
ANALYSIS AND DIAGNOSIS OF PAN-AMERICAN SPORTS CONFEDERATIONS





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COMPETITION
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SWEDEN

INDEX

LETTER FROM THE PRESIDENT OF ACODEPA	6
OBJECTIVES	7
METHODOLOGY	8
PAN-AMERICAN CONFEDERATIONS	9
ONLINE AND SOCIAL MEDIA PRESENCE	11
Website Activity	13
Facebook	15
Instagram	17
Twitter	19
Recommendations	20
Recommendation 8 of the Olympic Agenda 2020+5	21
Domain of the Pan-American Sports Confederations	22
FINANCIAL SUPPORT	24
HUMAN RESOURCES	26
HEADQUARTERS	27
CONTACT E-MAIL	29
DEPARTAMENTALIZATION	31
Staff Training Programs	32
Other Staff Training Options	32
Benefits	33
Recommendation 8 of the Olympic Agenda 2020+5	34
AFFILIATED COUNTRIES	35
REGIONAL SUBDIVISIONS	36
PAN-AMERICAN CHAMPIONSHIPS	37
OFFICIAL SPONSORS	38
ATHLETES' COMMISSION	40
Benefits	41
Recommendation 3 of the Olympic Agenda 2020+5	43
GENDER EQUALITY	45
Women's Participation in Commissions of the Pan-American Sports Confederations	47
Women in Sport Commission	49



INDEX

Equality in Prizes	49
Organization of Activities	50
Prevention of Harrasment and Abuse	50
Regulations in Pan-American Confederations and National Federations	51
Recommendations about Governance Roles	53
Recommendations related to Sport	54
PREVENTION AGAINST DOPING	55
Recommendation 5 of the Olympic Agenda 2020+5	56
PREVENTION OF MANIPULATION OF COMPETITIONS	57
Recommendation 5 of the Olympic Agenda 2020+5	58
CLOSING REMARKS FROM THE SECRETARY GENERAL OF ACODEPA	60
CONCLUSIONS by Yuri Maier	61
BIBLIOGRAPHY	63





LETTER FROM THE PRESIDENT OF ACODEPA

FRANCISCO LEE LÓPEZ



For the Executive Committee of the Association of Pan-American Sports Confederations (ACODEPA) it was essential to carry out a diagnosis that would allow to know the legal, organizational, administrative and technical situation of the different Pan-American Sports Confederations, in order to have a baseline of accurate information, according to the different indicators subject to study, from which to guide our work in those areas where it can have the greatest impact and utility.

To make this document possible, the participation of leaders and personnel of the different Pan-American Sports Confederations was required, who provided valuable information on the work they are currently doing. Needless to say, we understand that each sport has specific characteristics and conditions; which is why it is not the purpose of the present study to make comparisons between different sports. On the contrary, the methodology aims at identifying areas where we can strengthen the actions of the Pan-American Sports Confederations in accordance with their particular situations.

The survey instruments were designed by the Technical Sports Manager, with the participation of the President and the Secretary General. The information gathered was then classified, tabulated and assessed in order to present relevant conclusions and recommendations.

For the new administration of ACODEPA, it is a great pleasure to be able to collaborate with the efforts carried out by Panam Sports to promote sport in our continent. This adds to the relevance of the present study, because its inputs will allow a deeper insight into the organization and management of the different Pan-American Sports Confederations or Regional Organizations that are directly responsible for the promotion and development of their respective sports.

We want to extend our gratitude to all our colleagues from the Pan-American Sports Confederations for their collaboration. We also want to thank our Technical Sports Manager, Mr. Yuri Maier, for his dedication and professionalism in carrying out this diagnosis.

Sincerely,

MSC. FRANCISCO EDUARDO LEE LÓPEZ
ACODEPA President

GENERAL OBJECTIVE

To support and contribute to the Pan-American Sports Confederations' efforts to achieve correct and effective management in compliance with the standards of excellence and good governance established by the leader of the Olympic Movement and the different International Sports Federations.

SPECIFIC OBJECTIVES

- ▲ To identify the most relevant areas that allow modifications.
- ▲ To propose strategies to address the identified challenges.
- ▲ To provide useful information that leads to development and empowerment.
- ▲ To suggest plans of action and programs focused on improving management and achieving growth.



METHODOLOGY

The present study was conducted on the basis of a technical survey consisting of 42 questions and 18 data elements to be completed by the Pan-American Sports Confederations. The survey is included as an appendix.

Study group

**PAN-AMERICAN
SPORTS CONFEDERATIONS
AFFILIATED TO ACODEPA**

Study time period

**NOVEMBER 11th, 2019
THROUGH
JANUARY 23rd 2021**



Data Collection Platform

DIGITAL (GOOGLE FORMS)

Total number of Pan-American
Sports Confederations

37

PAN-AMERICAN



AQUATICS | Amateur Swimming Union of the Americas



World Archery Americas | **ARCHERY**



ATHLETICS | Pan-American Athletics Association



Badminton Pan-American Confederation | **BADMINTON**



BASEBALL | Pan-American Baseball Confederation



FIBA Americas | **BASKETBALL**



BASQUE PELOTA | Pan-American Basque Pelota Confederation



Pan-American Bodybuilding and Fitness Confederation | **BODYBUILDING & FITNESS**



BOWLING | Pan-American Bowling Confederation

American Boxing Confederation | **BOXING**



CANOE | Pan-American Canoe Federation



Pan-American Cycling Confederation | **CYCLING**



EQUESTRIAN | Pan-American Equestrian Confederation

Pan-American Fencing Confederation | **FENCING**



FOOTBALL | South American Football Confederation

Confederation of North, Central America and Caribbean Association Football | **FOOTBALL**



GYMNASTICS | Pan-American Gymnastics Union

South and Central America Handball Confederation | **HANDBALL**



HANDBALL | North America and the Caribbean Handball Confederation

Pan-American Hockey Federation | **HOCKEY**



CONFEDERATIONS



Pan-American Judo Confederation | **JUDO**



KARATE | Pan-American Karate Federation

Pan-American Modern Pentathlon Confederation | **MODERN PENTATHLON**



Pan American Modern Pentathlon Confederation



RACQUETBALL | Pan-American Racquetball Confederation



Americas Rowing | **ROWING**



RUGBY | Rugby Americas North



Sudamerica Rugby | **RUGBY**



SAILING | Pan-Am Sailing



Shooting Confederation of the Americas | **SHOOTING**

SKATE | World Skate Americas



Pan-American Squash Federation | **SQUASH**



SURF | Pan-American Surf Association

ITTF Americas | **TABLE TENNIS**



TAEKWONDO | Pan-Am Taekwondo Union

Confederation of Tennis of Central America and the Caribbean | **TENNIS**



TENNIS | Southamerican Tennis Confederation

Pan-American Triathlon Confederation | **TRIATHLON**



VOLEYBALL | Pan-American Volleyball Union

IWWF Pan-Am Confederation | **WATERSKY & WAKEBOARD**



WEIGHTLIFTING | Pan-American Weightlifting Federation

United World Wrestling Americas | **WRESTLING**



ONLINE AND SOCIAL MEDIA





PAN-AMERICAN SPORTS CONFEDERATIONS' ONLINE AND SOCIAL MEDIA PRESENCE



59%



65%



83%



86%

Out of the 37 Pan-American Sports Confederations, 86% have websites, 86% have Facebook pages, 65% have Instagram profiles, and 59% have Twitter accounts.

WEBSITES

WEBSITES ACTIVITY

ACTIVE

24

UPDATED

20

LINK TO SOCIAL MEDIA

21

ORIGINAL CONTENT

22

NEWS

21

Out of the 32 registered websites, 24 are active, 20 are updated as of 2021, 21 have links to social media, 22 have original content pertaining to the sport or the confederation's activities, and 21 have a news section.

Pan-American Sports Confederation that DO NOT have a website:

ATHLETICS | Association of Pan-American Athletics

BASQUE PELOTA | Pan-American Basque Pelota Confederation

BODYBUILDING & FITNESS | Pan-American Bodybuilding and Fitness Confederation
(provide the International Federation website, but do not have a Pan-American Confederation website or social media.)

MODERN PENTATHLON | Pan-American Modern Pentathlon Confederation

ROWING | Pan-American Rowing Confederation

RECOMMENDATIONS

FOR WEBSITES

We understand that the possible reason why the above-mentioned sports do not have their own websites is because they refer to that of their International Federation. However, in light of the digital age, it is important and necessary for all Pan-American Sports Confederations to have a website of their own, and to keep it up-to-date. We recommend to update websites at least twice a month.

Therefore, we strongly encourage those Pan-American Sports Confederations that do not have their own websites to create one as soon as possible.

Maintaining a website is not an easy task. Depending on its structure and design, specialized personnel may be required to create it and keep it up-to-date. If the required personnel and resources are

not available, we recommend registering a domain name and using pre-designed website templates.

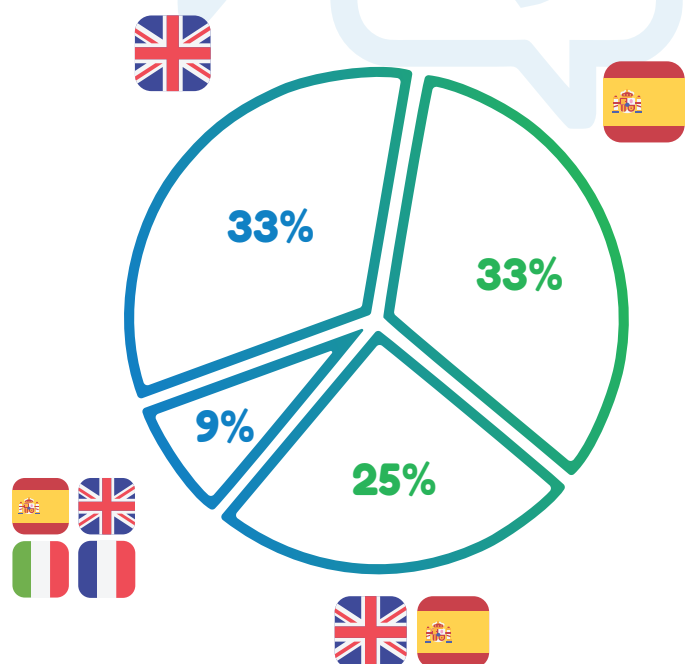
Currently, websites offer the possibility of embedding social media feeds from the sports confederations' social media accounts. In this way, websites can be kept up-to-date simply by updating content on the social media accounts. Ideally, however, it is best to develop original content for the website.

If possible, all websites should have a news section with up-to-date information. The news section of a website is usually the most consulted by visitors and it should serve as the Sport Confederation's official news platform, above social media accounts and other channels.

WEBSITE LANGUAGES

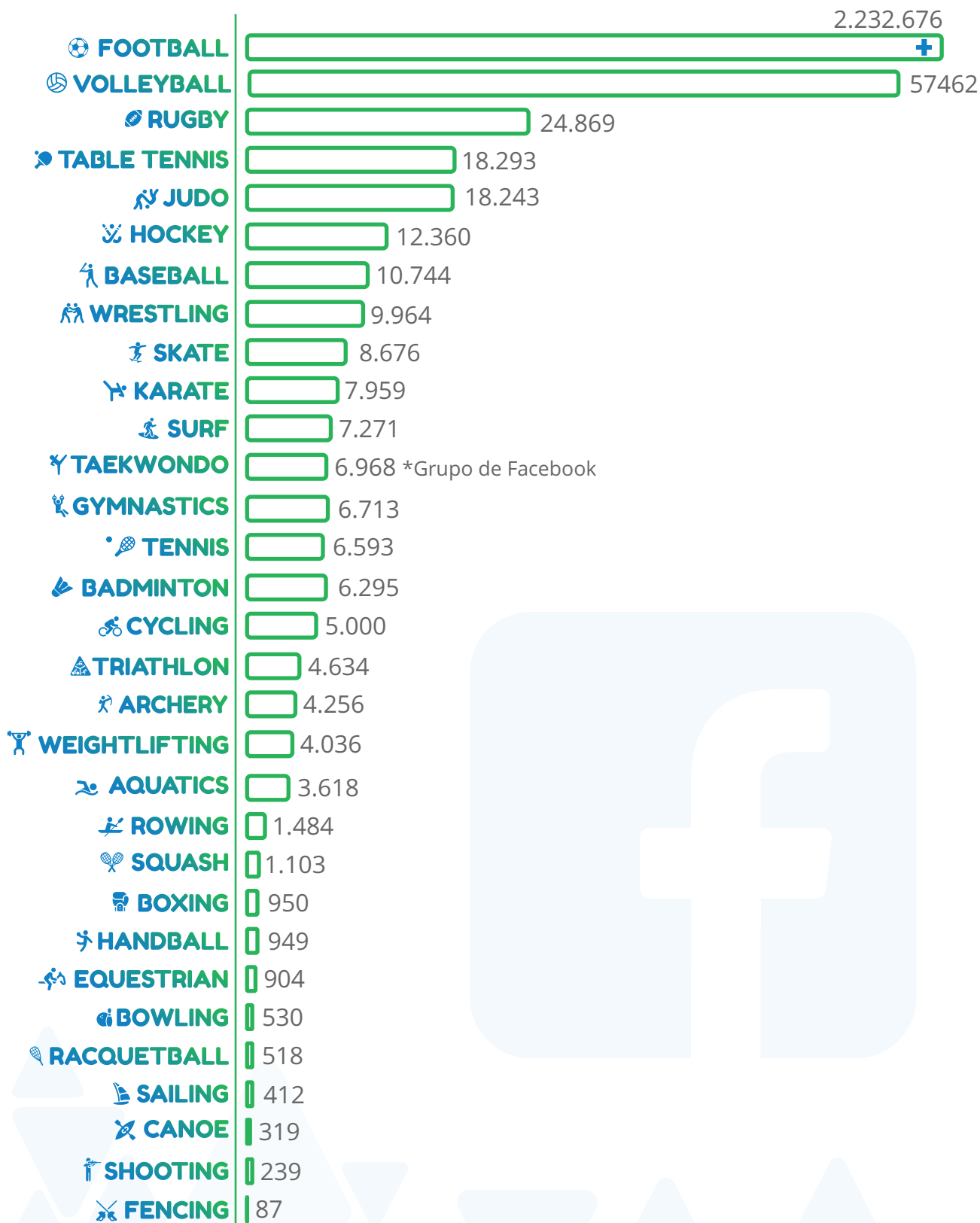
Websites should be available in English and Spanish versions. Adding Portuguese and/or French versions is a very recommendable option for the inclusion of Portuguese and French speaking countries of the continent.

Out of the 24 active websites, 8 are available only in English versions, 8 only in Spanish version, 6 in both, English and Spanish versions, and 2 offer additional versions in French and Italian.



SOCIAL MEDIA FOLLOWERS

FACEBOOK



█ TOTAL FOLLOWERS

Although Facebook has lost popularity among younger audiences, it is widely used among adults. It also offers opportunities to promote the sport through Groups and Fan Pages. In general, Facebook offers more options and versatility than other social media, since it is possible to upload videos, news, links, statuses, stories, and other types of content.

A Facebook Page is preferable to a Facebook Profile, because the last one allows a limited number of followers. Also, Pages are designed to showcase content and create engagement.

Not all pages are up-to-date, so we recommend to have someone in charge

of updating content on the page and linking all the social media accounts of the Sport Confederation to avoid having to update them individually.

We suggest posting content on Instagram and sharing it automatically on Facebook. This gives the content more visibility than posting it directly on Facebook, particularly in the case of pictures (up to 10) or videos (less than 1 minute long). If the content exceeds these limits (more pictures or longer videos), it should be posted directly on Facebook.

Instagram Stories can be automatically crossposted to Facebook once the Instagram account is linked to the Facebook Page.

The following Pan-American Sports Confederations DO NOT have a Facebook Page:

ATHLETICS | Association of Pan-American Athletics

BASKETBALL | FIBA Americas

BASQUE PELOTA | Pan-American Basque Pelota Confederation
(in the survey provided the Facebook page of the Federation of Argentina)

BODYBUILDING & FITNESS | Pan-American Bodybuilding and Fitness Confederation & Fitness (In their response to the survey, they provided the Facebook Page of their International Federation, IFBB)

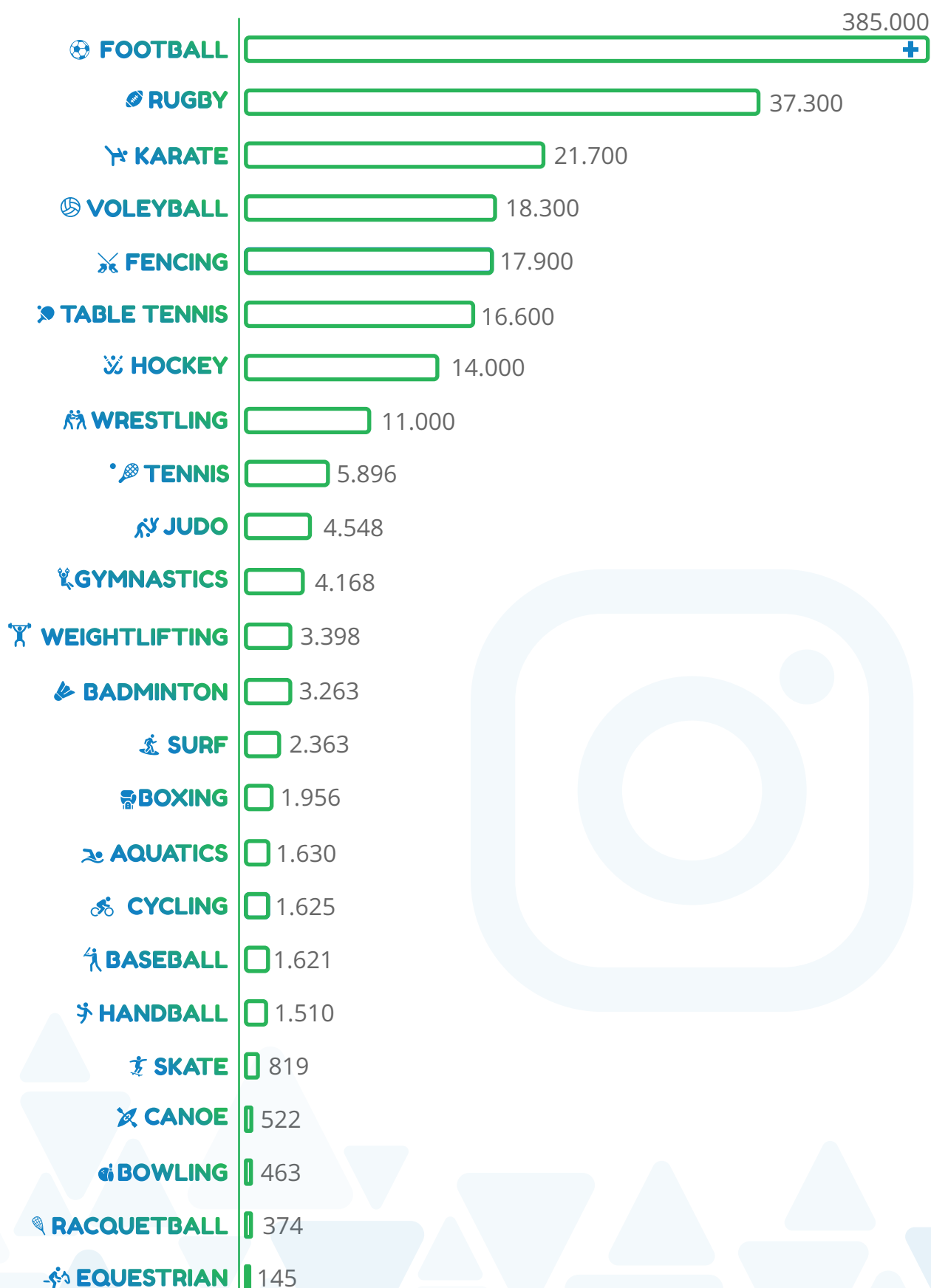
MODERN PENTATHLON | Pan-American Modern Pentathlon Confederation

ROWING | Americas Rowing
(COPARE Remo has a Facebook Profile instead of a Facebook Page, as recommended)

WATERSKI & WAKEBOARD | IWWF Pan-Am Confederation

SOCIAL MEDIA FOLLOWERS

INSTAGRAM



 TOTAL FOLLOWERS

Instagram is currently the most popular social media among young people (ages 15 to 35). It is the best tool for attracting new audiences towards our sports. However, it must be considered that it may not be possible to post content on this social media the way we want to. So we have to be able to adapt our content to the features of each social media platform.

An Instagram account should not be managed in the same way as a Facebook Page. To begin with, we recommend setting up a Business account instead of a Personal profile. Business accounts offer more contact tools, follower tracking and analytics about content and audience.

Instagram is a visual platform, which means that it is designed to share pictures and videos, on both the Feed and Stories sections. But we have to be mindful of the followers when posting. If we want to post many pictures it is preferable to post them on Facebook, because repeated posting on Instagram can generate spam and lead to loss of followers. The same applies to video content.

Instagram is the most important communication tool for a Pan-American Sport Confederation, because it offers the possibility of connecting the sport with its athletes, the athletes with their sport, and both with their fans.

It is probably the most widely used social media app among currently active athletes. Through an official account, a Pan-American Sport Confederation can boost its athletes' visibility while they in turn help raise the visibility of its account. It works as an effective recommendation chain. This is why it is important to have an active account that interacts with the athletes that represent the sport.

Instead of posting something on Instagram and then reposting it on Facebook, it is better to post on Instagram and set up the account to automatically crosspost to your Facebook Page. Both platforms are owned by Facebook and content posted on Instagram is given more visibility.

It is essential to keep social media accounts up-to-date. As an example, the Instagram Account of the Pan-American Baseball Confederation has not been updated since December 2018.

The following Pan-American Sports Confederations DO NOT have an Instagram Account:

ATHLETICS | Association of Pan-American Athletics

BASKETBALL | FIBA Americas

WATERSKI & WAKEBOARD | IWWF Pan-Am Confederation

BODYBUILDING & FITNESS | Pan-American Bodybuilding & Fitness Confederation
(in the survey provided an Instagram account of the International Federation, IFBB)

BASQUE PELOTA | Pan- American Basque Pelota Confederation

MODERN PENTATHLON | Pan-American Modern Pentathlon Confederation

ROWING | Americas Rowing

SQUASH | Pan-American Squash Federation

TAEKWONDO | Pan-Am Taekwondo Union

SHOOTING | Shooting Confederation of the Americas

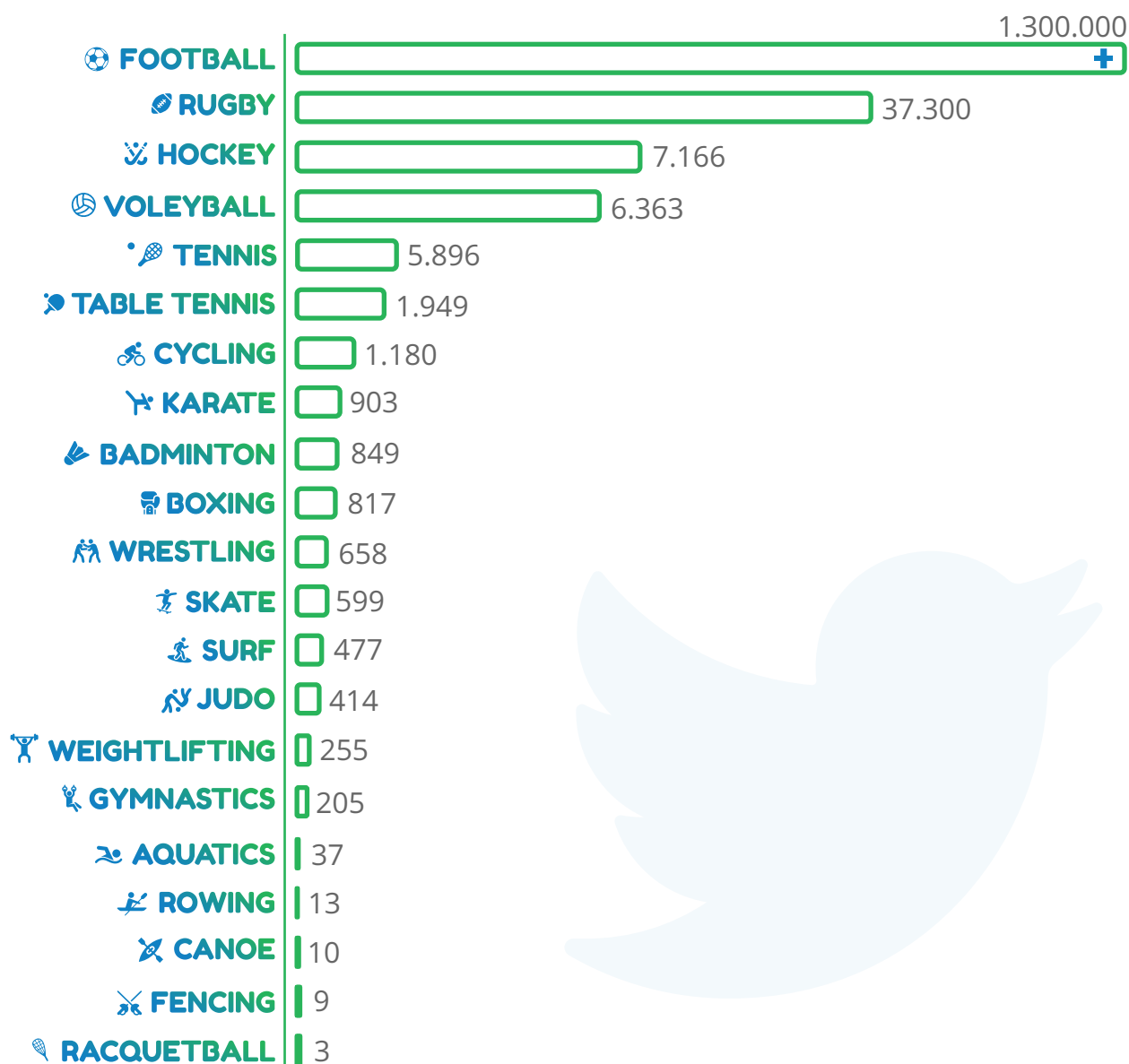
ARCHERY | World Archery Americas

TRIATHLON | Pan-American Triathlon Confederation

SAILING | Pan-Am Sailing

SOCIAL MEDIA FOLLOWERS

TWITTER



 TOTAL FOLLOWERS

Twitter is the most important social media platform for the media. Most media and journalists use this platform. It is not necessary to share on Twitter every content posted on the other social media platforms, particularly visual content like pictures and video.

Twitter can be used to report on the new content posted on the other platforms, but its primary use should be to post links from the confederation's official

website with news and results. Twitter also offers the best platform to post live results from competitions, which are highly required by sports journalists and websites, because in just one click they can share the latest information on their profiles.

The majority of the Pan-American Sports Confederation DO NOT have a Twitter account, and of the few existing accounts not all of them are active.

RECOMMENDATIONS

FOR ONLINE AND SOCIAL MEDIA PRESENCE

Digital media has become a mean to generate a closer connection with the stakeholders (athletes, fans, sponsors, journalists, etc.).

In a world of growing connectivity, digitalization is the best channel to enhance communication with the sports family. This has been highlighted in the past year, as it became the main tool for dealing with the effects of the COVID-19 pandemic.

Digital technologies are a great tool to engage with the sport's audience, fostering communication and delivering contents that reinforce and promote the Olympic Values, contributing to their universality by reaching new communities.



RECOMMENDATION 8

OF THE OLYMPIC AGENDA 2020+5

“GROW DIGITAL ENGAGEMENT WITH PEOPLE”

- ▲ Use Olympic digital and social media channels to deliver engagement during and between the Olympic Games
- ▲ Build a single people-centric digital platform, Olympics.com.
- ▲ Including the Olympic Channel as the sports video section, delivering increased traffic and performance to the Olympic Movement and OCOGs.
- ▲ Merging the websites and apps of Olympic Games into the single Olympic platform.
- ▲ Building a dedicated digital presence, ioc.org, for the IOC as an institution featuring its work and programmes to deliver on its mission.
- ▲ Deliver digital content and communications to people for the benefit of the IOC, IFs, NOCs, athletes and OCOGs based on data insights.
- ▲ Use Olympic Channel Services as a hub for content, technology, digital product and data analysis activities in support of the IOC Digital Strategy and the entire Olympic Movement.

HOW CAN THESE RECOMMENDATIONS BE PUT INTO PRACTICE IN THE PAN-AMERICAN SPORTS CONFEDERATIONS?

First, by acquiring and registering a domain name. One of the benefits of having a registered domain is that it allows a Confederation to have an institutional email address, which brings more formality to its communications with other organizations.

It also allows it to build its own website, from which to feed content to its different social media accounts (Instagram Account, Facebook Page, Twitter Account, YouTube Channel, etc.)

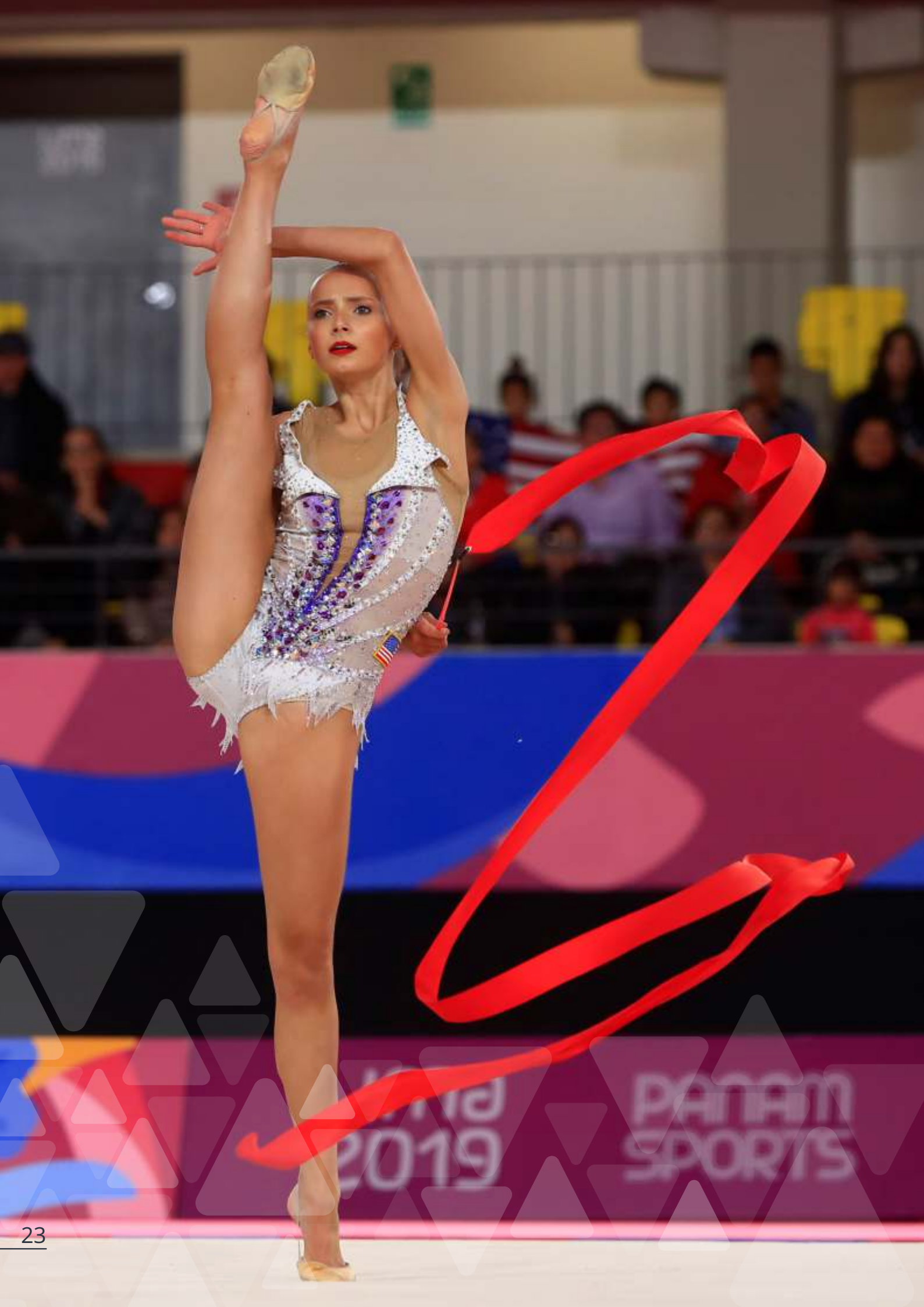
We recommend developing a digital strategy, in order to have a plan of action for the creation of content.

For this purpose, it is highly advisable to employ the professional services of a Community Manager, who will be responsible not only for setting up and maintaining those digital channels, but also for continuously creating and looking for content with the main objective of generating engagement with all the stakeholders.

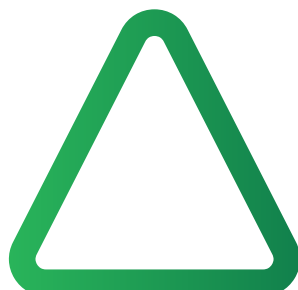
DOMAIN

OF THE PAN-AMERICAN SPORTS CONFEDERATIONS

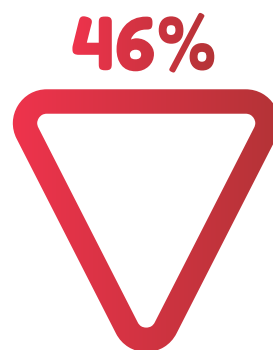
SPORT	WEBSITE	FACEBOOK	INSTAGRAM	TWITTER
AQUATICS	uana-aquatics.com	/UANAaquatics	@uanaaquatics	@UANAAquatics
ARCHERY	waamericas.org	/World Archery Americas	-	-
ATHLETICS	-	-	-	-
BADMINTON	badmintonpanam.org	/BadmintonPanAm	@badminton.panam	@BadmintonPanAm
BASEBALL	copabe.org	/BeisDeAmerica	@copabe_wbsc	-
BASKETBALL	fiba.basketball/americas	-	-	-
BASQUE PELOTA	-	-	-	-
BODYBUILDING & FITNESS	-	-	-	-
BOWLING	panambowling.com	/panambowling	@panambowling	-
BOXING	americanbc.org	/American Boxing Confederation	@AMBCBoxing	@AMBCBoxing
CANOE	copaonline.com	/COPACOnline	@copaonline	@copaonline
CYCLING	copaci.org	/Copaci Jose	@c0paci	@COPACI
EQUESTRIAN	paec.info	/paec2001	@paec2018	n/a
FENCING	cpe-fie.org	/CPE FIE	@cpe_fie	@CPE_FIE
FOOTBALL	concacaf.org	/Concacaf	@Concacaf	@Concacaf
FOOTBALL	conmebol.com	/CONMEBOL	@conmebol	@conmebol
GYMNASTICS	upag-pagu.com	/UPAG PAGU	@upagpagu	@UPAG_PAGU
HANDBALL	handballsca.tv	/HandballSCA	@handballsca	-
HANDBALL	nachconf.info	/NACHConf	-	@nachconf
HOCKEY	panamhockey.org	/PanAmHockey	@panamhockey	@PanAmHockey
JUDO	panamjudo.org	/confederacionpanameri canadejudo	@cpjudo	@cp_judo
KARATE	pkfkarate.com	/karatepkf	@pkfkarate	@pkfkarate
MODERN PENTATLON	-	-	-	-
RACQUETBALL	panamericanracquetball.com	/panamericanracquetball	@panamericanraquetball	@PanRacquetball
ROWING	-	/Copare Remo	-	@CoPaREMO
RUGBY	sudamerica.rugby	/Sudamérica Rugby	@sudamericarugby	@sudamericarugby
RUGBY	rugbyamericasnorth.com	/RugbyAmericasNorth	@RugbyAmericasNorth	@RugbyAmericasN
SAILING	panamsailing.org	/Panamsailing	-	-
SHOOTING	conatiro.org	/CAT – Confederación Americana de Tiro	n/a	n/a
SKATE	worldskateamerica.org/	/WorldSkateAmerica	@WSkateAmerica	@WSkateAmerica
SQUASH	panamsquash.com	/Federacion Panamericana de Squash	-	-
SURFING	pasasurf.org	/Pan-American Surf	@panamericansurf	@PASA_Surf
TABLE TENNIS	ultm.org	/ittflatioamerica	@ittflatioamerica	@ITTFLATAM
TAEKWONDO	patu.org	/WorldTaekwondo	-	-
TENNIS	cosat.org	/ConfederacionSudamericanaDeTennis	@cosatoficial	@COSAToficial
TENNIS	cotecc.org.sv	/coteccctennis	@coteccctennis	@coteccctennis
TRIATHLON	americas.triathlon.org	/Americas Triathlon	-	-
VOLLEYBALL	voleysur.org	/voleibolcsv	@voleysur	@voleysur
WATERSKI & WAKEBOARD	panam.iwsf.com	-	-	-
WEIGHTLIFTING	panampesas.org	/panampesas	@panampesas	@panampesas
WRESTLING	uwwamericas.org	/uwwamericas	@UWWAmericas	@UWWAmericas



Only 54% of the Pan-American Sports Confederations receive financial support from their respective International Federation for administrative expenses, such as: office space, meetings, communications, personnel, etc.



54%



FINANCIAL SUPPORT

Pan-American Sports Confederations that receive financial support from their International Federation:

- AQUATICS** | Amateur Swimming Union of the Americas
- ARCHERY** | World Archery Americas
- BADMINTON** | Badminton Pan-American Confederation
- BASKETBALL** | FIBA Americas
- CANOE** | Pan-American Canoe Federation
- CYCLING** | Pan-American Cycling Confederation
- FENCING** | Pan-American Fencing Confederation
- FOOTBALL** | Confederation of North, Central America and Caribbean Association Football
- FOOTBALL** | South American Football Confederation
- GYMNASTICS** | Pan-American Gymnastics Union
- HOCKEY** | Pan-American Hockey Federation
- JUDO** | Pan-American Judo Confederation
- RACQUETBALL** | Pan-American Racquetball Confederation
- TABLE TENNIS** | ITTF Americas - Table Tennis
- TAEKWONDO** | Pan-Am Taekwondo Union
- TENNIS** | Southamerican Tennis Confederation
- TENNIS** | Confederation of Tennis of Central America and the Caribbean
- TRIATHLON** | Pan-American Triathlon Confederation
- SAILING** | Pan-Am Sailing
- VOLEYBALL** | Pan-American Volleyball Union
- WEIGHTLIFTING** | Pan-American Weightlifting Federation
- WRESTLING** | United World Wrestling Americas



HUMAN RESOURCES

The following Pan-American Sports Confederations have the largest numbers of volunteers:

AQUATICS | 150

HOCKEY | 45

MODERN PENTATHLON | 15

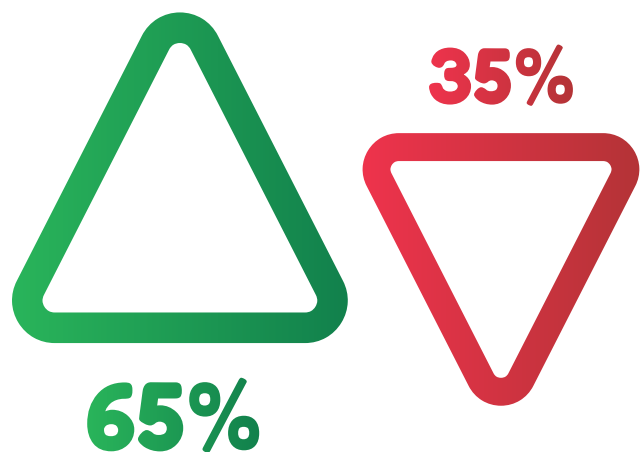
SAILING | 17

SQUASH | 157

The other Pan-American Sports Confederations that have volunteers have an average of 3 volunteers.



Only 46% of the Pan-American Sports Confederation have paid technical and/or administrative staff working specifically for their organization.



65% of the Pan-American Sports Confederations have only volunteer (unpaid) personnel. This is considered a weakness, since all managerial and administrative duties fall on the leaders themselves, who also serve on a volunteer basis.

HEADQUARTER

OF THE PAN-AMERICAN SPORT CONFEDERATIONS

Pan-American Sports Confederations that have their own headquarters:

BADMINTON | Badminton Pan-American Confederation

BASKETBALL | FIBA Americas

CYCLING | Pan-American Cycling Confederation

FOOTBALL | Confederation of North, Central America and Caribbean Association Football

FOOTBALL | South American Football Confederation

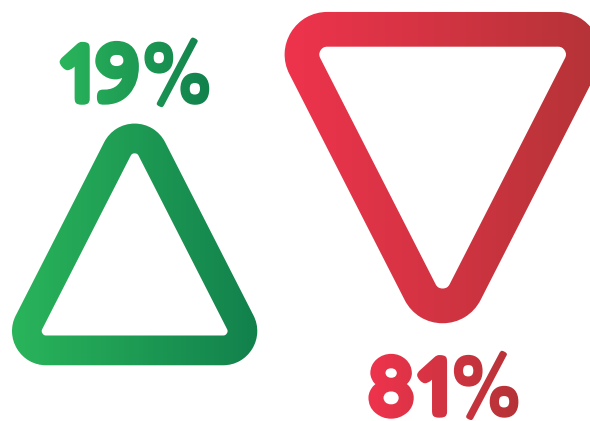
RUGBY | Sudamérica Rugby

RUGBY | Rugby Americas North

TENNIS | South America Tennis Confederation

TENNIS | Confederation of Tennis of Central America and the Caribbean

WRESTLING | United World Wrestling Americas



Only 19% of the Pan-American Sports Confederations have their own office spaces. In those that do not have office spaces of their own, administration is conducted from the homes or private offices of their presidents.

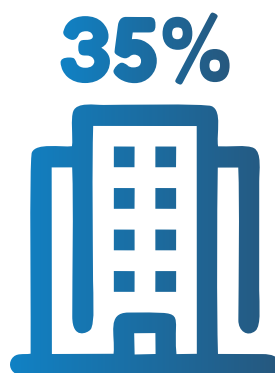
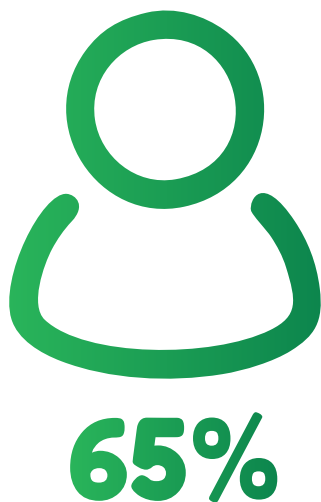
RECOMMENDATIONS

We encourage Pan-American Sports Confederations to enquire with local authorities about the possibility of using office spaces located at Sports Complexes, National Training Centers, Pan-American Villages, or inside office buildings of governmental agencies or non-governmental organizations, including National Olympic Committees.

Using such spaces can help to significantly reduce operational costs (rent, utilities, Internet service, etc.).



65% of the Presidents of the Pan-American Sports Confederations use a “personal” email address as their contact email, i.e. an account from one the different free email service providers available on the Internet (Gmail, Outlook, Hotmail, etc.).



Only 35% of the Presidents of the Pan-American Confederations use an institutional email address.

CONTACT E-MAIL

An institutional email address is one that uses the name or acronym of the confederation/organization for its domain name.

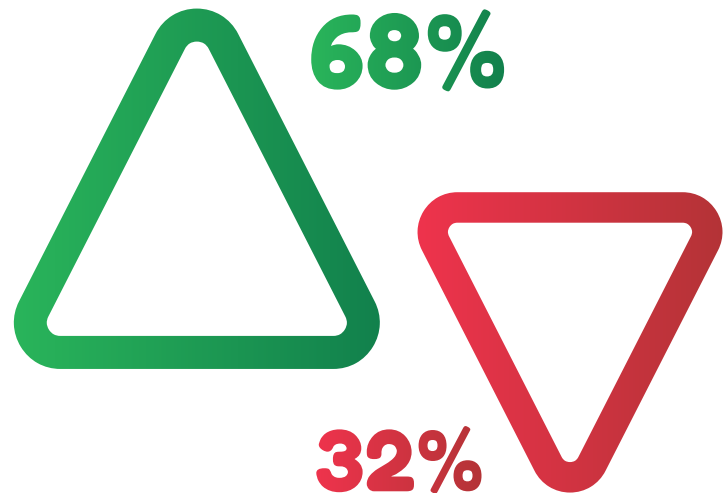
In order to set up an institutional email address, the organization will first need to acquire and register a domain name. Setting up institutional email addresses for its members is one of the many benefits that having its own website can bring to a Pan-American Sports Confederation. It is highly recommended in terms of professionalism and for security reasons.



DEPARTMENTALIZATION

We asked the Pan-American Sports Confederations if their organization has a departmentalized structure, with departments for such areas as:

- ▲ Accounting
- ▲ Communications
- ▲ Marketing
- ▲ Legal
- ▲ Logistics
- ▲ Competitions
- ▲ Other



Most Pan-American Sports Confederations have some degree of departmentalization, but 32% do not.

Pan-American Sports Confederations with a departmentalized structure have on average five departments or commissions. The Confederations with the highest number of departments are:

AQUATICS | 11

SKATE | 10

WATERSKI & WAKEBOARD | 11

Aquatics has 11 Commissions and Committees, among which are the following:

Artistic Swimming - Diving - Masters - Open Water - Swimming - Water Polo - Coaches, Athletes - Legal - Medical - Social Media.

In the same way, Waterski & Wakeboard has 7 different disciplines and 4 commissions: New Federations, Officials Development, Marketing and Constitution Update.

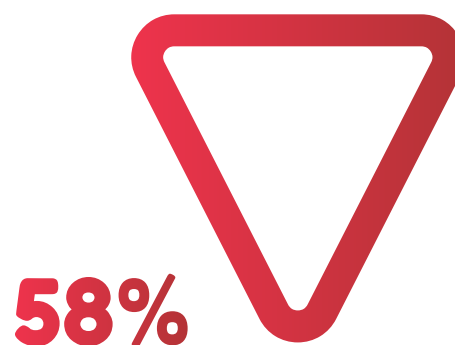
Skate has the following departments: Event Management, Communications, Sport Direction, Accounting, Legal Department, Logistics, Project Management, Technical Commissions, Judging Direction, Medical Department.

STAFF TRAINING PROGRAMS

We asked the Pan-American Sports Confederations if they offer staff training programs to their paid or volunteer personnel.

Most Confederations DO NOT offer staff training programs to their personnel. Those that DO specified the following training programs:

- ▲ Courses
- ▲ Training programs offered by their international Federations
- ▲ Certification programs in specific areas
- ▲ Seminars
- ▲ Congresses
- ▲ Training camps
- ▲ Refresher courses
- ▲ Online programs with in-person meetings



STAFF TRAINING OPPORTUNITIES

We also asked the Confederations if they offer other their staff other training opportunities, to which most responded that they **"DO NOT"**.

Those that **DO** specified the following training opportunities:

- ▲ Lenguaje courses
- ▲ Seminars and workshops
- ▲ Coaching and officiating courses
- ▲ Annual update courses on training methods
- ▲ Certification programs and masters' degrees



BENEFITS

OF A DEPARTMENTALIZED ORGANIZATION

The rules of good governance in the world of sports have evolved to meet higher levels of demand, concretely in regard to accountability, transparency and controls.

The challenges of governance that a sport organization faces affect the entire sports movement, especially in the eyes of society, which sees sports organizations as a whole.

Good governance has become a matter of priority for sports organizations, not only in order to guarantee proper financial management, but also to defend the credibility and image of their sports.

In this context, governance in sports organizations must be able to meet these expectations, including full transparency regarding the use of their resources.

One way to generate and instill transparency within an organization is through departmentalization, which allows to create a structure with clearly defined roles and responsibilities, bringing the following benefits:

- ▲ Professionalism
- ▲ Better resources management (financial, human, technological, etc.)
- ▲ Wider and better diffusion of the sport and of the Pan-American Sports Confederation's activities.
- ▲ Better communication with the National and International Federations.
- ▲ Greater possibilities for sport development.

RECOMMENDATION 14

of the Olympic Agenda 2020+5

“STRENGTHENING THE OLYMPIC MOVEMENT THROUGH GOOD GOVERNANCE”

- ▲ The IOC to update the “Basic Universal Principles of Good Governance” to the latest standards.
- ▲ The IOC to foster the compliance of all the Olympic and Recognised IFs, NOCs, IOC-Recognised Organisations with the “Basic Universal Principles of Good Governance”.
- ▲ The IOC to make compliance with the “Basic Universal Principles of Good Governance” conditional for recognition and inclusion in the Olympic Programme and granting of patronage.
- ▲ The IOC to initiate the self-assessment of the Recognised Federations and Organisations concerning compliance with the “Basic Universal Principles of Good Governance”.
- ▲ The IOC to widen the scope of the auditing of NOCs with regard to compliance with the “Basic Universal Principles of Good Governance”.
- ▲ The IOC to urge the Olympic IFs and NOCs to be transparent in their budget and accounts concerning the direct and indirect support for athletes, sports development and Olympic Values.
- ▲ Strengthen the involvement of Olympic Movement stakeholders in the International Partnership Against Corruption in Sport (IPACS) to increase the effectiveness of anti-corruption measures.

RECOMMENDATIONS OF THE GOVERNANCE AND SPORT COMMISSION OF ACODEPA:

http://acodepa.org/en/commissions/governance_and_sport



ACODEPA GOVERNANCE AND SPORT COMMISSION CONTACT:

gobernanza@acodepa.org

AFFILIATED COUNTRIES

The Pan-American Sports Confederations with the largest number of affiliated countries are:

ATHLETICS | 42

BASKETBALL | 41

CYCLING | 41

TAEKWONDO | 41

TRIATHLON | 41

AQUATICS | 40

BOXING | 40

The Pan-American Sports Confederation with the least number of affiliated countries have 10 affiliated countries.

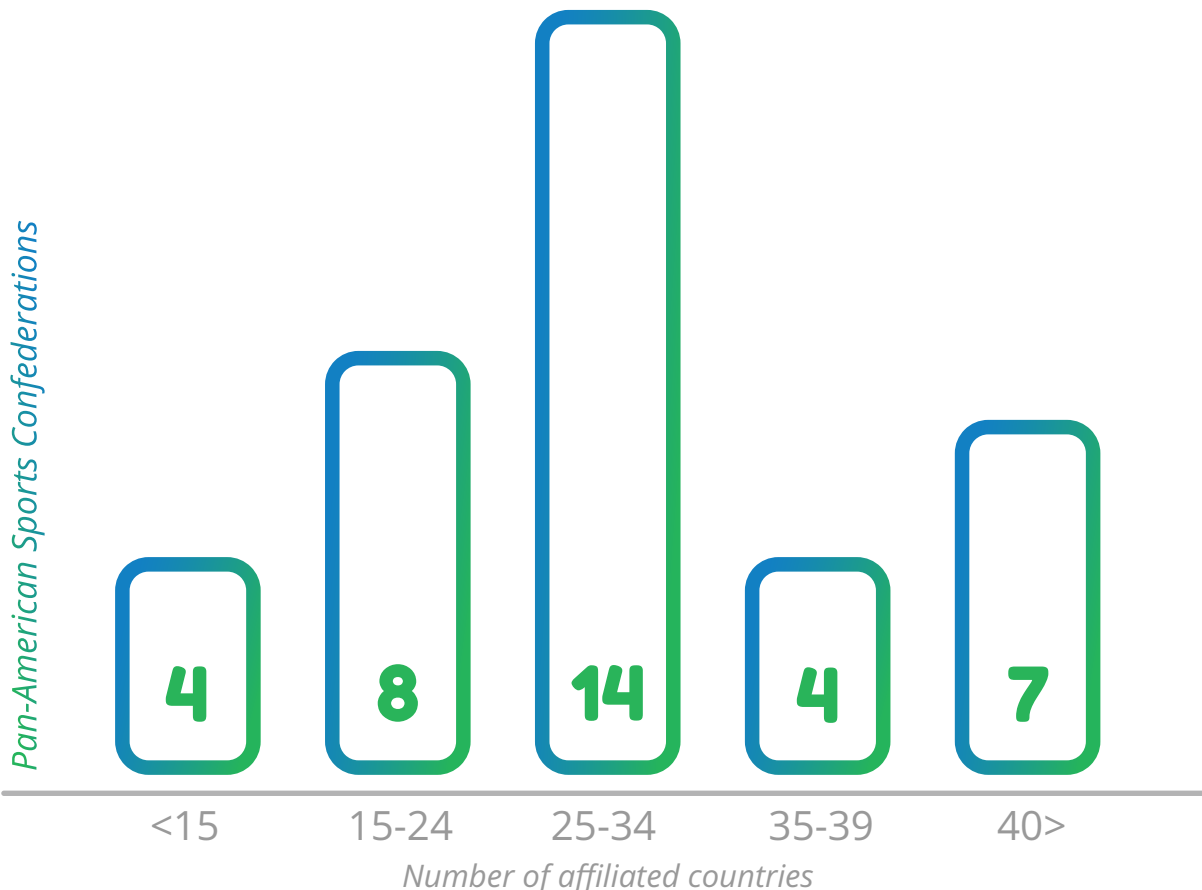
There are more National Federations in the Americas than National Olympic Committees. Some examples are: Anguilla, Curacao and Martinique.

42

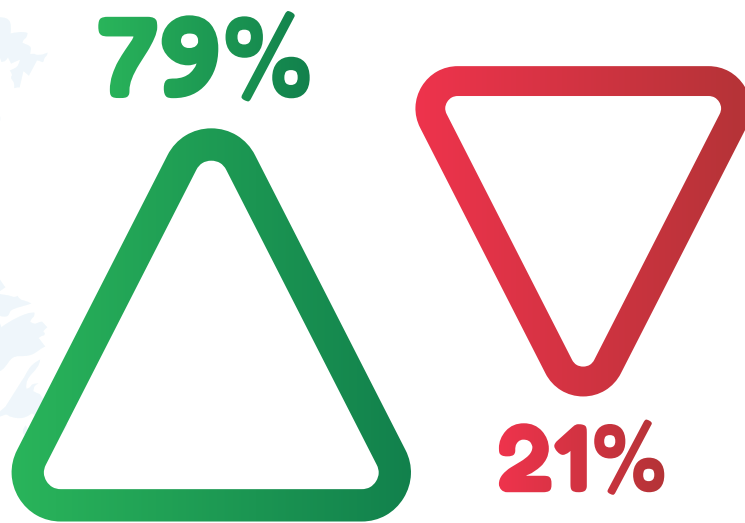
Athletics is the Confederation with the largest number of affiliated countries

29

The average number of affiliated countries among the 37 Pan-American Sport Confederations is 29.



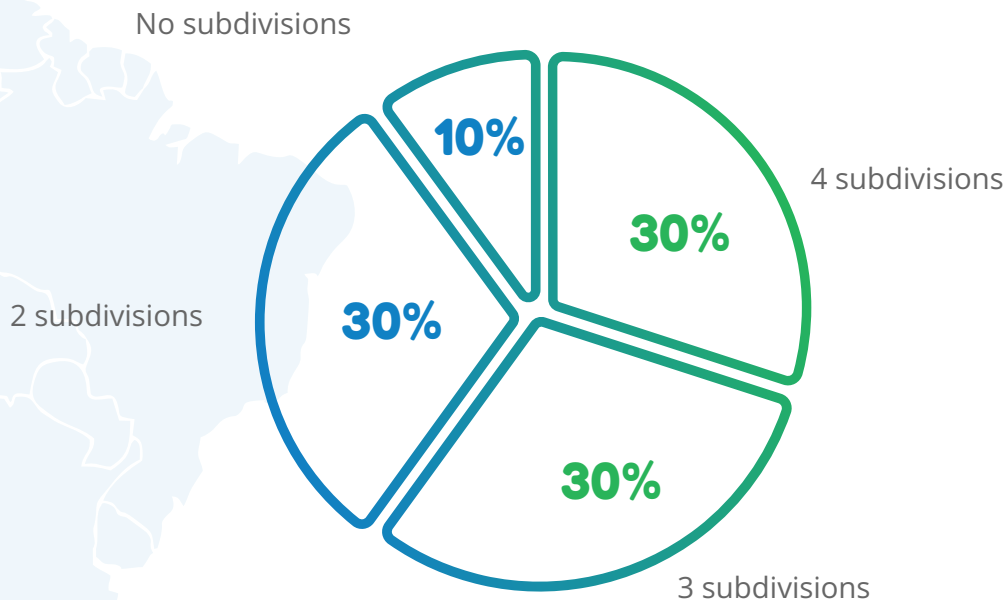
REGIONAL SUBDIVISIONS



*Out of the 37 Pan-American Sports Confederations,
30 have regional subdivisions*

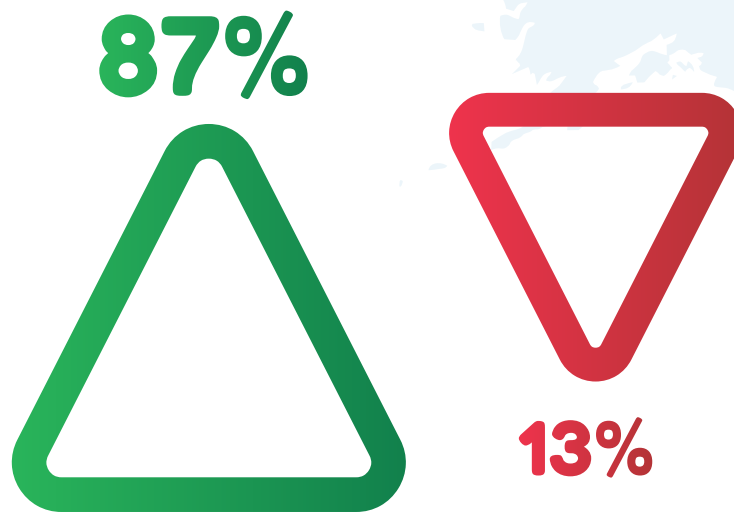
REGIONAL SUBDIVISIONS DECLARED

By Pan-American Sports Confederations



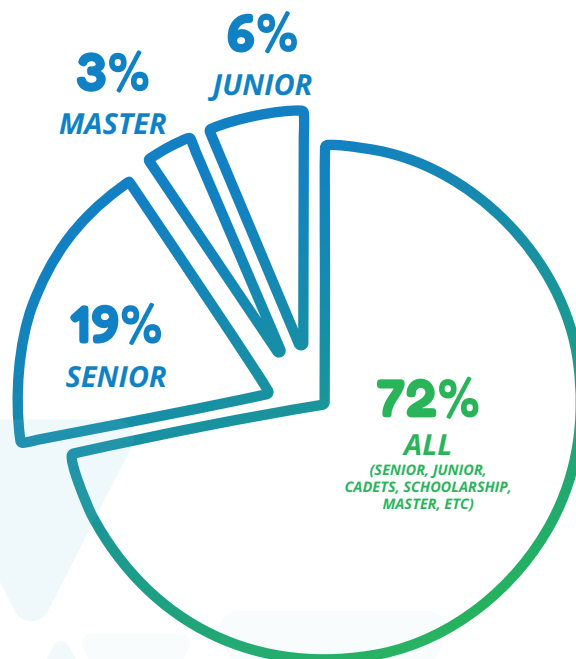
*10% of the 37 Pan-American Sports Confederations have no subdivisions, 30% have 2 subdivisions, 30% have 3 subdivisions, and 30% have 4 subdivisions:
North America, Central America, the Caribbean and South America*

PAN-AMERICAN CHAMPIONSHIPS



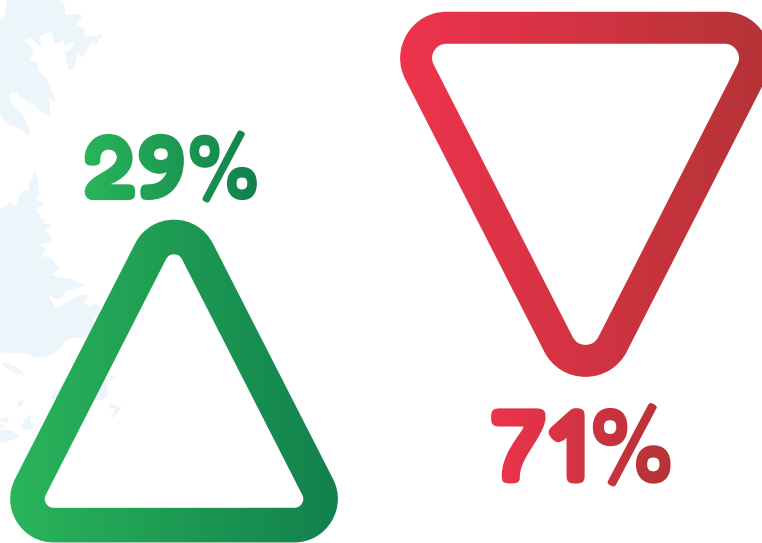
5 of the 37 Pan-American Sports Confederations DO NOT hold Pan-American Championships. Of the 32 that DO hold Pan-American Championships, most do it yearly, 3 do it biyearly, and 2 every four years.

PAN-AMERICAN CHAMPIONSHIPS BY AGE GROUPS



The majority of the Confederations hold Pan-American Championships for all age groups. However, only a few include a Masters' category. Age groups below Cadets are also not always included.

OFFICIAL SPONSORS



Most Pan-American Sports Confederations DO NOT have official sponsors.

The following Confederations have official sponsors:

AQUATICS | Fluidra

ARCHERY | Hoyt-Easton

BADMINTON | YONEX Equipment

BODYBUILDING & FITNESS | Jantana, Muscle & Health, Scitec Nutrition

CANOE | Nelo

FENCING | All Star Fetchen

HOCKEY | Forbex

RACQUETBALL | Gearbox E Forcé

TABLE TENNIS | RAISE

WEIGHTLIFTING | ZKC



ATHLETES'

COMMISSION

53%



47%

Only 20 of the 37 Pan-American Sports Confederation have a legally constituted Athletes' Commission.

Independent of the experience and good intentions that we may bring as leaders to a sports organization, the growth and progress of our respective sports cannot fail to take into account its principal actors. One of our main goals ought to be to strengthen the link between a Pan-American Sport Confederation and its affiliates, with the aim of improving the

relationship and making the most of the experience of its active athletes.

Athletes' Commissions must be created with clear functions and an effective structure that allows both athletes and the organization to get results.

BENEFITS

OF AN ATHLETES' COMMISSION FOR YOUR ORGANIZATION (COI)

An Athletes' commission enables athletes' voices to be heard within an organization, which in turn benefits the organization by providing it with a direct source of recommendations from the protagonists themselves. Obstacles can always be found that get in the way of creating Athletes' Commissions. For instance, additional resources will be needed, or the Commission might overlap with the existing governing structure of a sport. However, the potential benefits far outweigh these minor inconveniences.

Numerous cases from different sports have shown that an Athletes' Commission can:

- ▲ Create ambassadors that support an organization in its mission to develop and promote the sport.
- ▲ Strengthen the decision-making process, by ensuring that all decisions consider the impact on the athletes and providing early feedback on potential decisions that will affect them.
- ▲ Help safeguard the credibility of sport and the Olympic Movement in an age where decision-making, inclusivity

and good governance are closely scrutinized.

- ▲ Provide a perspective straight from the field of play about new trends and challenges that sport organizations constantly face.
- ▲ Strengthen links with athletes through peer-to-peer communication.

An Athletes' Commission with an effective structure and strong communication can be of great benefit for both the athlete community and the organization.

Unfortunately, only 12 Pan-American Confederations have incorporated Athletes' Commissions in their statutes.

However, several sports are working towards incorporating these, among them Baseball, Bodybuilding & Fitness, and Gymnastics, having the last one already officially formed its Athletes' Commission.

The average size of currently functioning Athletes' Commissions is 5 members, with 21 being the largest number of members and 3 the smallest. Composition is evenly distributed between representation by gender and representation by discipline.



Olympic Agenda 2020 fundamentally strengthened the position of athletes at the heart of the Olympic Movement through five specific recommendations intended to protect and support athletes. These covered key aspects, from athlete representation to protection from doping and competition manipulation, to supporting athletes both on and off the field of play.

These recommendations were complemented by wide range of programmes and financial resources available through Olympic Solidarity and targeted

at supporting athletes and their entourage. Significant actions were also taken to engage with athletes and athlete representatives directly through digital means as well as through in-person opportunities and the development of an affective global network of athletes across International Federations, National Olympic Committees and Continental Associations.

RECOMMENDATION 3

OF THE OLYMPIC AGENDA 2020+5

“REINFORCE ATHLETES’ RIGHTS AND RESPONSIBILITIES”

- ▲ Reinforce athlete representation structure across the olympic movement

ESTABLISH AN “ATHLETES’ DEPARTMENT” WITHIN THE IOC ADMINISTRATION.

- ▲ Increase employment opportunities for Olympians and elite athletes within the IOC.
- ▲ Building on Olympic Solidarity funding, continue empowering and supporting Athletes’ Commissions (ACs) across the Olympic Movement by encouraging IFs, NOCs and Continental Associations to provide sufficient resources to Athletes’ Commissions.
- ▲ Strengthen effective athlete representation across the Olympic Movement and ensure athlete participa-

tion in decision making.

PROVIDE ATHLETES WITH SUPPORT TO ACCESS FUNDING

- ▲ Implement the 25% increase in the Olympic Solidarity budgets for athlete development for the 2021–2024 plan.
- ▲ Create new initiatives with TOPs and RHBs for athletes and Olympians.
- ▲ Encourage all stakeholders to provide transparency on their support to athletes.

PROMOTE AND SUPPORT ATHLETES' RIGHTS ACROSS THE OLYMPIC MOVEMENT

- ▲ Increase engagement with Olympians and athletes through Athlete365, new IOC digital platforms and OLY (post-nominal letters granted to Olympians).
- ▲ Building on existing resources, enhance e-learning opportunities for athletes and their entourage.
- ▲ Reinforce the implementation of the athletes' rights and responsibilities declaration across the Olympic movement
- ▲ Promote the role of athletes and Olympians as ambassadors across the Olympic Movement.
- ▲ Ensure all IFs and NOCs adopt and implement the Athletes' Rights and Responsibilities Declaration within their respective organizations.
- ▲ Develop guidelines and best practices to support the delivery of the Athletes' Rights and Responsibilities Declaration for athletes and stakeholders.

WIDEN THE ENGAGEMENT WITH ATHLETES AND THEIR WIDER PERSONNEL

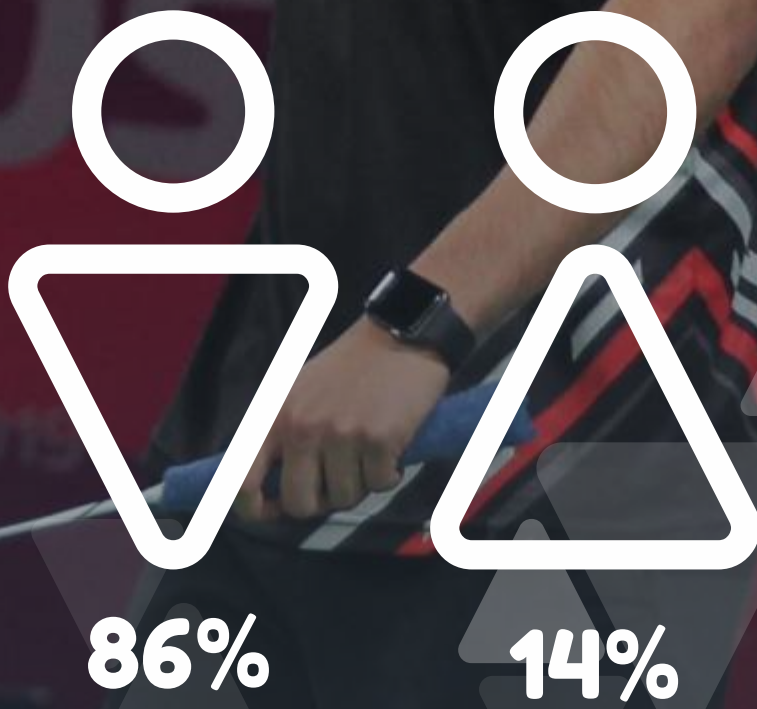
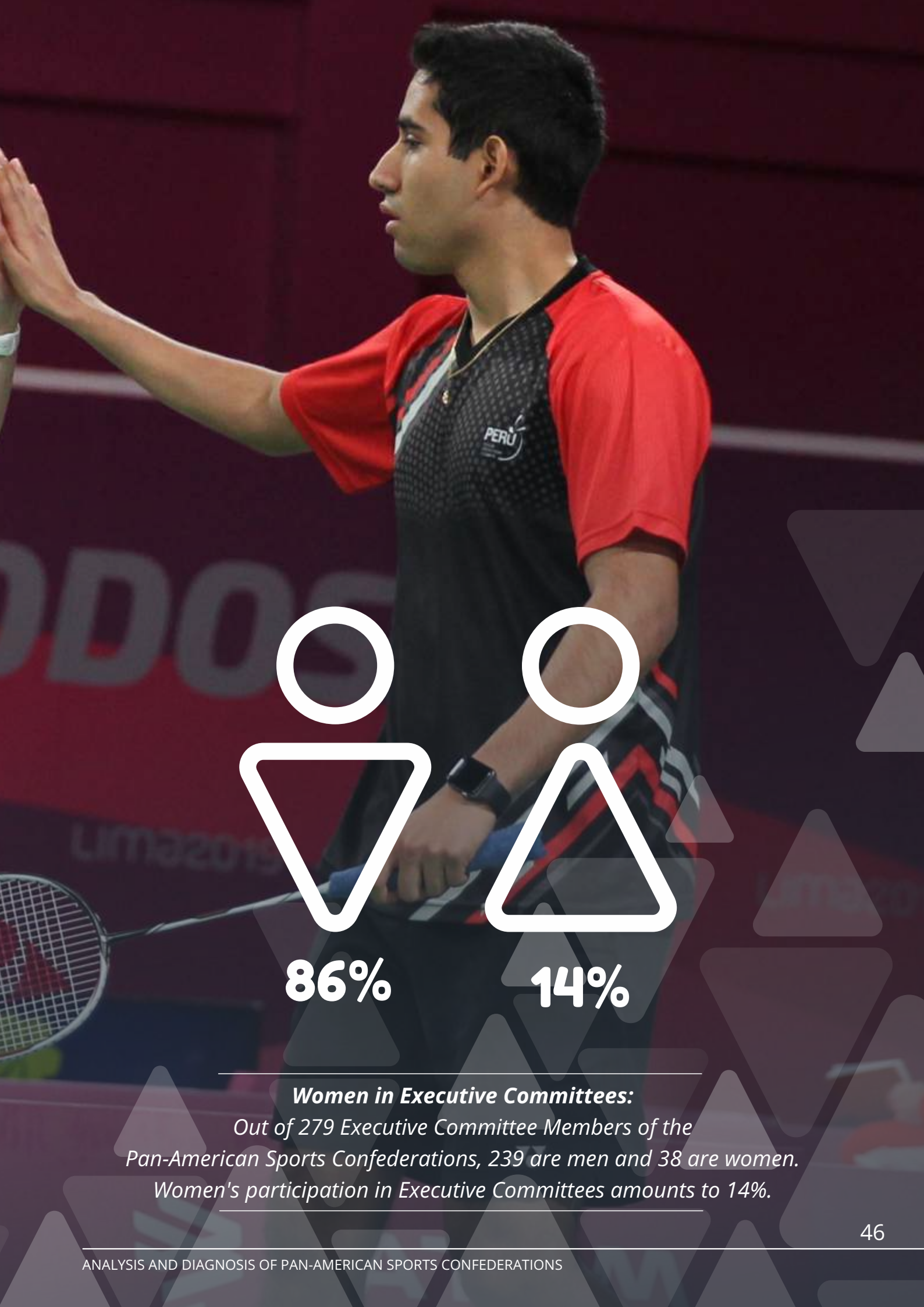
- ▲ Increase continual digital and in-person engagement throughout the athlete journey from youth-sport level to life after sport.
- ▲ Widen engagement from the traditional athletes' entourage (family, coach, doctor, physio), to develop dedicated engagement and support programs targeted at athletes' other wider personnel (such as managers, agents and sponsors).

INCREASE THE RECOGNITION OF OLYMPIANS AND OF THE OLYMPIANS COMMUNITY

- ▲ Strengthen the global and local communities of Olympians using social and digital technologies.
- ▲ Celebrate and raise the individual profile of Olympians at and beyond the Olympic Games, through IOC digital platforms, stakeholders, Olympic partner initiatives, Olympians' own platforms and social projects.
- ▲ Develop assets (digital, purpose-led initiatives) that Olympians can use to promote their status as Olympians.
- ▲ Maintain and make available comprehensive quality biographical performance data profiles of all Olympians.
- ▲ Empower Olympians in acquiring knowledge and developing skills in digital media through Olympic Games-time and online workshops.



GENDER EQUALLY



Women in Executive Committees:

Out of 279 Executive Committee Members of the Pan-American Sports Confederations, 239 are men and 38 are women. Women's participation in Executive Committees amounts to 14%.

On average, the Executive Committees of the Pan-American Sports Confederations have 7 members, with 13 being the largest number of members and 3 the smallest.

The only Pan-American Sports Confederations that have Executive Committees with a majority of women members are Archery, with 2 out of 3 members being women, and Gymnastics, with 10 out of 15 members being women.

No Pan-American Sports Confederation has a balanced gender representation in its Executive Committee. Hockey and Triathlon come closest, both with 5 out of 11 members being women.

Six confederations have established minimum quotas for women's membership in Executive Committees in their statutes:

- FOOTBALL
- HOCKEY
- SKATE
- TRIATHLON
- VOLLEYBALL
- WRESTLING

Baseball and Bodybuilding & Fitness are currently working towards establishing quotas for women's representation in their statutes.

WOMEN'S PARTICIPATION IN COMMISSIONS OF THE PAN-AMERICAN SPORTS CONFEDERATIONS

45%



55%

Only 17 Pan-American Sports Confederations have quotas for women's membership in their Commissions

FROM THE STATUTES OF THE PAN-AMERICAN HOCKEY FEDERATION:

“The Board of Directors will be composed as follows: (i) The President, who will be elected in accordance with article 6.2 of these Statutes; (ii) the Treasurer, who will be elected in accordance with article 6.2 of these Statutes; (iii) eight (8) Ordinary Members, who will be elected by the Congress in accordance with article 6.2 of these Statutes. Of the (8) Ordinary Members of the Board of Directors, four (4) will be women and four (4) will be men; at least one (1) will be from North America, at least one (1) will be from South America, and at least one (1) will be from Central America and the Caribbean. (iv) The Athletes' Representative, who will be appointed by the Board of Directors and will chair the Athletes' Committee; (v) the Managing Director.”

FROM THE STATUTES OF THE PAN-AMERICAN WRESTLING CONFEDERATION:

“The first seven candidates are elected, at least one of whom must be a woman who has obtained a majority of votes or the highest number of votes in the first round.”

FROM THE STATUTES OF THE PAN-AMERICAN TRIATHLON CONFEDERATION:

“17.3 The Executive Committee will be composed as follows:

17.3.1. Four (4) Officials, the President of COSUTRI, the President of UCECATRI, the Representative of the North American National Federations, and three (3) additional members;

17.3.2. a minimum of three (3) women and three (3) men.”.

WOMEN IN SPORT COMMISSION

Only 11 Pan-American Sports Confederations have WOMEN IN SPORT Commissions:

ATHLETICS
BADMINTON
BASQUE PELOTA
BODYBUILDING & FITNESS
BOWLING
KARATE
TABLE TENNIS
TAEKWONDO
TRIATHLON
WATERSKI & WAKEBOARD

29%



71%

4 Pan-American Sports Confederations have DIVERSITY AND INCLUSION Commissions:

BADMINTON
FOOTBALL
TAEKWONDO
TENNIS

EQUALITY IN PRIZES

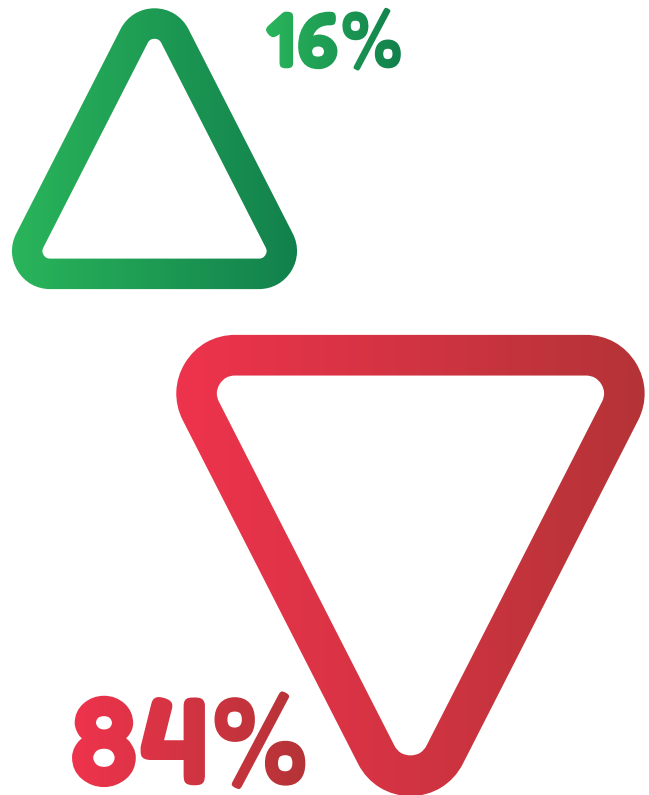
15 Pan-American Sports Confederations offer money prizes in some of their competitions.

Prize money is equal between men and women in 12 of these.

ACTIVITIES ORGANIZATION

Most Pan-American Sports Confederations organize training camps, courses and other educational activities. Only 6 Confederation DO NOT organize this kind of activities.

The majority of these activities are mixed and participation is mostly balanced between men and women, although it is not mandatory and depends exclusively on the National Federations.



PREVENTION OF HARASSMENT AND ABUSE

Most Pan-American Sports Confederations DO NOT have in place policies and procedures for the prevention of harassment and abuse. Only 16 Confederation have in place such policies and procedures.



REGULATIONS IN PAN-AMERICAN SPORTS CONFEDERATIONS AND NATIONAL FEDERATIONS

There are four sorts of cases in this regard:

- 1) Cases where both the Pan-American Sports Confederation and its affiliated National Federations have in place such regulations.
- 2) Cases where the Pan-American Sports Confederation has in place such regulations, but its affiliated National Federations do not.
- 3) Cases where the Pan-American Sports Confederation does not have in place such regulations, but its affiliated National Federations do;
- 4) Cases where neither the Pan-American Sports Confederation nor its affiliated National Federations have in place such regulations.

For example:

- ▲ In the cases of Aquatics, Cycling, Bodybuilding & Fitness, Football, Gymnastics and Judo, both the Confederation and the National Federations have in place such regulations.
- ▲ In the cases of Canoe and Waterski & Wakeboard, the Pan-American Sports Confederation has in place such regulations, but the National Federations do not.
- ▲ In the cases of Athletics, Baseball, Equestrian and Handball, even though the Pan-American Sports Confederation does not have in place such regulations, the National Federations include these in their statutes.

We recommend that all Pan-American Sports Confederations have in place regulations for the prevention of harassment and abuse.

22 Confederation have yet to implement such policies and procedures. Likewise, we also recommend that National Federation have in place similar regulations.



RECOMMENDATIONS ABOUT GOVERNANCE ROLES

The IOC has put in place a work plan that seeks to increase women's participation in governance roles inside sports organizations in general as well as in executive board positions, introducing specific mechanisms for the electoral process for IOC Membership and recommending that National Olympic Committees and International Federations adopt similar electoral processes.

Among the recommendations related to these processes are:

- ▲ The Olympic Movement partners should review their electoral processes with a view to developing strategies for gender-balanced representation in their governance bodies.
- ▲ The IOC and Olympic Movement stakeholders should address the issue of marginalization by women and men sharing responsibility for the implementation and sustainability of gender equality in their organizations and ensuring women have roles of influence and decision-making responsibilities in the organisation's administration and governance.

Some examples of actions are:

- ▲ A representative from the IOC Women in Sport Commission should be included as a member of the IOC Members Election Commission.
- ▲ Transition the composition of the IOC Executive Board and the composition of the Vice-President positions into an equal representation of women and men.
- ▲ A target of 30 per cent women's participation in decision-making positions is recommended.
- ▲ The National Olympic Committees and the International Federations to be required to submit one female candidate for every male candidate nominated to fill one of the 15 NOC and 15 IF member positions up for election.

RECOMMENDATIONS RELATED TO SPORT

COMPETITION FORMAT AND TECHNICAL RULES:

Ensure the competition format related to distances, duration of competitions segments, number of rounds, etc. between women and men are as equal as possible.

UNIFORMS:

Ensure that competition uniforms reflect the technical requirements of the sport and do not have any unjustifiable differences.

EQUIPMENT:

Wherever possible, the sport-specific equipment and apparatus between men and women should be the same.

TECHNICAL OFFICIALS:

Balanced gender representation of participating Technical Officials.

COACHES:

Balanced gender representation for coaches selected to participate at the Games.

VENUES AND FACILITIES:

Ensure that women and men use the same venues and fields of play where possible.

COMPETITION SCHEDULE:

Equal representation of women's and men's events in the competition schedule.

MEDICAL:

To ensure equal treatment of female and male athletes, medical testing and/or studies should be conducted on both genders when exploring such matters as health and safety issues, equipment and apparatus changes.

SAFEGUARDING ATHLETES FROM HARASSMENT AND ABUSE IN SPORT:

Prevention of Harassment and Abuse in Sport, which includes prevention of gender discrimination, to be considered for inclusion in the IOC Basic Principles of Good Governance.

CAREER TRANSITION:

Develop a strategic plan focused on the transition of female Olympians into their post-competition career and maximise the use of existing programmes.

RECOMMENDATIONS OF THE PREVENTION OF HARASSMENT AND ABUSE IN SPORT COMMISSION OF ACODEPA:

http://acodepa.org/en/commissions/abuse_and_harassment



PREVENTION AGAINST DOPING

When we asked the Pan-American Sports Confederations if they have in place education programs for the prevention against doping in sports, **20 answered that they DO have in place such programs and 17 that they DO NOT.** We recommend that all Confederations have in place such programs.

Among the Pan-American Sports Confederations that have in place anti-doping education programs, many participate in programs of their respective International Federation. Other Confederations have their own programs, or they promote participation in the programs offered by WADA.

This is a most important issue. If a Confederation does not have the resources to put in place their own programs, we suggest that they find out if their International Federations offer programs that they can participate in. Another valid option is using the different tools offered by WADA, from materials to courses and certifications.

54%



46%

RECOMMENDATION 5

OF THE OLYMPIC AGENDA 2020+5

“TO REINFORCE SAFE SPORT THROUGHOUT THE OLYMPIC MOVEMENT TO PROTECT THE PHYSICAL AND MENTAL WELL-BEING OF ATHLETES.”

- ▲ Implement the International Safeguarding Officer In Sport Certificate.
- ▲ Support the implementation of safeguarding policies and procedures amongst all stakeholders.
- ▲ Encourage Olympic Movement constituents to establish a Safeguarding Officer position within their organisations and to fill such positions with an Officer certified through the International Safeguarding Officer In Sport Certificate.
- ▲ Support NOCs through Olympic Solidarity to deliver safeguarding education for their national stakeholders (in particular athletes and entourage) through webinars, courses and international scholarships.
- ▲ Increase mental health support programmes for elite athletes and their entourage.
- ▲ Promote the physical and mental health benefits of sport, leveraging the partnership with the World Health Organization (WHO).
- ▲ Continue to support World Anti-Doping Agency (WADA) and International Testing Agency (ITA) development and implementation of anti-

doping programmes, including towards professional leagues and college sport.

- ▲ Support joint funding from the Olympic Movement and public authorities for more effective methodologies with deterrent effect (innovative testing, intelligence and investigations).

RECOMMENDATIONS OF THE ANTI-DOPING COMMISSION OF ACODEPA

<http://acodepa.org/en/commissions/anti-doping>



PREVENTION OF MANIPULATION OF COMPETITIONS

The IOC is committed to developing programmes and initiatives to ensure that every athlete can train and compete in a safe sporting environment – one that is fair, equitable and free from all forms of harassment and abuse.

A key result of Olympic Agenda 2020 is that significant funding has been allocated to safeguarding and protecting clean athletes with tangible improvements observed.

Over USD 250 million is now spent on anti-doping by the Olympic Movement in each Olympiad. This has resulted in tangible progress being made in many areas, including the storage of samples and retesting, which now includes pre-Games testing of samples. Equally the independence of anti-doping has been reinforced by the establishment of the International Testing Agency (ITA), to which the IOC contributed USD 30 million in establishment funding. Today, the ITA works with 51 sports organisations, including 25 Olympic International Federations.

In the future, it will be important to reinforce the message that it is WADA and the ITA who are responsible; the IOC will continue to support joint funding with public authorities while focusing on innovating testing, intelligence and investigation.

Alongside anti-doping, there has also been increased focus among Olympic stakeholders on the importance of preventing manipulation of competition, not only as a means to safeguard the credibility of competitions, but above all as a necessity to protect clean athletes.

Today, all Olympic International Federations and a number of non-Olympic International Federations are now in formal compliance with the Olympic Movement Code on the Prevention of Manipulation of Competition, approved by the IOC in 2015.

However, the risk of competition manipulation is increasing with the expansion of internet-based sports betting. Implementation of monitoring and protection needs to increase as a result, with priority given to strengthening awareness-raising for athletes, their entourage and sports officials, including judges and referees. This will be a key focus moving forward.

In parallel, an emphasis on raising awareness within law enforcement and criminal justice systems is also needed. The IOC cannot do this alone. Partnerships with other authorities is key, including Interpol and the United Nations Office on Drugs and Crime (UNODC).

RECOMMENDATION 5

OF THE OLYMPIC AGENDA 2020+5

“EXPANDING CURRENT EFFORTS TO PROTECT CLEAN ATHLETES”

- ▲ Strengthen the prevention of manipulation of competitions in partnership with Interpol and the United Nations Office on Drugs and Crime (UNODC).
- ▲ Increase awareness and education on integrity, ethical principles and prevention of manipulation of competitions for athletes, their entourage and all officials, including judges and referees.
- ▲ Encourage IFs to assess and enhance their refereeing and judging systems.
- ▲ Encourage IFs to have clear and transparent rules and regulations on technological manipulation and the consequences of their infringement.





CLOSING REMARKS FROM THE SECRETARY GENERAL OF ACODEPA **ALBERTO “COCO” BUDEISKY**



In our permanent quest for excellence at the Association of Pan-American Sports Confederations, we have dedicated time and effort to be able to provide this tool that we are sharing with you. The information has been compiled by topic in order to allow a clearer overview of the data and make the recommendations offered more effective.

Much work is still to be done, and our responsibility as authorities of ACODEPA is to offer everything in our power so that all Pan-American Sports Confederations, both the most developed and those that are less developed, as long as they have the will to grow and to improve, can find support in ACODEPA to do so.

We ask for everyone's participation to continue improving, either through initiatives like this one, or by any other means that they may consider we should implement.

I want to thank everyone who answered the survey, and ask them to keep in touch so that we can keep moving forward.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Alberto Budeisky', written in a cursive style.

ALBERTO BUDEISKY
ACODEPA Secretary General

CONCLUSIONS

In the uncertain context in which we currently find ourselves, the speed at which change occurs in the world keeps surprising us every day. This is why we need to be able to adapt quickly to a changing environment, to new realities, needs and demands.

This survey made it possible to diagnose the current state of each one of the organizations affiliated to ACODEPA and to arrive at a complete picture of all of them as one subject of study. With the results obtained, it was possible to assess which areas can be improved in order to have better chances of achieving the desired objectives and implementing good governance practices, keeping in mind that each step forward, each improvement with a positive impact made by a Pan-American Sport Confederation will be beneficial not only to the organization, but to the entire Sports and Olympic Movement in the Americas.

It is encouraging that all the affiliated sports participated in the survey, and that from the time it was completed to the present date, several Pan-American Sports Confederations have been actively working to bring about improvement in different areas of their organizations.

At ACODEPA we hope that this document will be useful, and that the leaders and staff of the Pan-American Sports Confederations adopt its recom-

mendations, acting quickly to identify and implement the reforms that they consider appropriate to put into practice, taking into account their particular needs and giving priority to those areas that can improve the management and administration of their sport.

There are two words that I consider key to charting a roadmap: **PROFESSIONALIZATION and PASSION.** If we continue to strive for improvement with these two words as pillars of our efforts, plans, projects, programs and strategies, the end result will hardly be far from success.

As we have said from the beginning, the technical and administrative areas of ACODEPA are at your disposal and service, ready to cooperate with you in order to continue growing together, because with strong and solid Pan-American Sports Confederations, sport in the Americas can only move forward in its path to an integral development.



YURI MAIER
ACODEPA Sport Manager



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You can find this document online by scanning the following QR Code.

