for All, in order to provide concrete responses to the real needs and expectations of the population with disabilities.

From a perspective of reverse inclusion, the practice of Kempo together with people without disabilities will also be enhanced, either through frequenting common spaces or through practice with people without disabilities (Traditional and Individual Sport Kempo), and Gladiator Kempo (Team and Mixed).



8) Adapted Sports

OBJECTIVES:

- 1** - Ensure that everyone has the opportunity to participate in Adapted Sports;
- 2** - Increased participation in Adapted Sports;
- 3** - Ensure knowledge, experiences and values;

BENEFITS:

At the motor level;

At the cognitive level;

On the emotional level;

At the social level.

Our goal:

The Future of the ADAPTED KEMPO program for the next cycle is projected as a period of consolidation and expansion, with a focus on inclusion, accessibility and technical pedagogical development. We intend to strengthen existing structures and expand the entire spectrum of intervention so that we can provide access to the practice of the modality.

Integration with adapted sports entities and the search for strategies, both public and private, will be fundamental to guarantee the sustainability and innovation of the program. Furthermore, it is our intention to invest in research and continuous evaluation, ensuring that adapted kempo evolves according to the needs of practitioners.

Strategic Plan 2025-2032

Subjects included in the project program:

TRADITIONAL KATA

KOBUDO KATA

SELF DEFENSE

SEMI KEMPO - ADAPTED KEMPO

GLADIATORS - ADAPTED



8) Adapted Sports

	Female	Male	Total
Portugal	90	144	234
Spain	2	6	8
France	0	1	1
Netherlands	5	1	6
Romania	4	3	7
Russia	22	36	58
Argentina	14	49	63
Venezuela	28	32	60
Mexico	0	1	1
Tunisia	0	1	1
Indonesia	10	8	18
Australia	0	1	1



It is revealed that in 2024 the most representative countries were Portugal, Spain and Sweden. However, the increase in the scope of geographic distribution is relevant.

11) Ethics



Strategic Plan

2025-2032



11) Ethics

Knowing that ethics is extremely important, in recent years its development has been preponderant and crucial.

No one can be forced to behave ethically, but laws often obey ethical principles. Knowing that ethics can vary from society to society and is closely linked to the morals and culture of each country.

IKF intends to begin developing its “Ethics for all” project, knowing that from 2025 to 2032 the project will be focused on three dimensions:

- 1 Sports Ethics**
- 2 Education through Sport**
- 3 Fair play in Sport**



11) Ethics

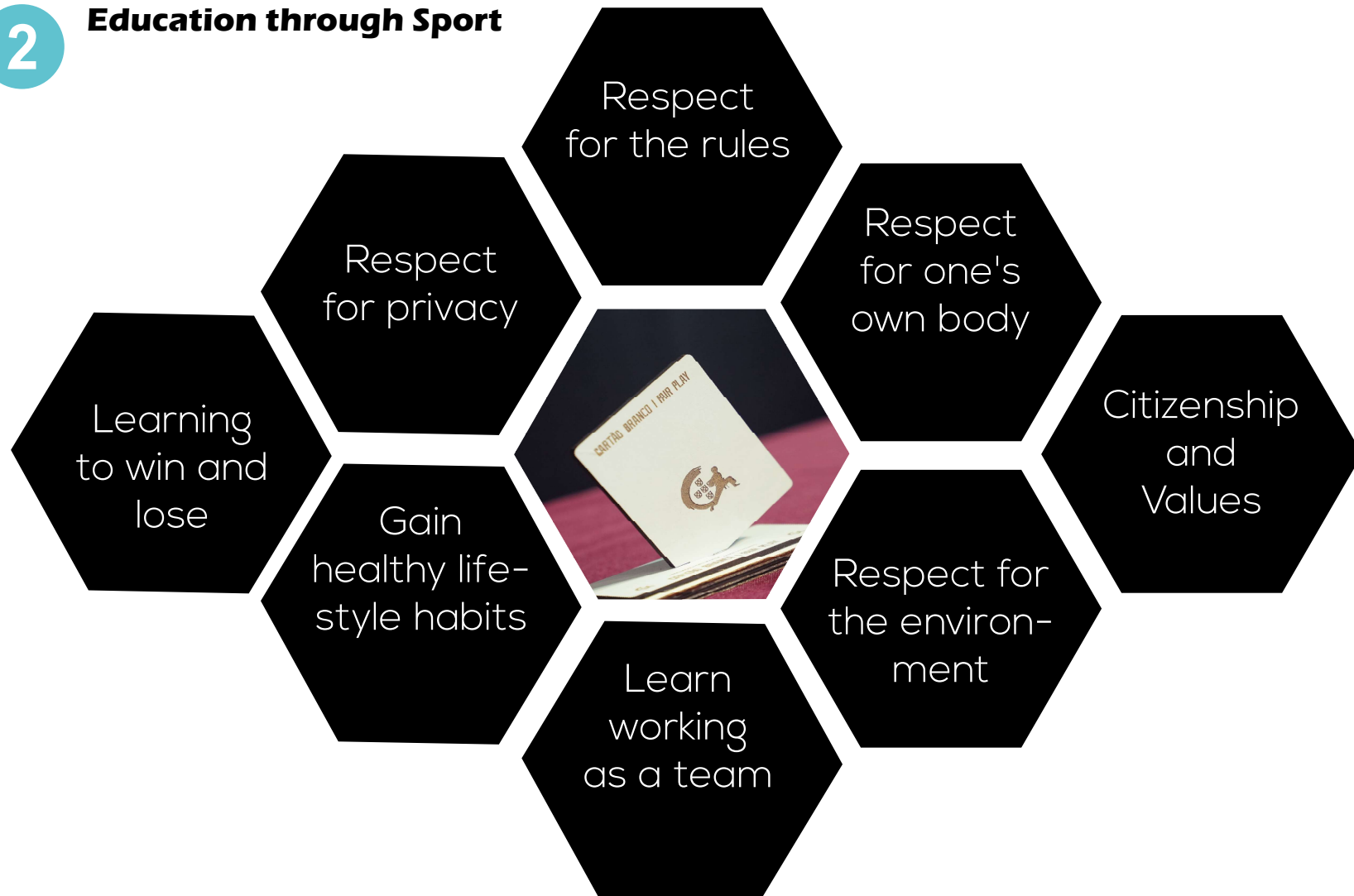
1 Sports Ethics



11) Ethics

2

Education through Sport



11) Ethics

3 Fair Play in Sport

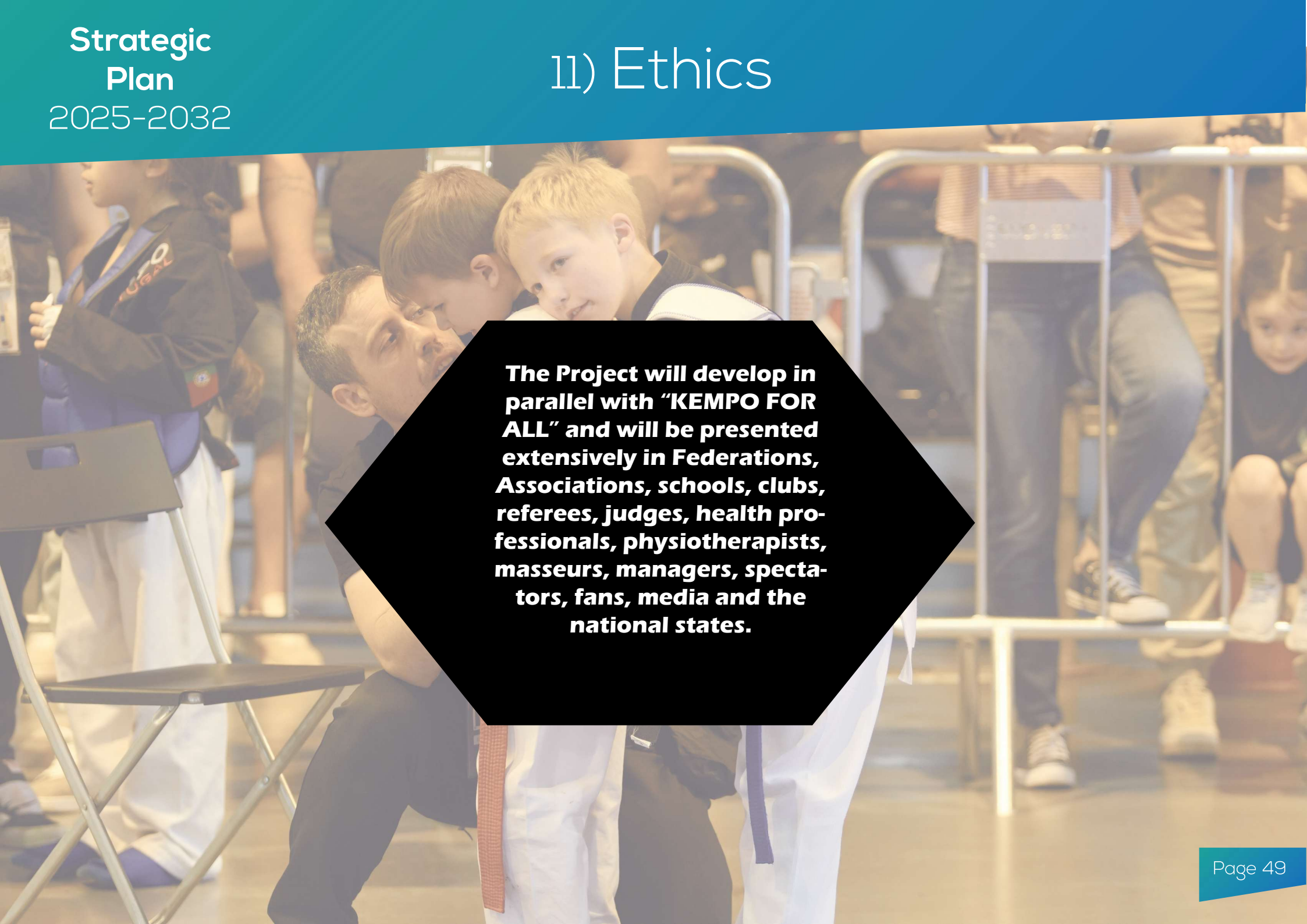


11) Ethics

- 1) Promote integrity and FAIR PLAY in competitions..
- 2) Implement and monitor a code of ethical conduct for all sports agents.
- 3) Raise awareness about the prevention of harassment, discrimination and Doping in Kempo.
- 4) Promote the participation of young people and women in a safe and inclusive environment.

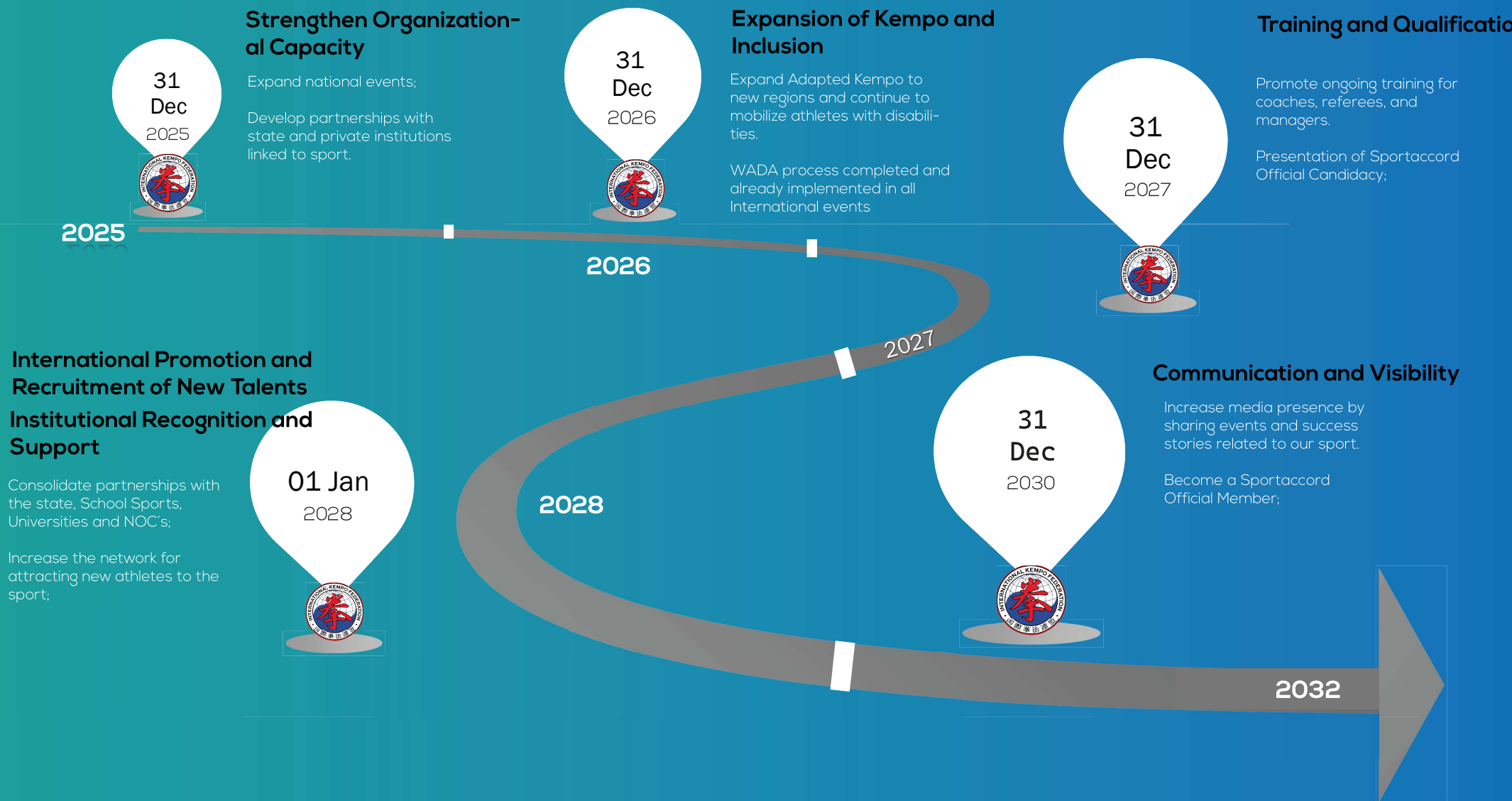


11) Ethics



The Project will develop in parallel with “KEMPO FOR ALL” and will be presented extensively in Federations, Associations, schools, clubs, referees, judges, health professionals, physiotherapists, masseurs, managers, spectators, fans, media and the national states.

12) Strategic Objectives



The IKF's long road to recognition of the ancient sport – KEMPO:

