



**SURVEY RESULTS:**  
**ORGANIZATION AND SERVICES**  
XVIII PAN-AMERICAN GAMES  
LIMA 2019



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## PRESENTATION

By suggestion and request of the Panam Sports Technical Commission, the Association of Pan American Sports Confederations (ACODEPA) conducted a survey related to the organization and services provided during the XVIII edition of the Pan-American Games, which took place in the city of Lima, during the months of July and August of this year.

Therefore, the Technical Sports Manager, together with the Chairman and Secretary of the Executive Committee of ACODEPA proceeded to design a questionnaire, which served as a basic input to prepare this document.

For the new administration of ACODEPA it is very pleased to be able to collaborate with Panam Sports, its Technical Commission and the Organizing Committee of Santiago 2023, providing this study as a modest contribution to improve the organization and services required by the Pan American Sports Confederations, understanding that every process can be improved and, therefore, we will always be looking to overcome the goals achieved.

We recorded our thanks to all the colleagues of the Pan American Sports Confederations who collaborated by providing the required information. Likewise, to our Sport Manager, Mr. Yuri Maier, for the work of data collection, tabulation and interpretation.

Kind regards



**MSc. Francisco Eduardo Lee López**  
*President*

## OVERALL OBJECTIVE

1. Contribute to Panam Sports, its Technical Commission, Santiago 2023 Organizing Committee and Pan American Sports Confederations, to ensure the highest degree of approval in the next Pan American Sports Games.

## SPECIFIC OBJECTIVES

- Know the weaknesses and strengths of the organization and services provided in Lima 2019.
- Identify the most relevant aspects subject to corrections.
- Establish proposals for a solution to the difficulties encountered.
- Provide information to the Organizing Committee Santiago 2023, useful for the work they are developing.
- To serve as a communication channel between the Pan-American Sports Confederations and Panam Sports, in terms of knowing their opinions and experiences during the last Pan-American Game.

## METHODOLOGY

This study was based on the survey technique, which had a total of 19 questions. The submitted questionnaire is included as an [annex](#) (pag. 41) to this document.

- Study Group: Sport included in the Sports Programme of the XVIII Pan-American Games.
- Survey Dates: From August 30th to November 5th 2019.
- Recollection tool: Electronic (Google Forms)
- Total of Sport Pan-American Confederations: 37 (Of all the sports that were part of the sports program of the XVIII Pan American Games Lima 2019, only missing is Softball).
- 4 sports doubled their responses to differentiate their disciplines, giving a total of 41 submitted surveys.

## CONFEDERATIONS INVOLVED IN THE SURVEY

The questionnaire was answered by 37 representatives of Pan-American Federations/Confederations, as follows

Confederation	Name and charge in the Confederation
UNITED WORLD WRESTLING AMERICAS	Yuri Maier - Sport Manager
PAN-AMERICAN MODERN PENTATHLON CONFEDERATION	Jorge Salas - President
PAN-AMERICAN GYMNASTIC UNION	Naomi Chieko Valenzo Aoki -President
PAN-AMERICAN JUDO CONFEDERATION	Carlos Zegarra - Sport Director
PAN-AMERICAN SQUASH FEDERATION (FPS)	Francisco Paradisi - President
PAN-AMERICAN RACQUETBALL CONFEDERATION	Marcelo Gomez Pacheco - President
AMERICAN BOXING CONFEDERATION (AMBC)	Oswaldo Bisbal - President
WORLD SKATE AMERICAS	Carlos Mauricio Torres Galvis - Speed Skate Director Artistic Director
PAN-AMERICAN PELOTA VASCA CONFEDERATION	Cr. Marcello Filipeli - President
AMATEUR SWIMMING UNION OF THE AMERICAS - UANA	Dale Neuburger - President
PAN-AMERICAN WEIGHTLIFTING FEDERATION	Willian Ozuna - President
WORLD ARCHERY AMERICAS	Sergio Font - Secretary General
PAN-AMERICAN CANOE CONFEDERATION	Joao Tomasini Schwertner - President

PAN-AMERICAN ROWING CONFEDERATION	Fernando Ucha - President
PAN-AMERICAN HOCKEY FEDERATION	Laura Macchiotti - Events and Development Coordinator
RUGBY AMERICAS	North America Vice - President
PAN-AMERICAN CYCLING CONFEDERATION	José M. Pelaez - President
FIBA AMERICAS	Technical Delegate
PANAM BOWLING	Martin Faba - Presidente
SOUTH AMERICAN TENNIS CONFEDERATION	Rodrigo Valdebenito - Sport Manager/Technical Delegate
SOUTH AMERICA AND CENTER HANDBALL CONFEDERATION	Marcelo Mancilla - President
PAN-AMERICAN FENCING CONFEDERATION	Sport Director Melissa Alvarenga - Executive Secretary
INTERNATIONAL TABLE TENNIS FEDERATION (ITTF)	Competition Manager
PAN-AMERICAN VOLLEYBALL UNION	Marcelo Wangler - Executive Director
PAN-AMERICAN SURF ASSOCIATION	
PAN-AMERICAN KARATE FEDERATION	Technical Commission President
PAN-AMERICAN BASEBALL CONFEDERATION	Nemesio Porras - President
PAN-AMERICAN BODYBUILDING AND FITNESS CONFEDERATION	Eduardo Abdalah - President
PAN-AMERICAN ATHLETICS FEDERATION	Marcos Oviedo - Vice President
TRIATHLON AMERICAS	Liber Garcia - President
PANAM SAILING	John Bennett - President
PAN-AMERICAN SHOOTING CONFEDERATION	Vice-president/Technical Delegate
PAN-AMERICAN TAEKWONDO FEDERATION	Ji Ho Choi - President
PAN-AMERICAN WATERSKI AND WAKEBOARD CONFEDERATION	Jeffry Armstrong - President
PAN-AMERICAN BADMINTON CONFEDERATION	Vishu Tolan - President Pilar Carrillo - Technical Delegate
CONCACAF	Carlos Fernandez - International Technical Delegate
PAN-AMERICAN EQUESTRIAN CONFEDERATION	Daniela Garcia Nigaglioni - Secretary General

## SURVEY RESULTS PER ITEM

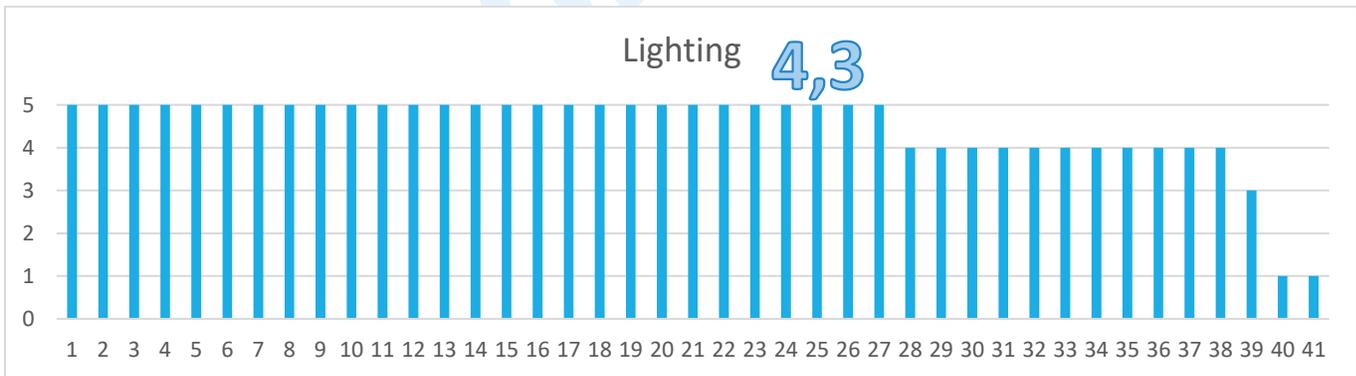
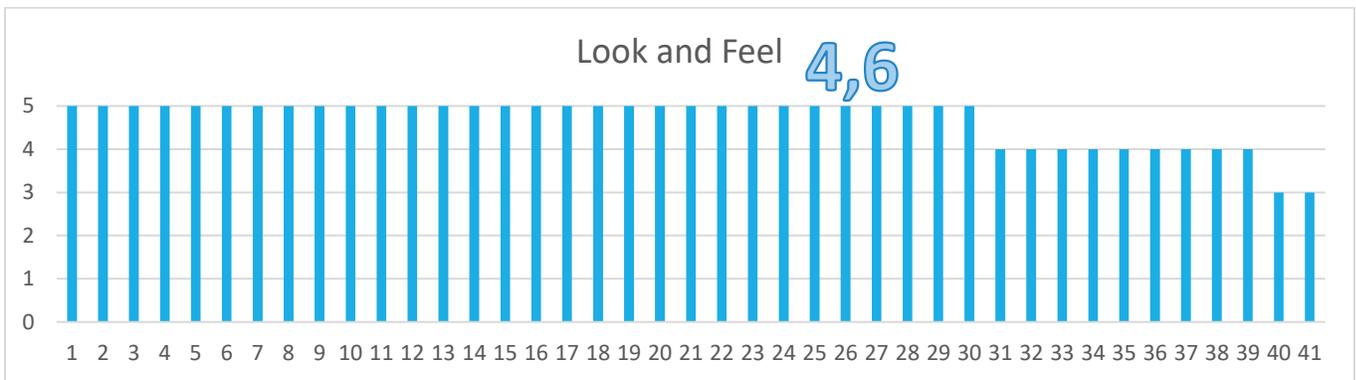
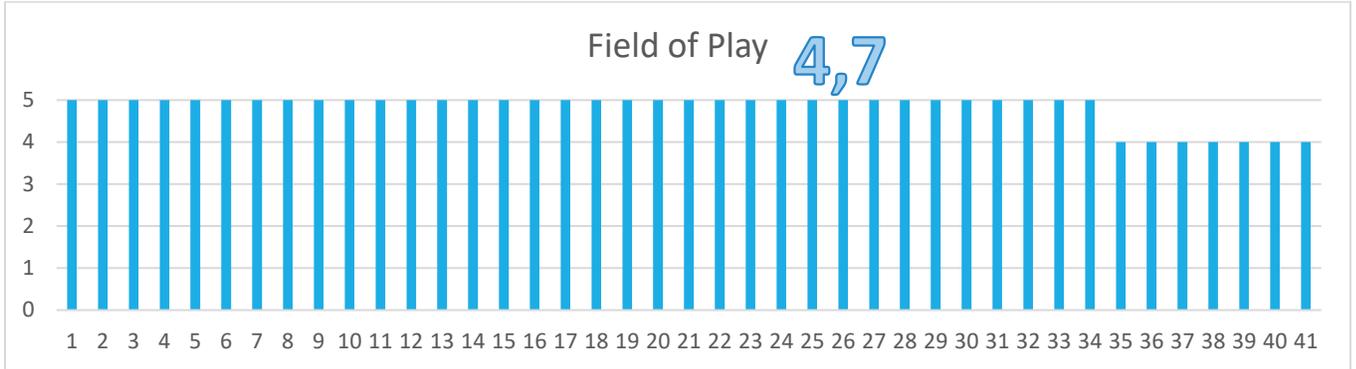
Results order according to the assessment, being

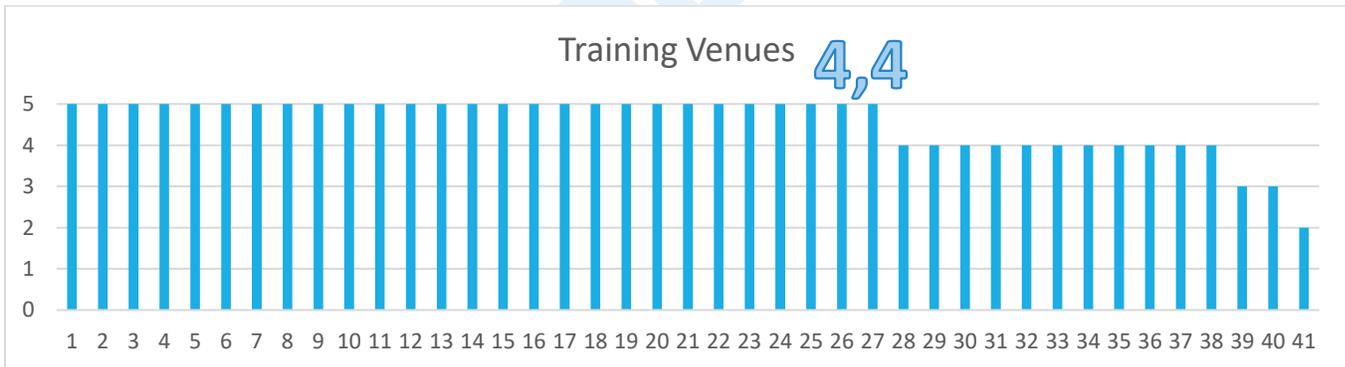
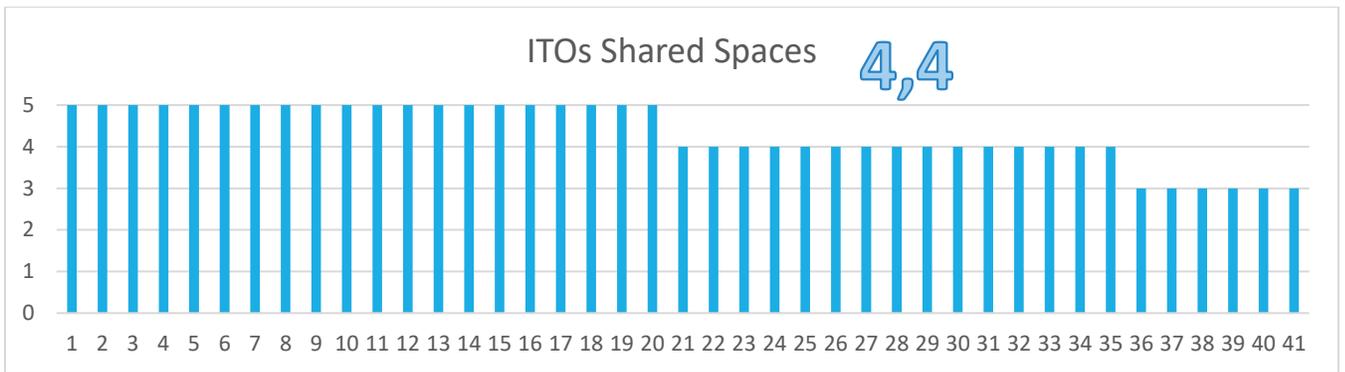
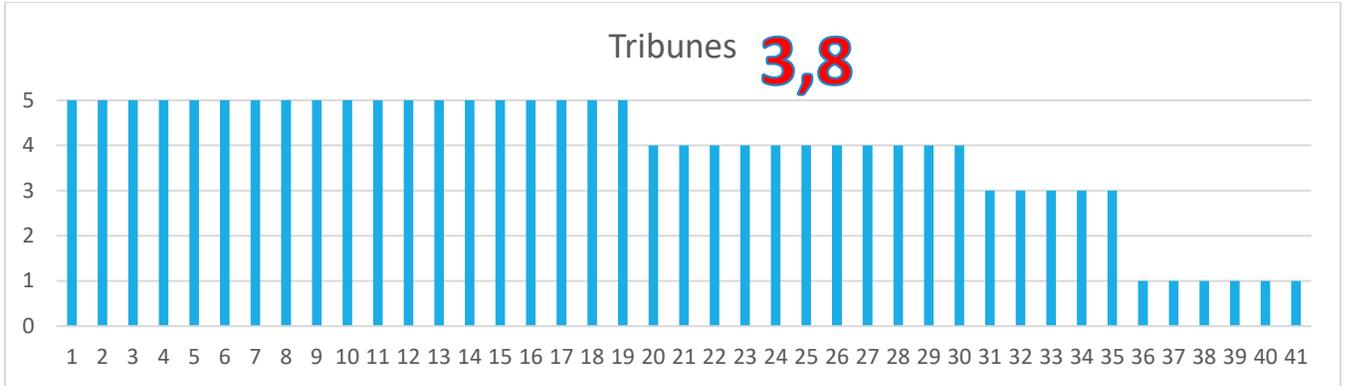
- 5 = Excellent
- 4 = Very Good
- 3 = Good
- 2 = Regular
- 1 = Bad

ACODEPA

## SPORT VENUES (4,3)

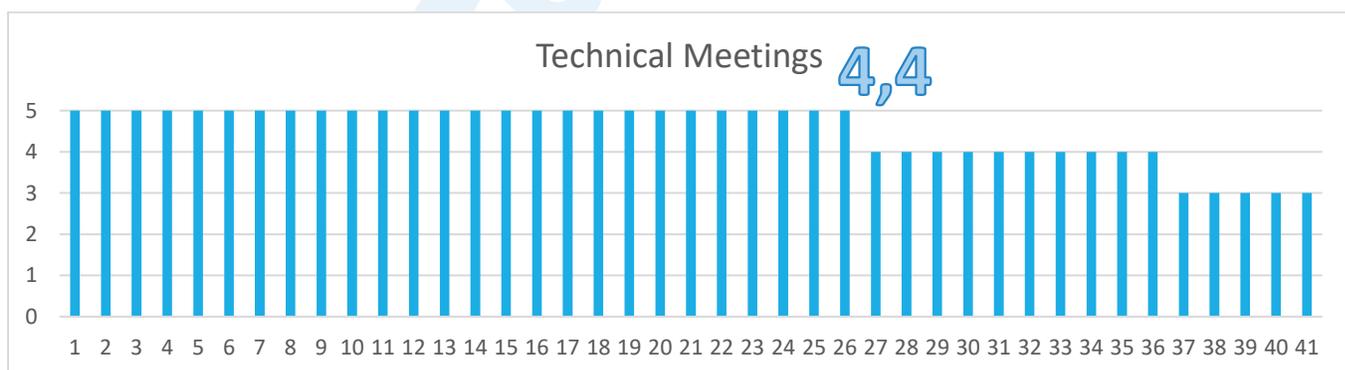
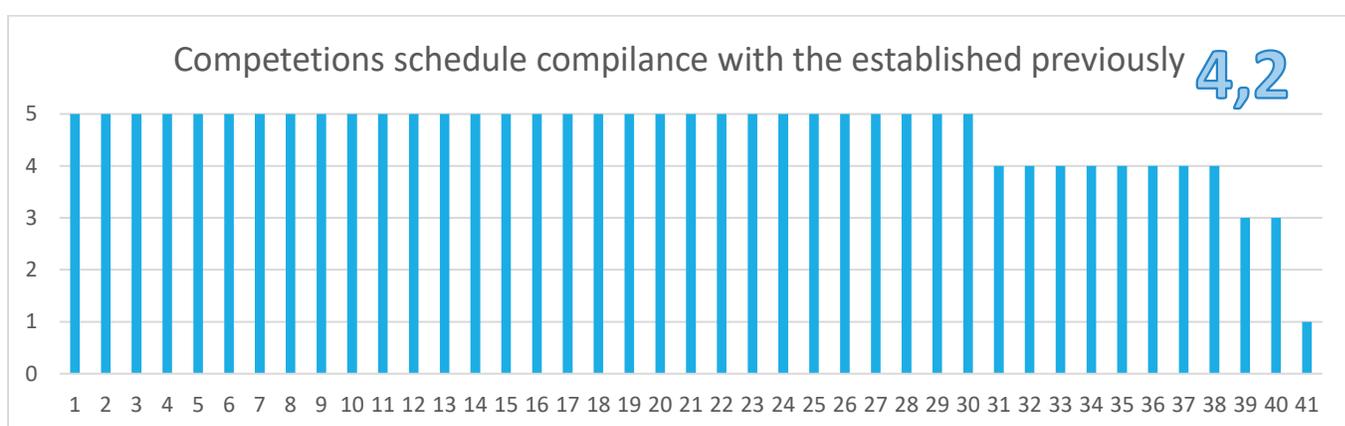
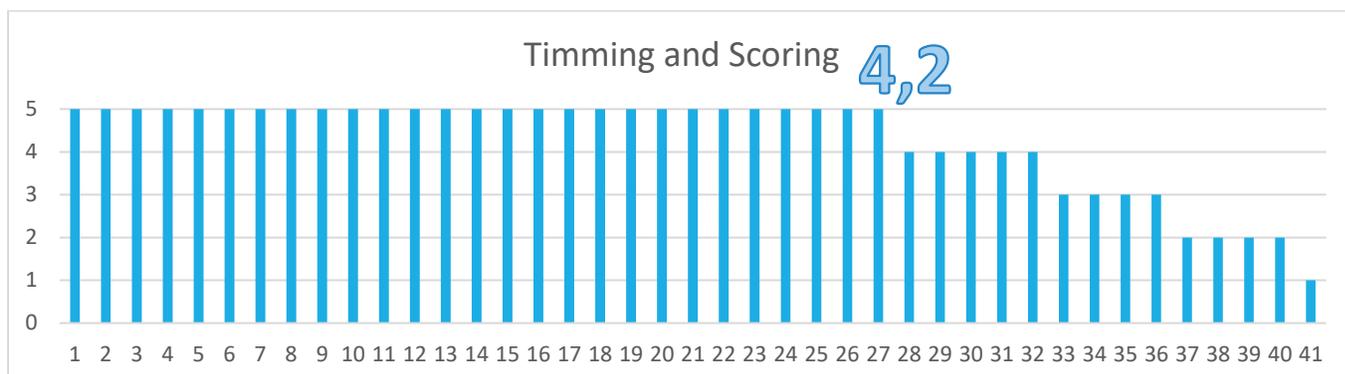
For Sport Venues, the opinion of the Federations/Confederations is summarized in:

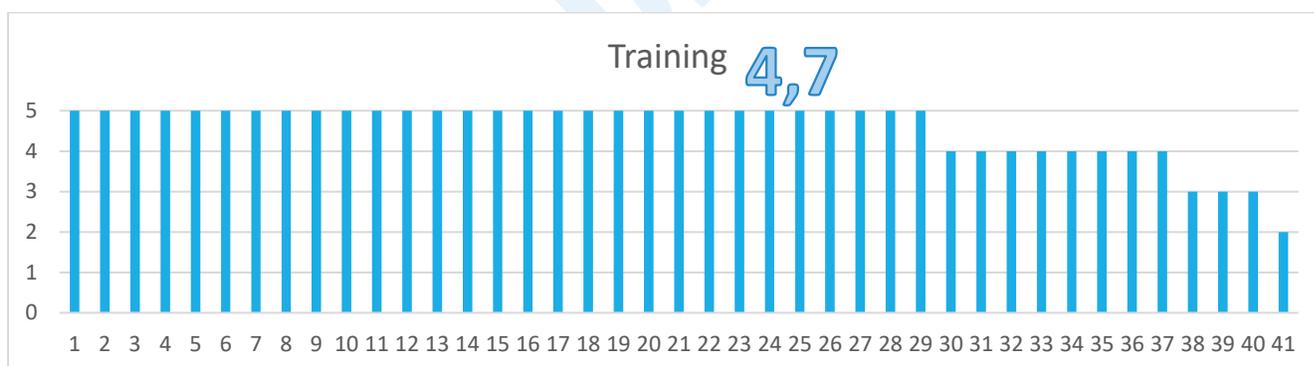
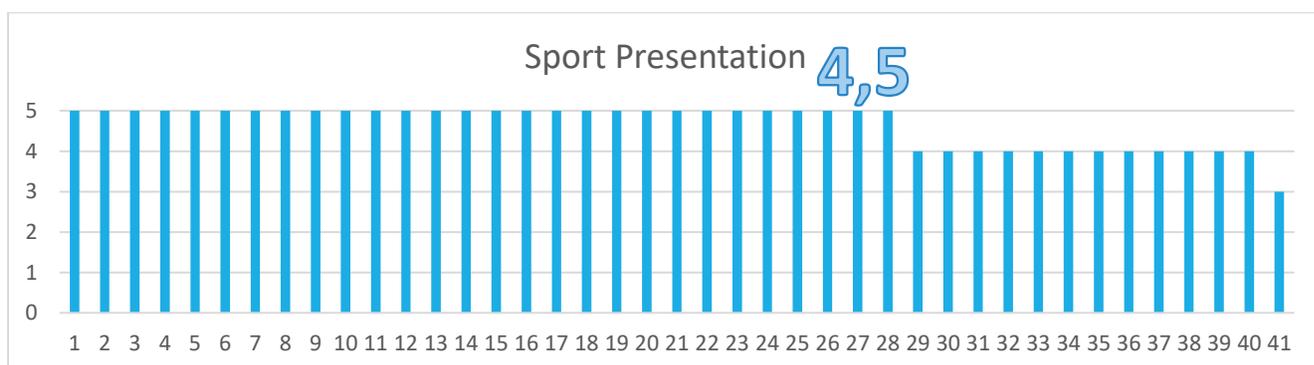
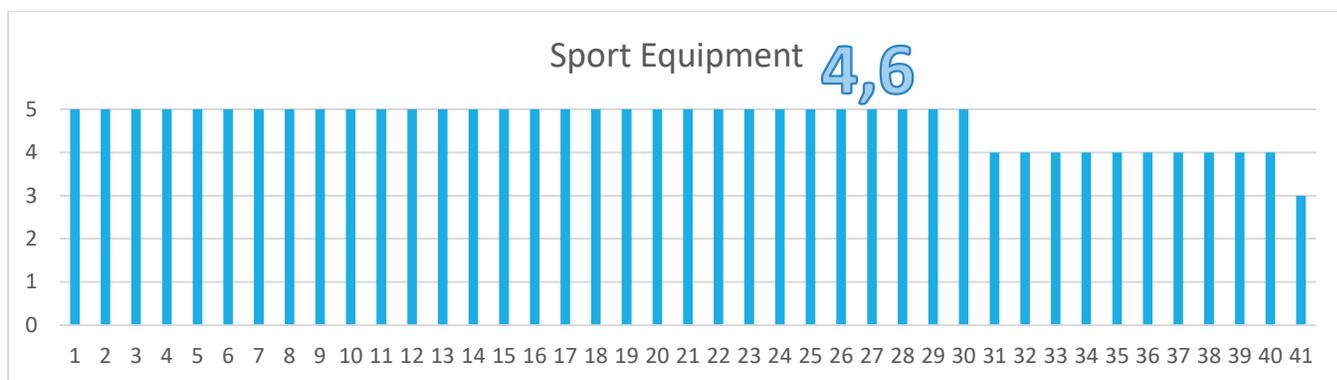




## SPORT COMPETITION (4,4)

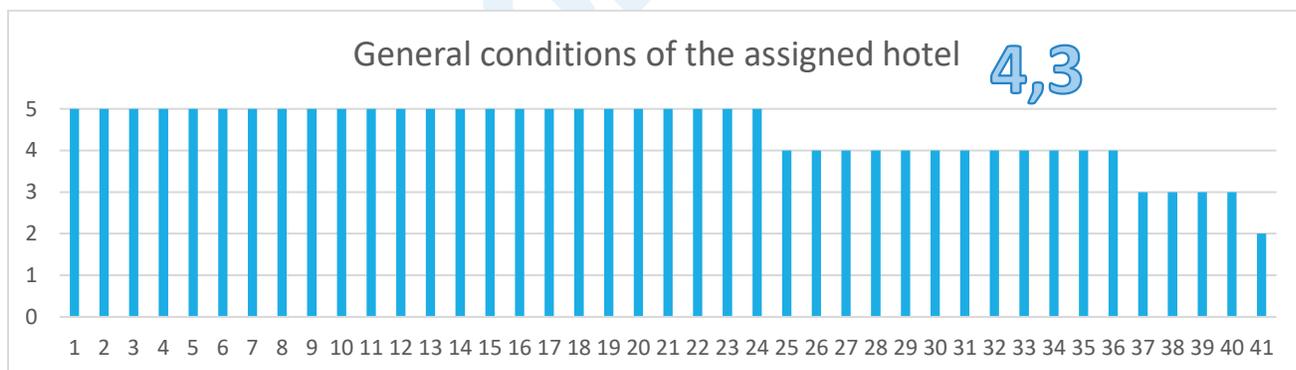
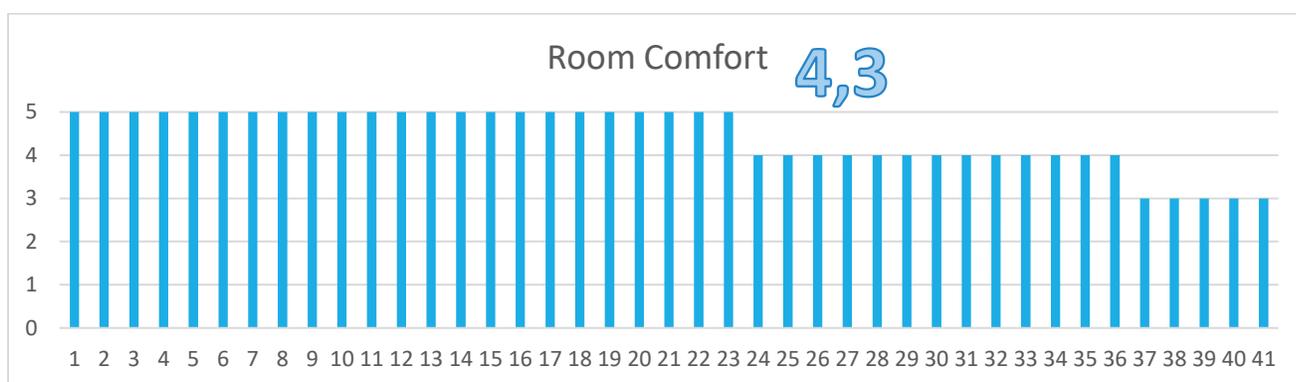
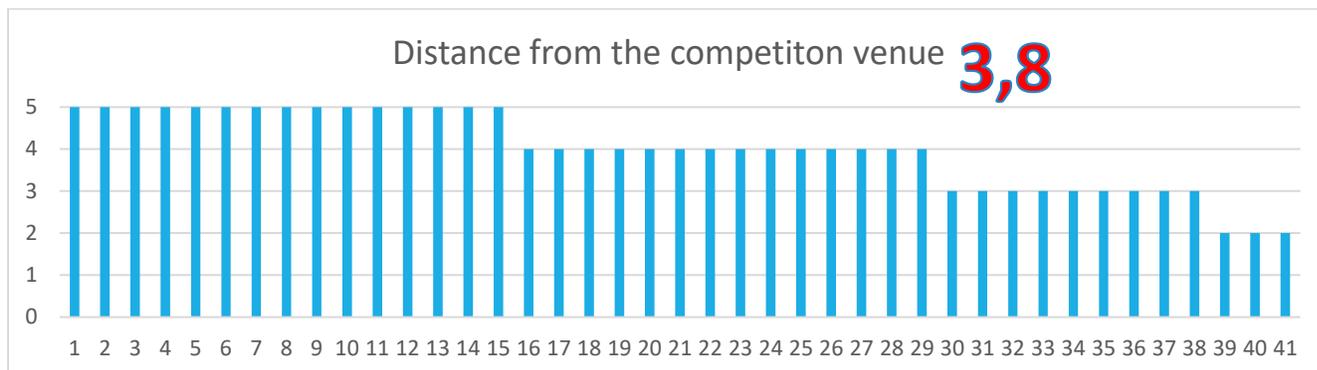
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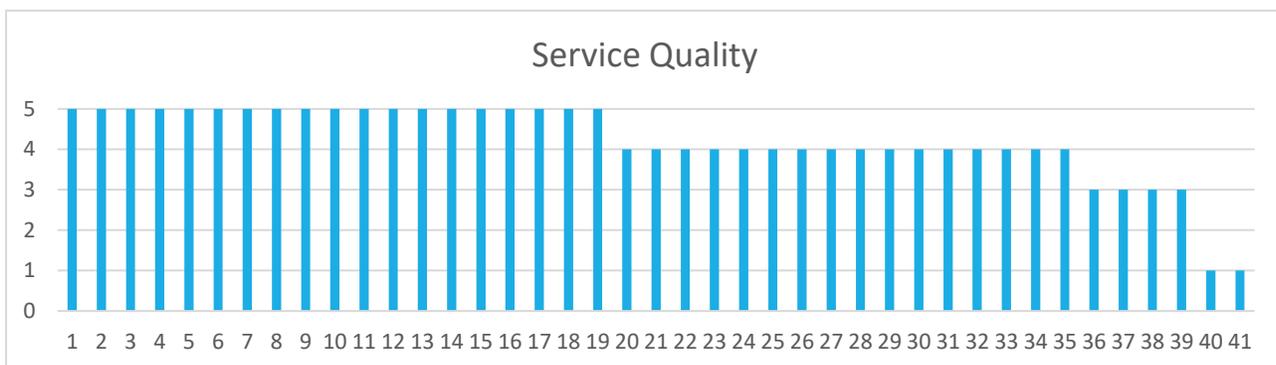
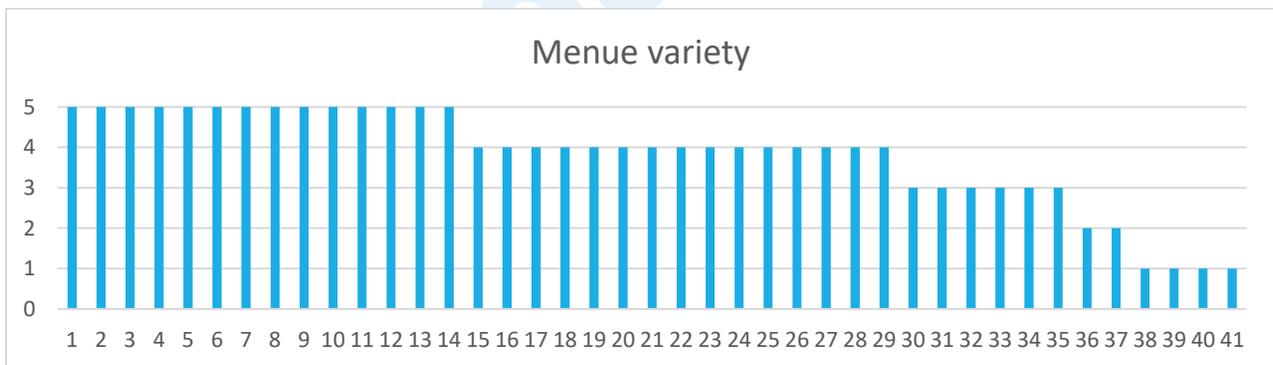
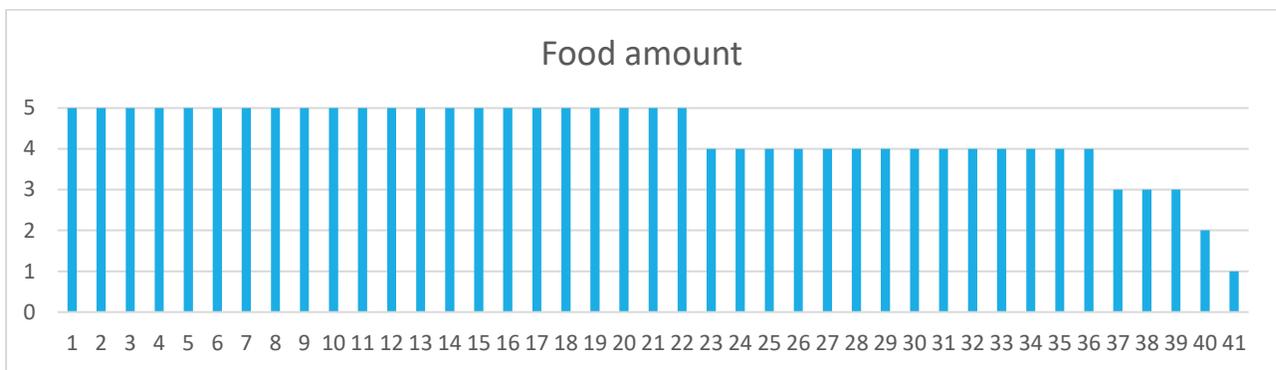
## ACCOMMODATION (4,1)

For Accommodation, the opinion of the Federations/Confederations is summarized in:



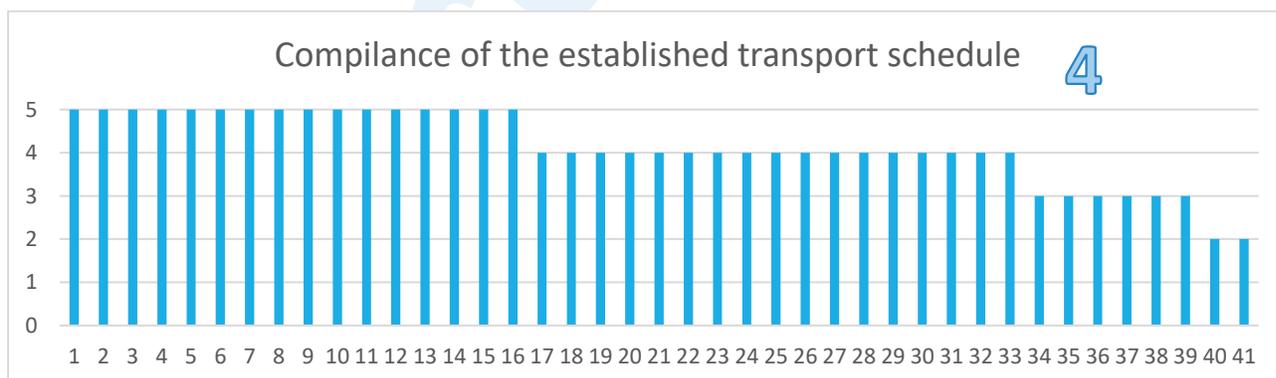
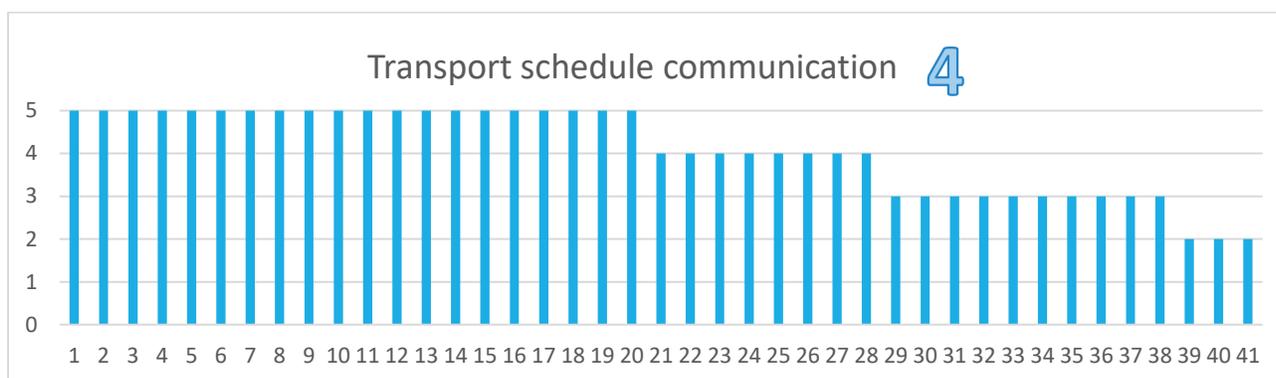
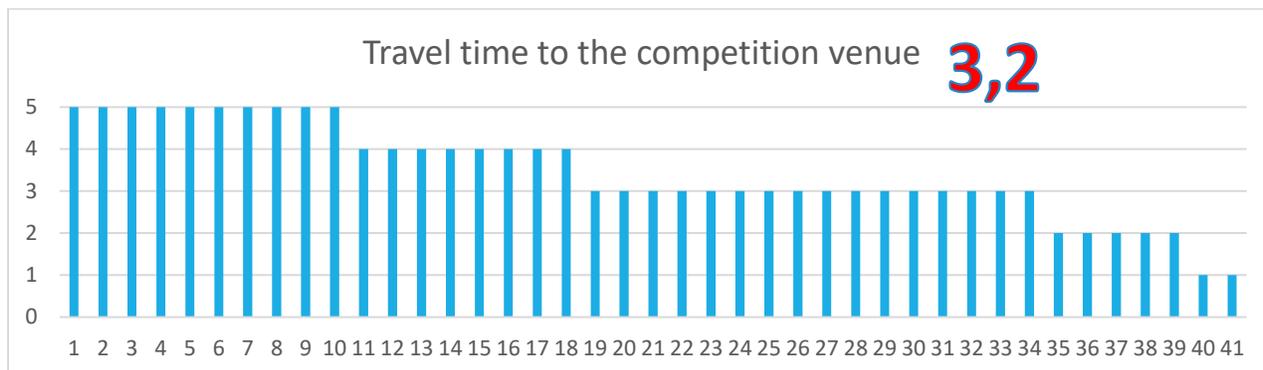
## FOOD AND BEVERAGE (3,9)

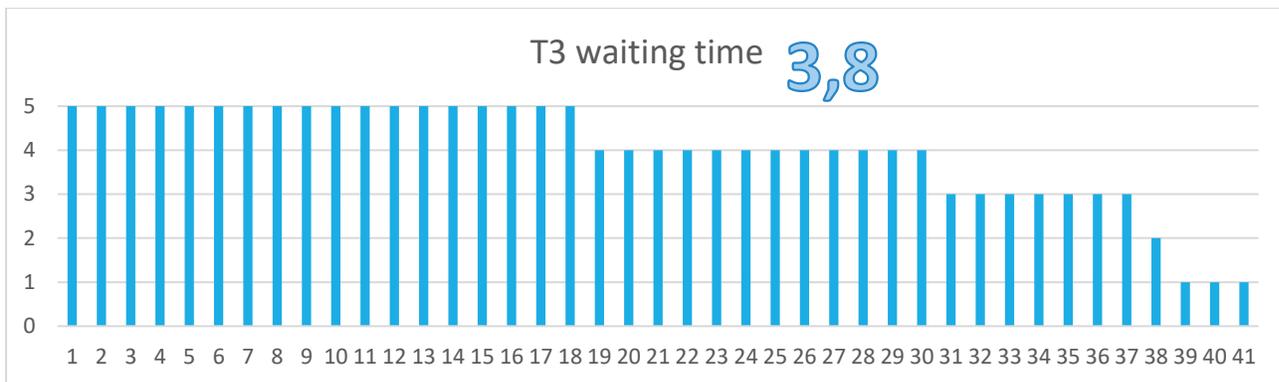
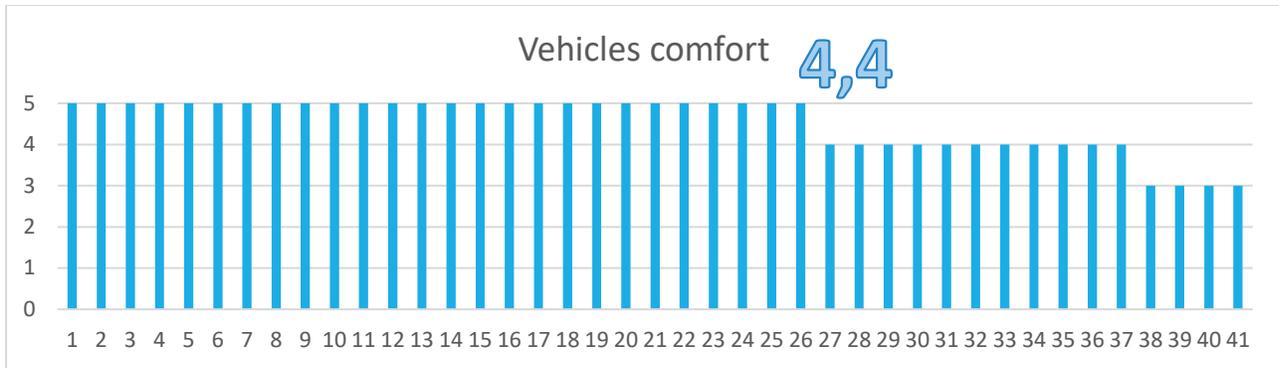
For Food and Beverage, the opinion of the Federations/Confederations is summarized in:



## TRANSPORT

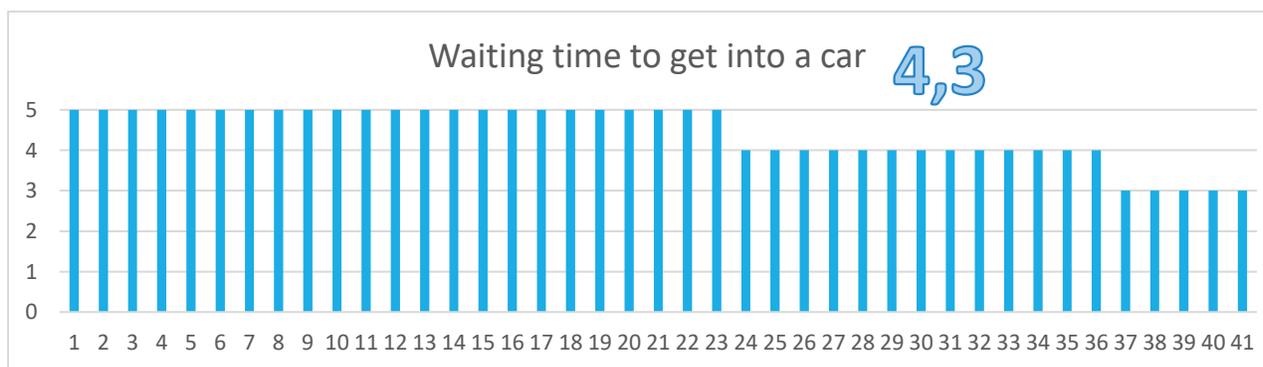
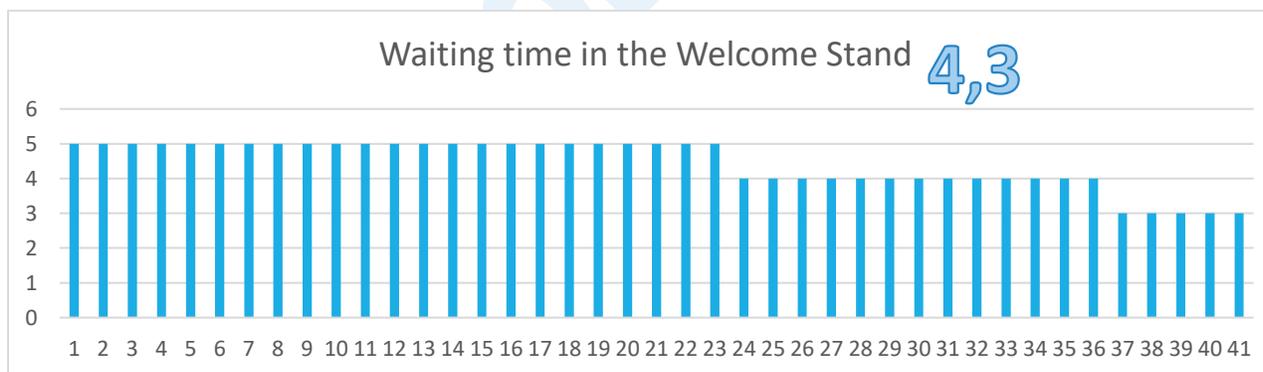
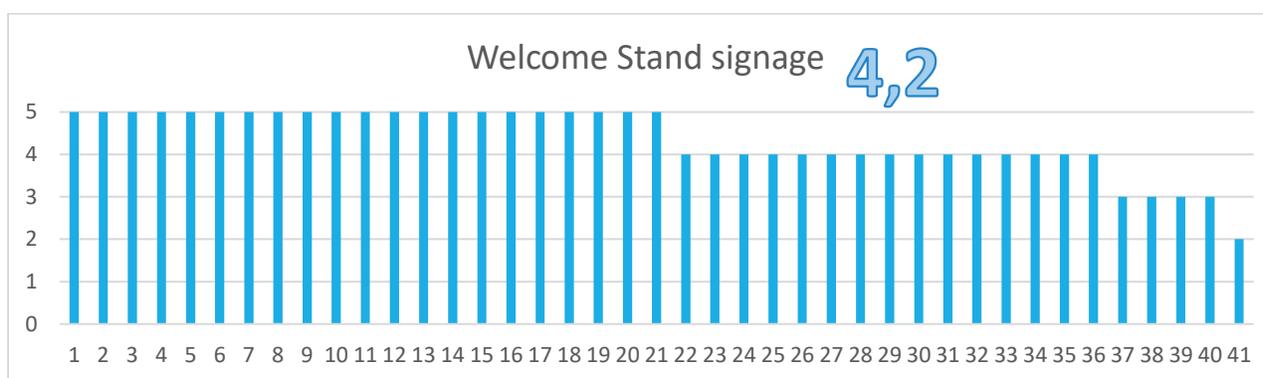
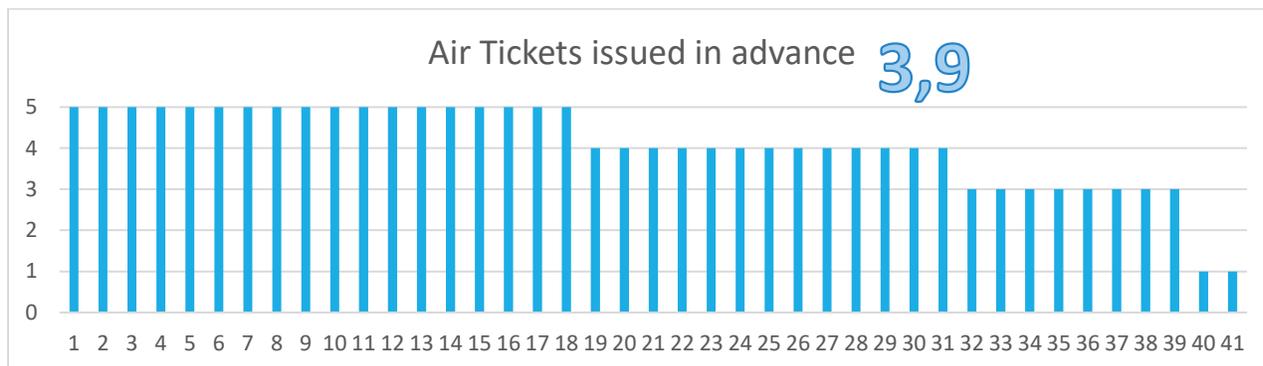
For Transport, the opinion of the Federations/Confederations is summarized in:

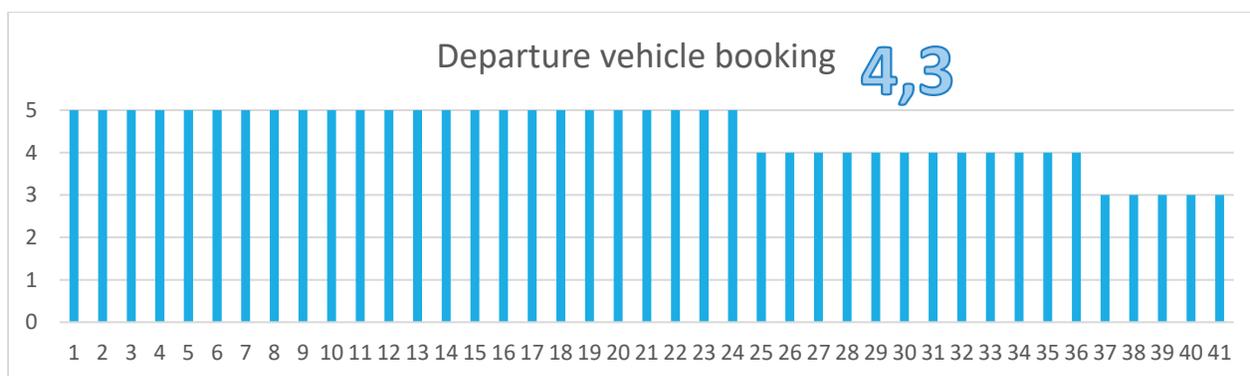
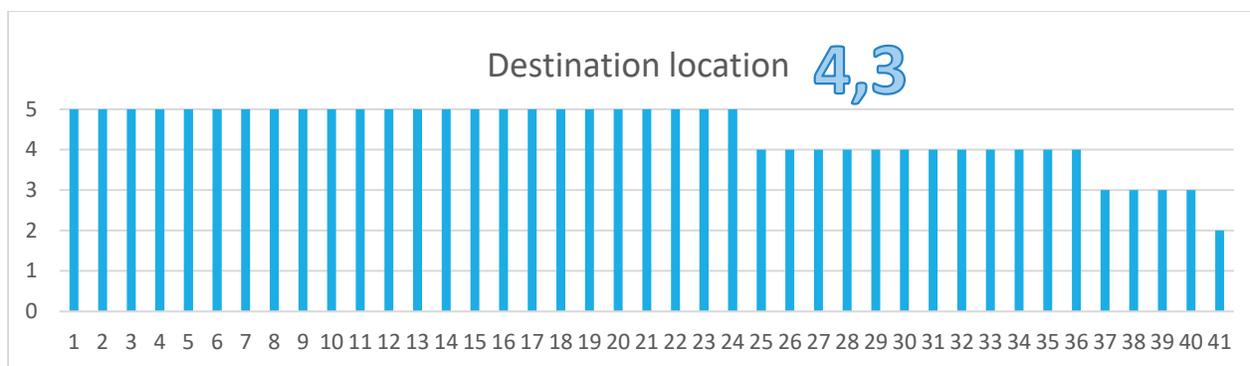




## ARRIVALS AND DEPARTURES (4,2)

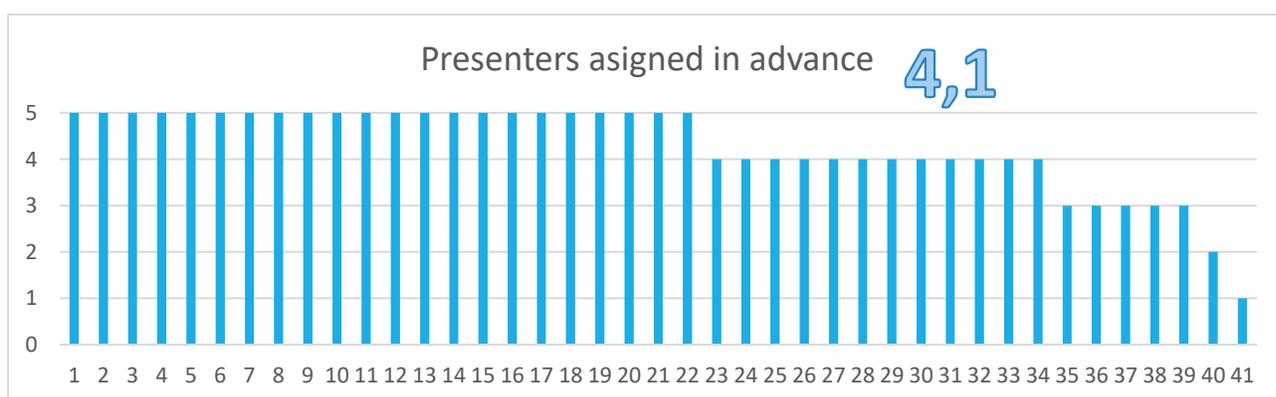
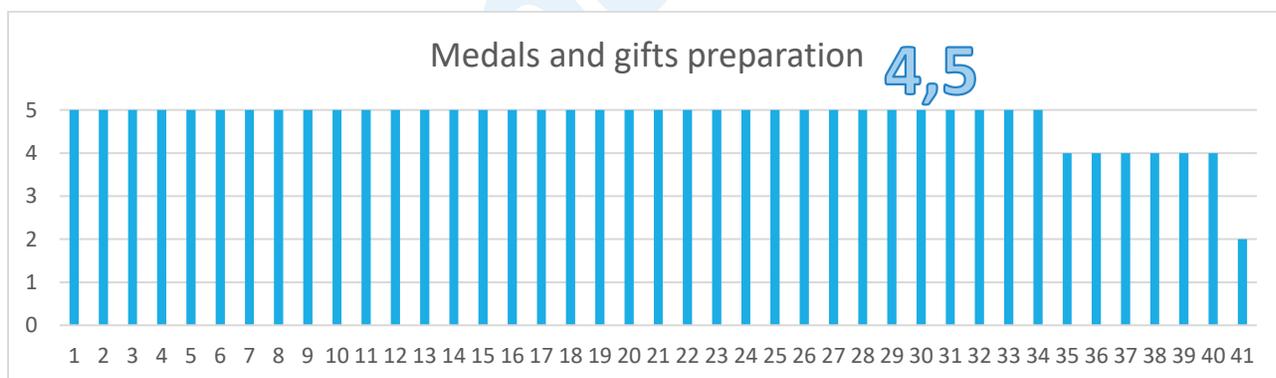
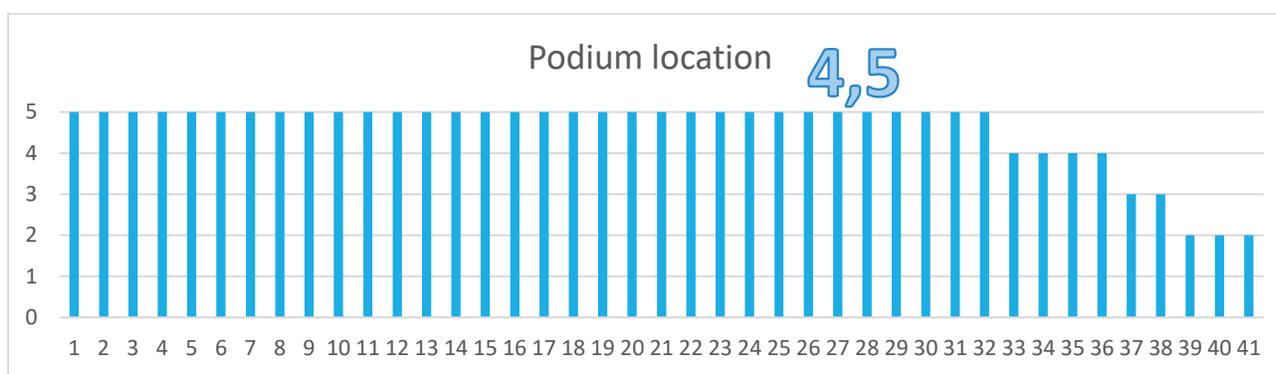
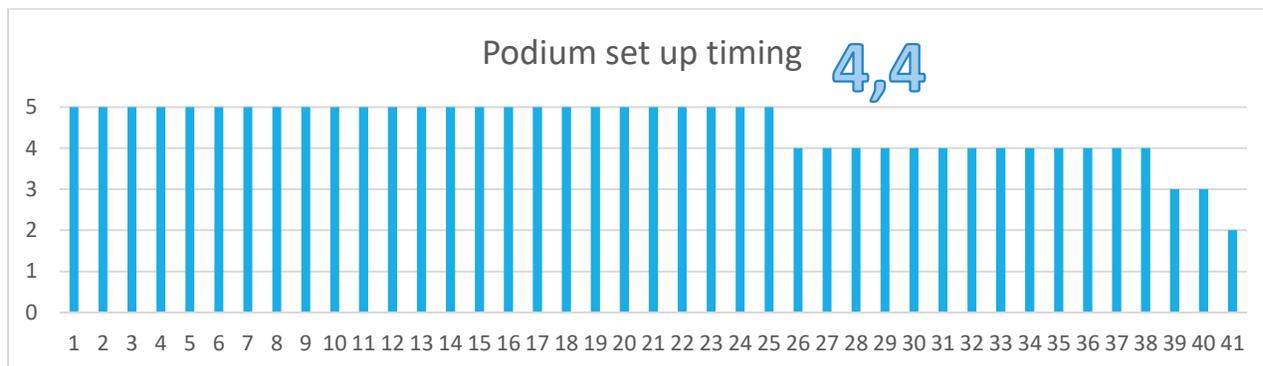
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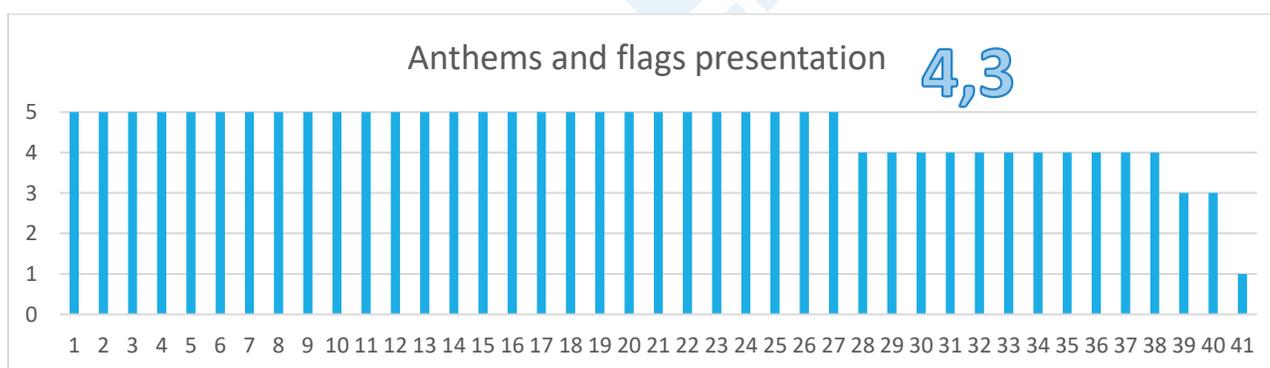
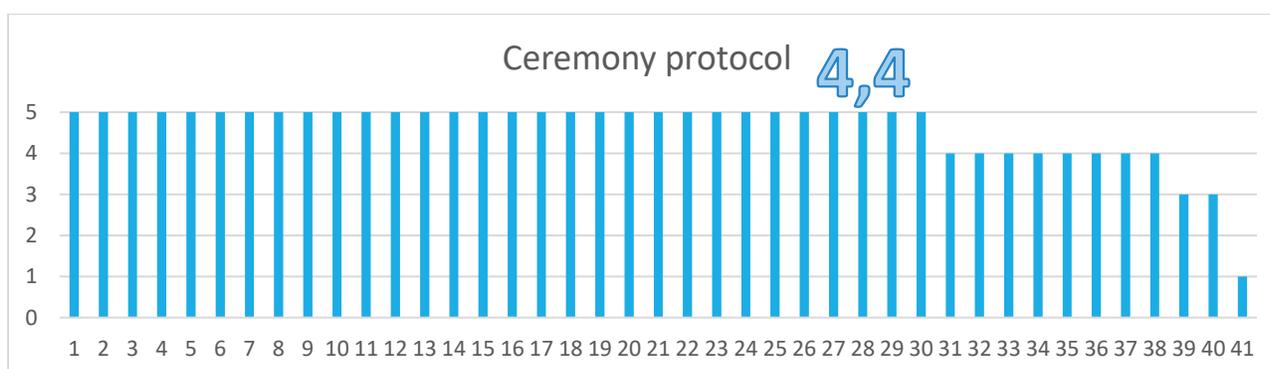
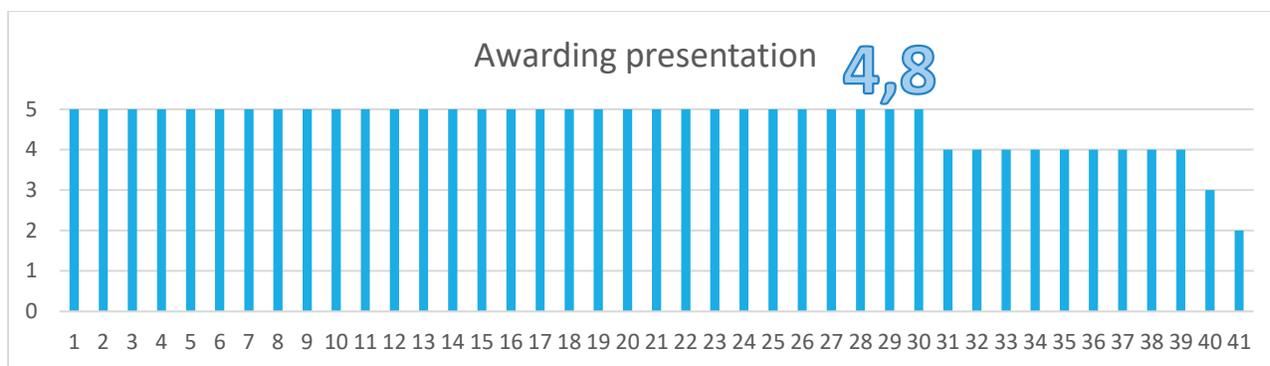




## AWARDING CEREMONIES (4,4)

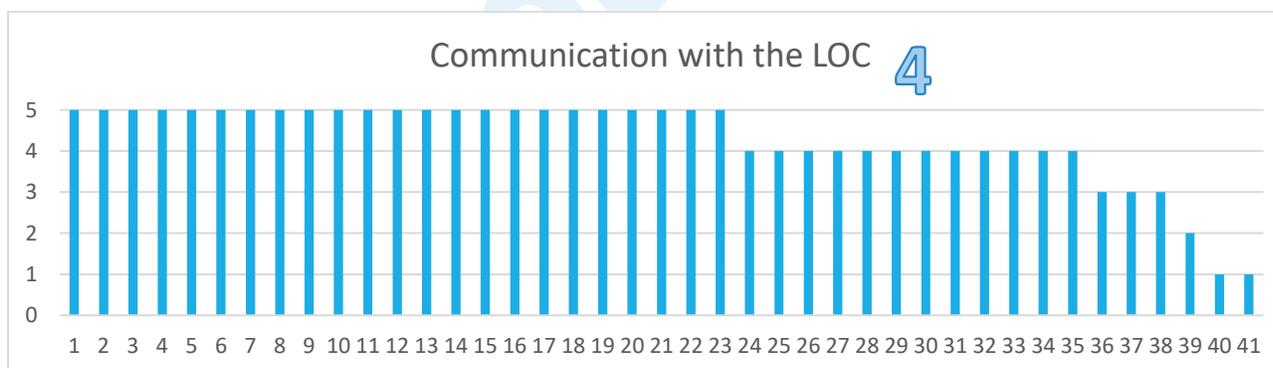
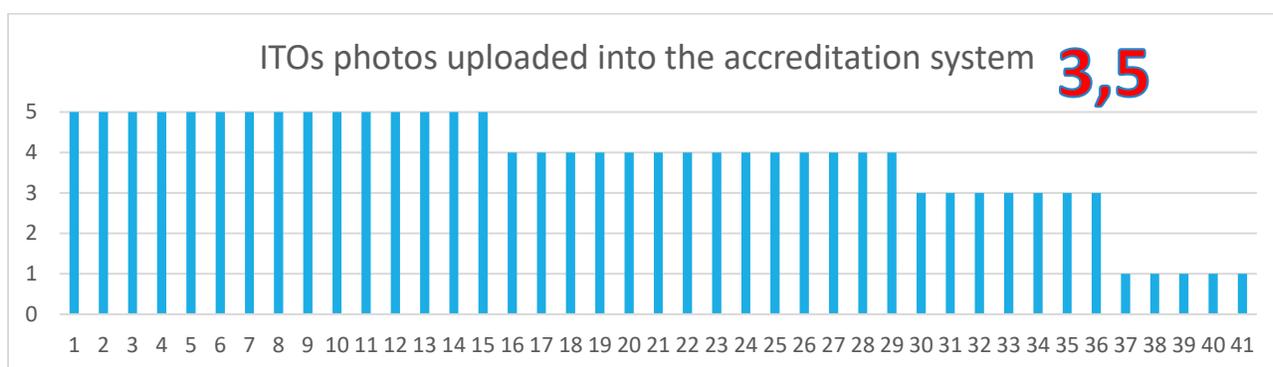
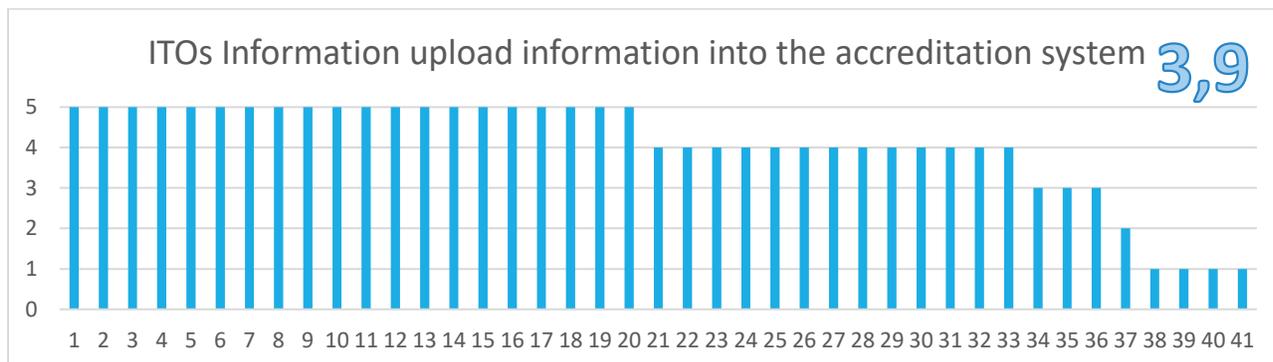
For Awarding Ceremonies, the opinion of the Federations/Confederations is summarized in:





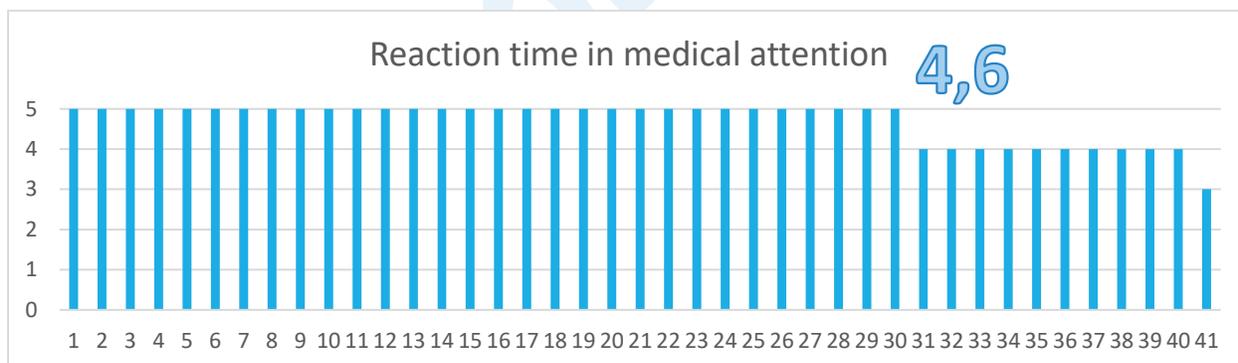
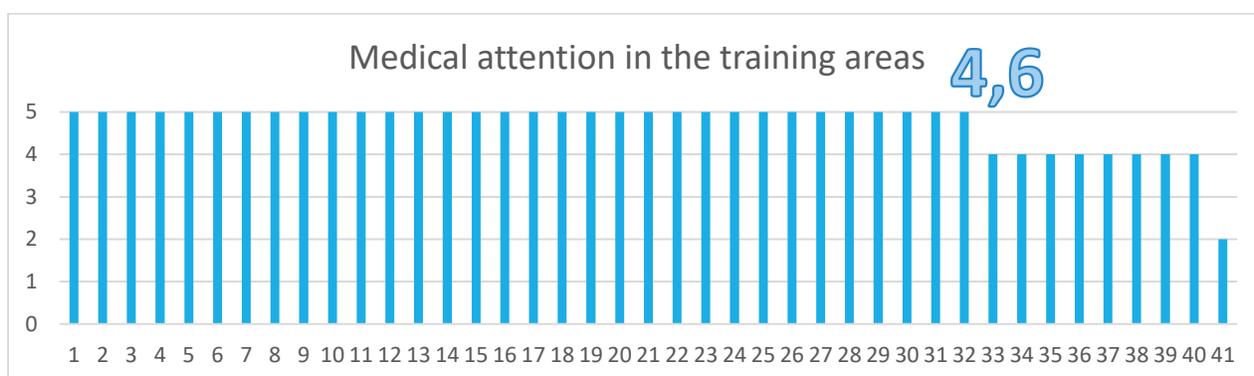
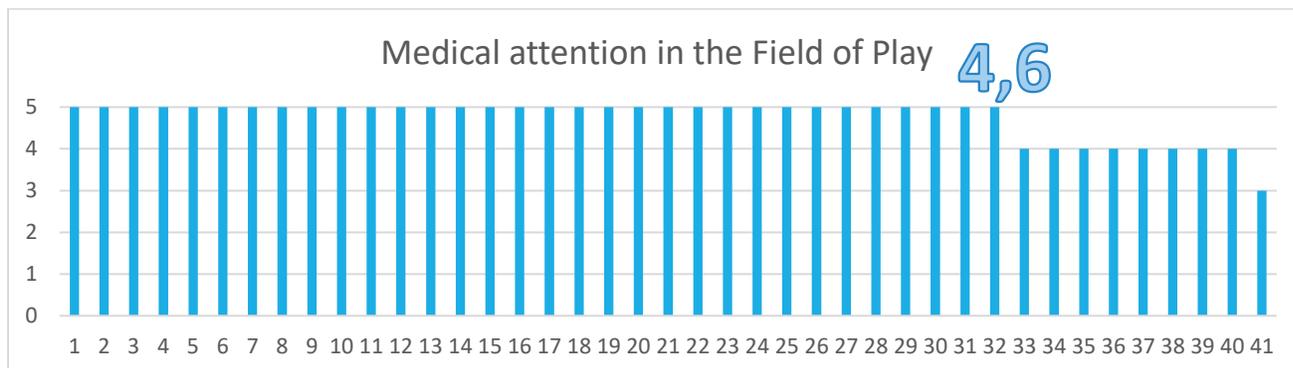
## ACCREDITATION (3,8)

For Accreditation, the opinion of the Federations/Confederations is summarized in:



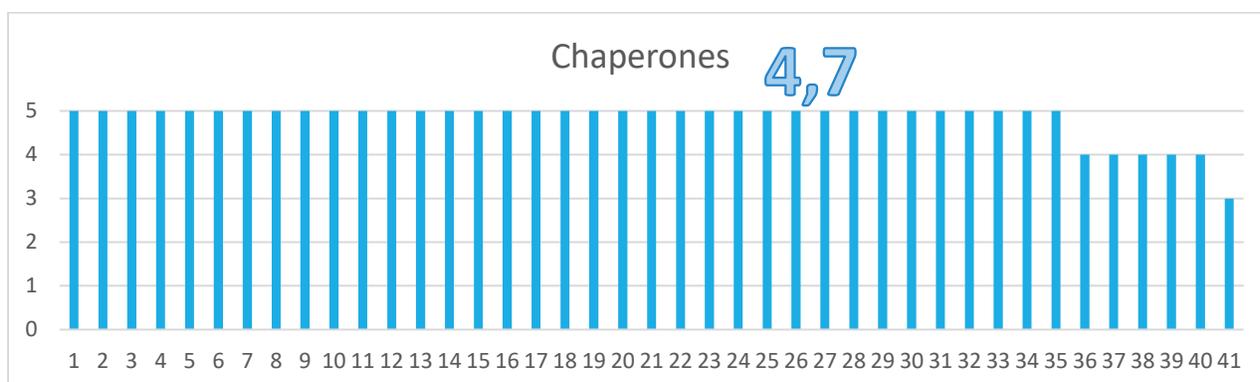
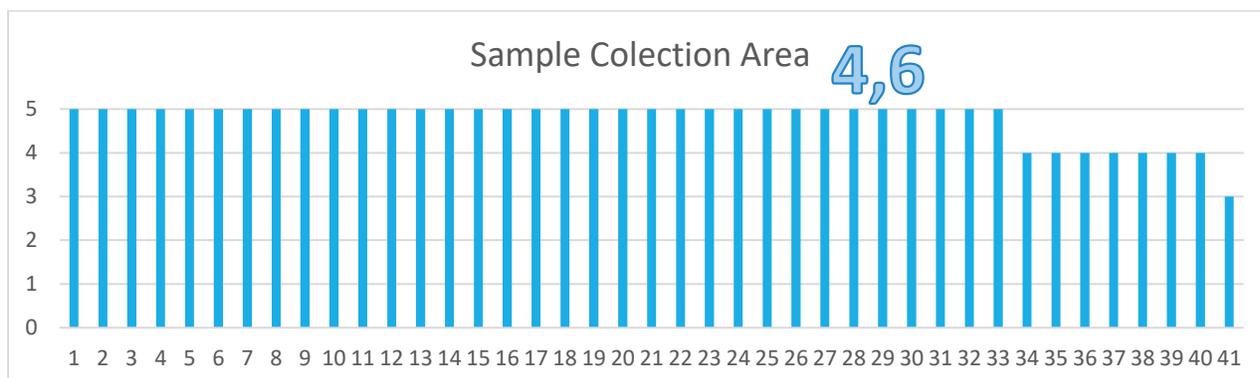
## MEDICAL SERVICES

For Medical Services, the opinion of the Federations/Confederations is summarized in:



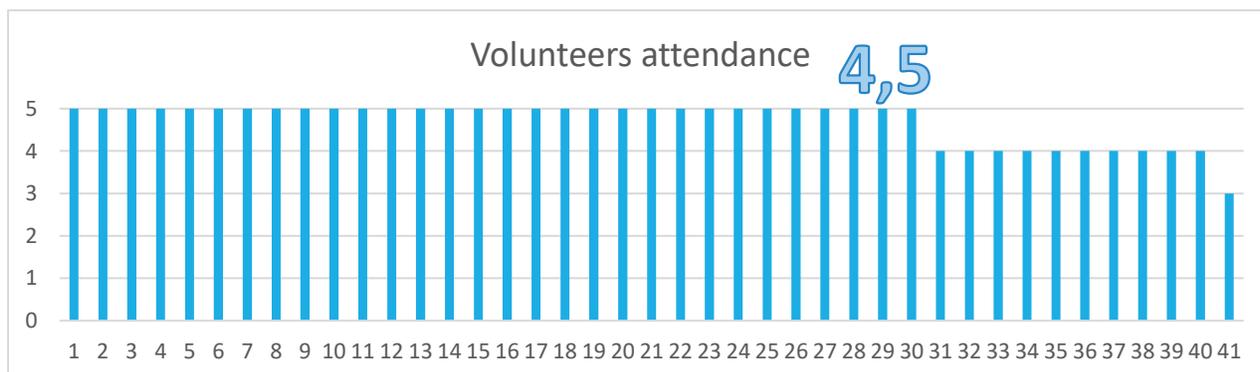
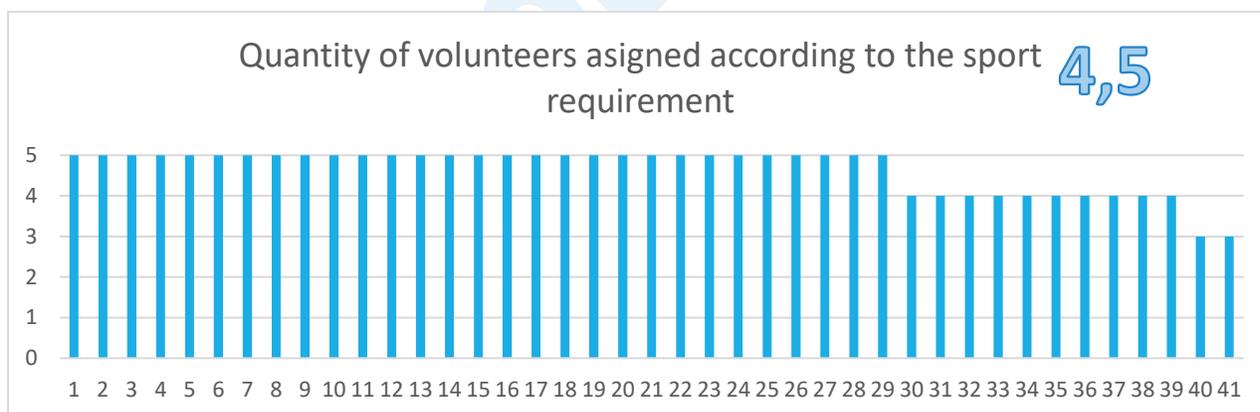
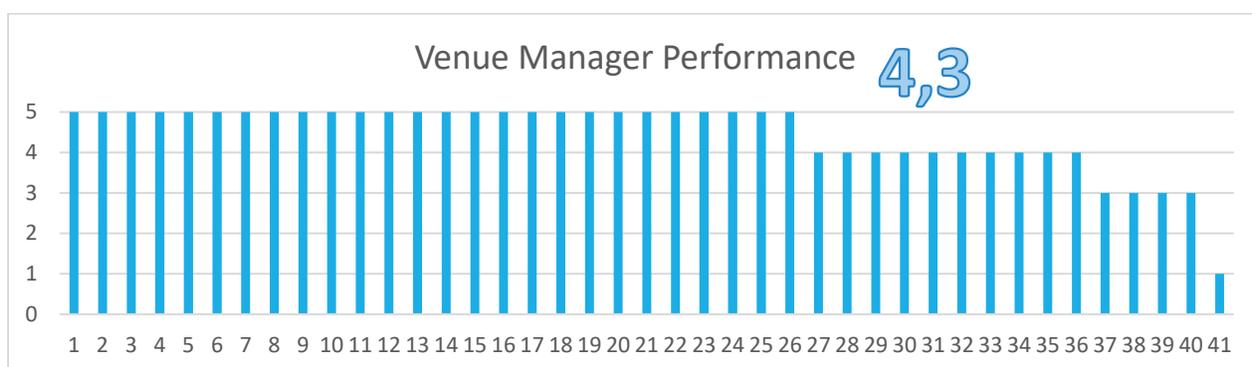
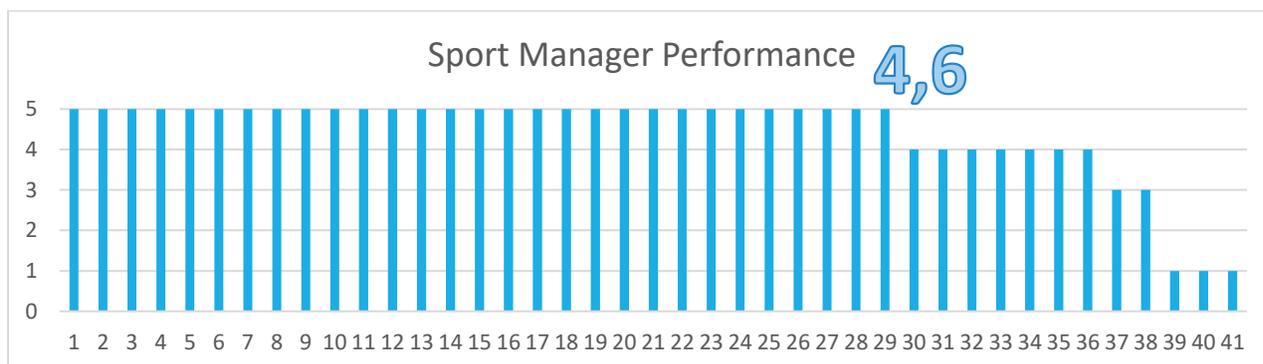
## DOPING CONTROL (4,6)

For Doping Control, the opinion of the Federations/Confederations is summarized in:



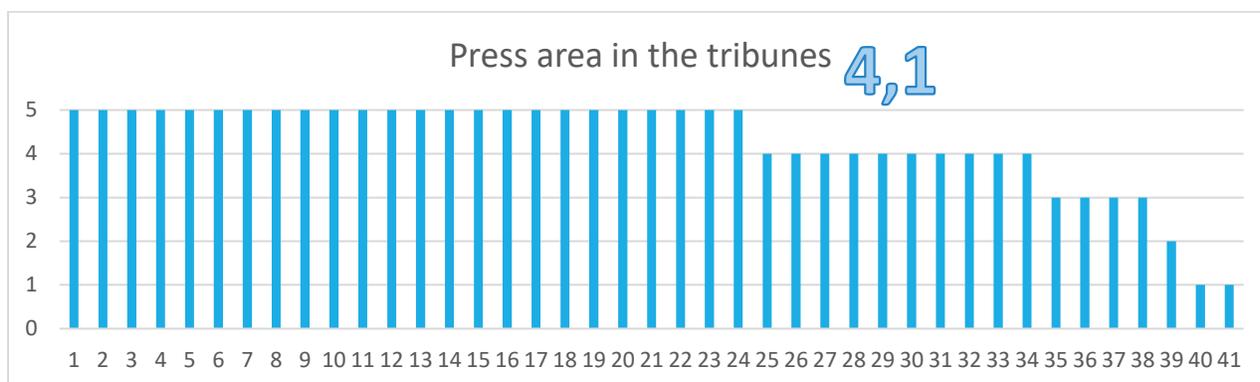
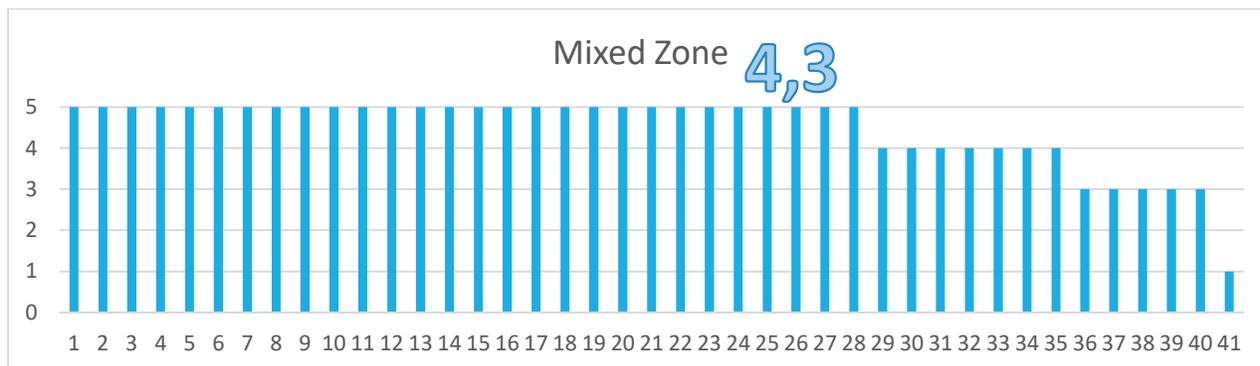
## HUMAN RESOURCES (4,5)

For Human Resources, the opinion of the Federations/Confederations is summarized in:



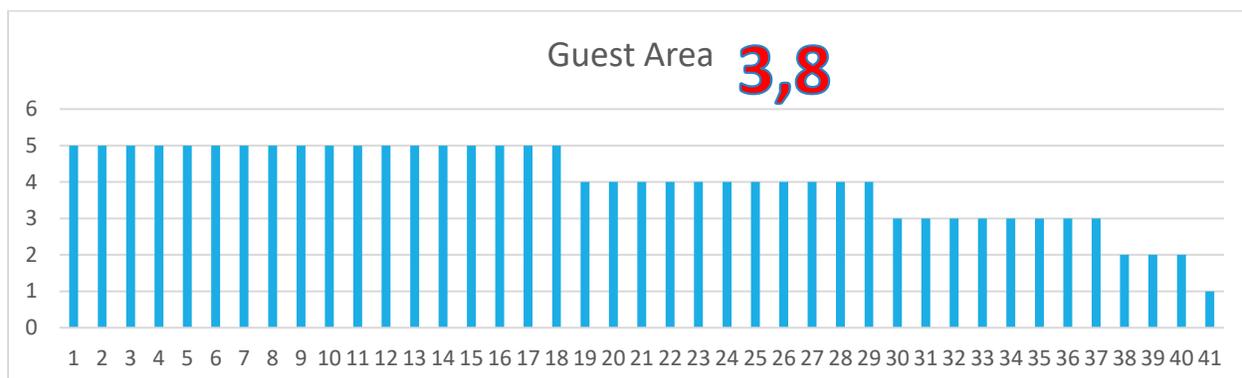
## MEDIA (4,2)

For Media, the opinion of the Federations/Confederations is summarized in:



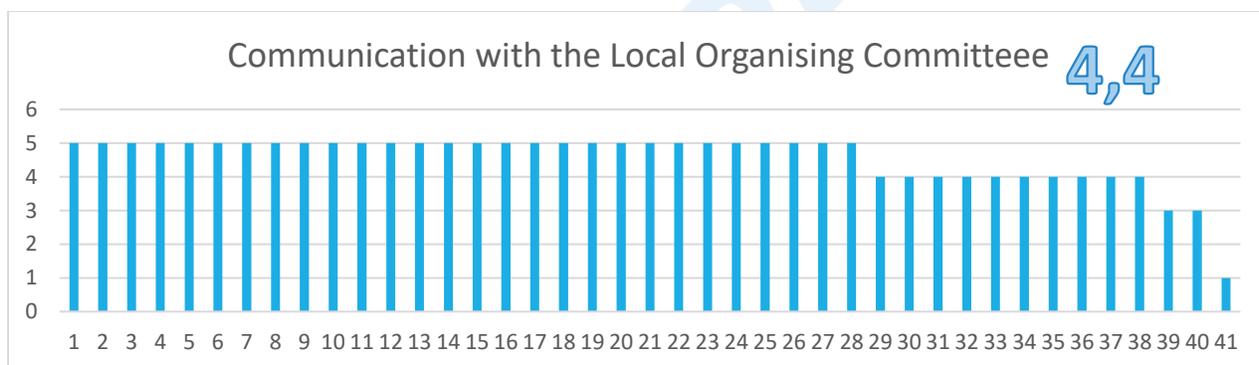
## GUEST AREA (Pan-American Family) (3,8)

For Guest Area, the opinion of the Federations/Confederations is summarized in:



## COMMUNICATION (4,4)

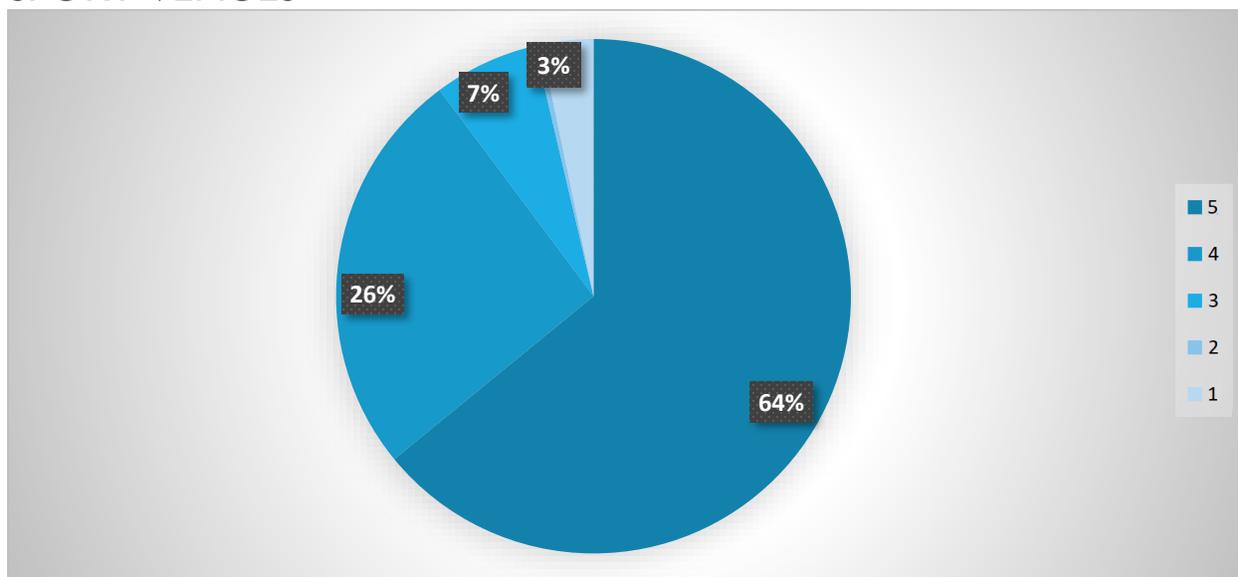
For Communication, the opinion of the Federations/Confederations is summarized in:



## RESULTS ANALYSIS

The analysis will be carried out with the average of the qualifications of all the items of each area evaluated, with emphasis on the bad punctuations (regular and bad) in conjunction with the comments made on this regard.

### SPORT VENUES



The average of the topics related to Sports Venues had a 64% of 5, equivalent to Excellent, 26% to Very Good, and 7% to Good.

A 3% is equivalent to bad and the 0,4% to Regular, mainly obtained in tribunes and lighting.

### LIGHTING AND TRIBUNES

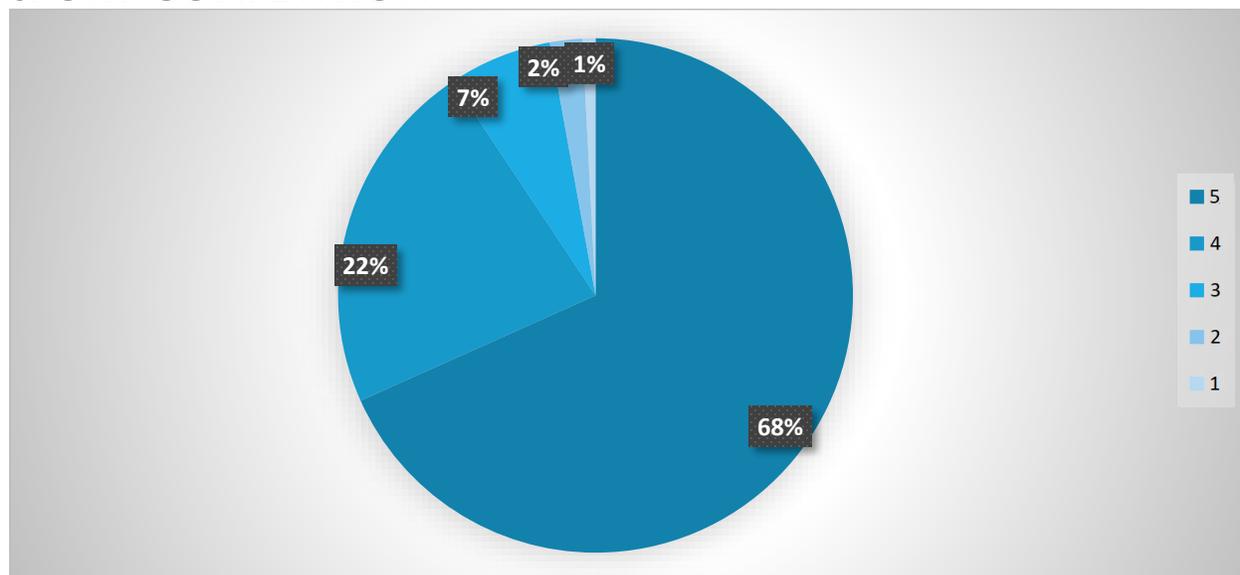
The Panamerican Fencing Confederation expressed the importance that the organizers take into consideration the recommendations of the federations since they are made according to the technical regulations of the sport. Fencing lighting was not appropriated due to television issues without taking into account the technical aspects of the competition.

The Panamerican Canoe Confederation rate as bad the topic of the stands and said that the Canoe Sprint stands were in an area restricted to the accredited, as well as the podium, which allowed the general public to have better places and to attend the ceremonies. In addition, there were no stands at Slalom Canoe due to lack of space, and the public stood watching the competitions.

Other Federations that rated the topics as bad were Pelota Vasca and Handball, but they did not make any comments on this regard.

Important Note: Triathlon American Confederation rated with the lowest score due to the fact that the topic did not apply because their event was carried out with daylight and that there was no stands set.

## SPORT COMPETITION



The average of the topics related to Sport Competition had a 68% of 5, equivalent to Excellent, 22% to Very Good and 7% to Good.

A 2% of 2 is equivalent to Regular and a 1% to Bad, obtained of the following topics.

### TIMING AND SCORING

The Pan-American Judo Confederation described this topic as bad and explained that the coexistence and coordination with the ATOS company were negative for the development of the competition, that they were concerned about proactivity, and were not shown with any initiative for collaboration.

Panamerican Modern Pentathlon Confederation described this topic as regular and commented that despite repeated advice from the UIPM (International Modern Pentathlon Union), there were failures in timing.

La Word Skate America rated this topic as regular and commented that ATOS wanted to use its interface instead of using the World Skate Rollart System, and considerable mistakes were made.

United World Wrestling Americas rated this item as regular and declared that the ATOS company had failures in updating its systems to the latest changes in the regulations after Rio 2016. UWWA recommends testing the scoring systems with sufficient priority to allow ATOS programmers to make the necessary changes.

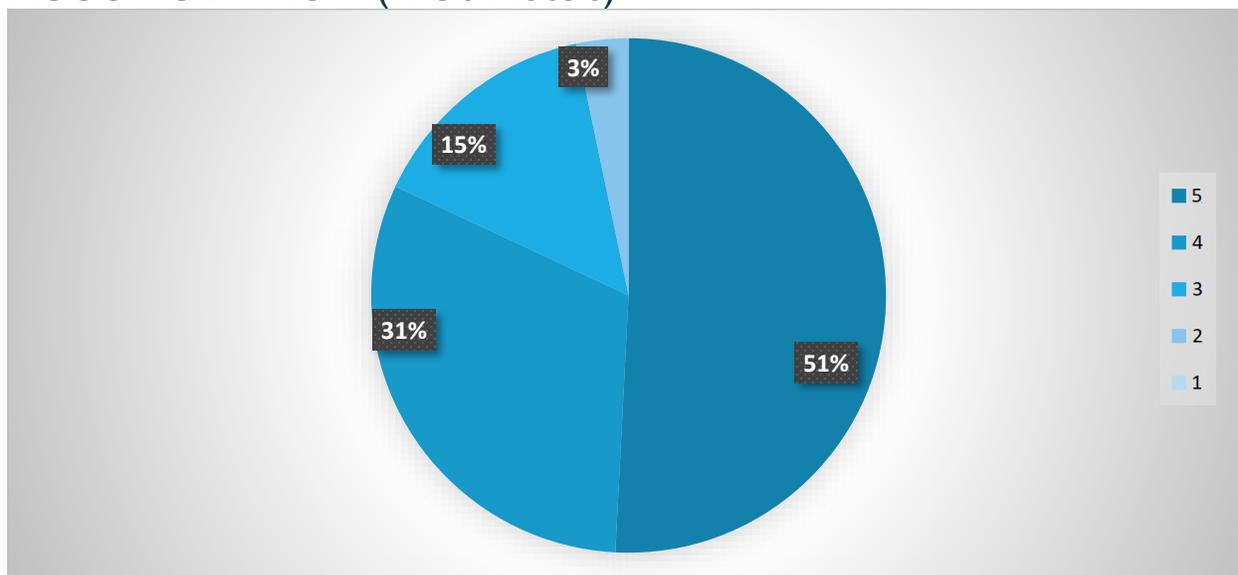
### COMPETITION SCHEDULE COMPLIANCE WITH THE ESTABLISHED PREVIOUSLY

Panam Sailing rated this topic as bad, but no comments were made.

### TRAINING SCHEDULE

Pan-American Karate Federation explained that a lot of time was wasted in moving athletes to the training venues.

## ACCOMODATION (ITOs Hotels)



The average of the topics related to Accommodation had a 51% of 5, equivalent to Excellent, 31% to Very Good, and 15% to Good.

A 3% of 2 is equivalent to Regular and a 0% to Bad, obtained of the following topics.

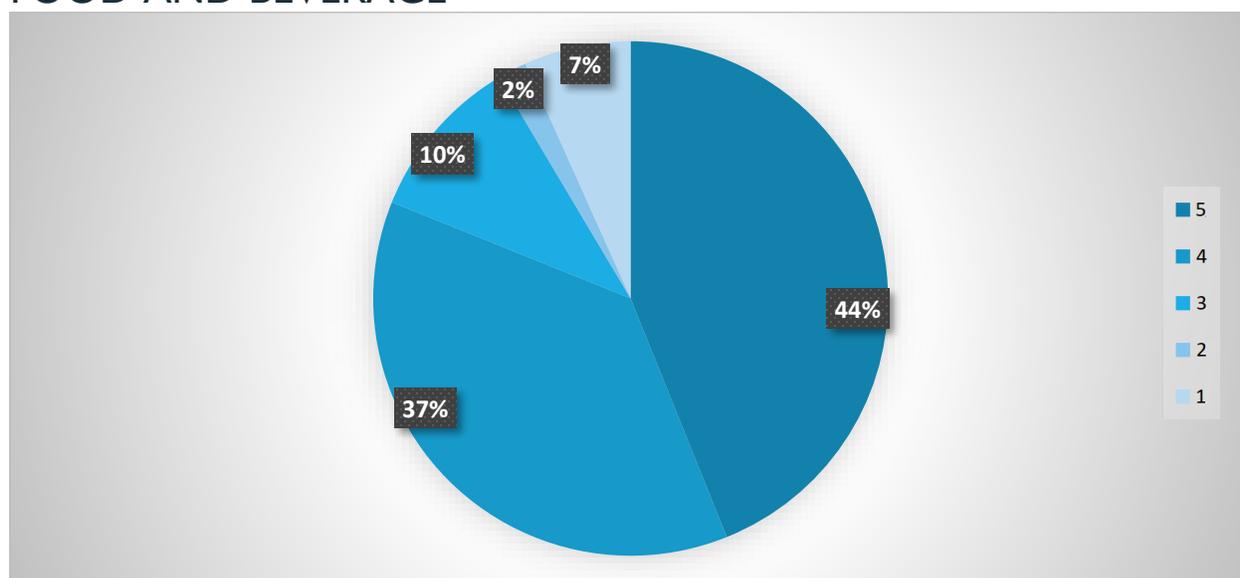
### DISTANCE FROM THE COMPETITION VENUES

The Pan-American Hockey Federation, the South American Tennis Confederation, and the Pan-American Equestrian Confederation rated this item as Regular and stated that it took between an hour and a half or two hours to transfer the hotel to the competition venue.

### GENERAL CONDITIONS OF THE ASSIGNED HOTEL

The Pan American Taekwondo Union described this item as regular and stated that at least 4-star hotel accommodation is required for ITOs, and that the hotel in Callao was below the requirements.

## FOOD AND BEVERAGE



The average of the topics related to Food and Beverage had a 44% of 5, equivalent to Excellent, 37% to Very Good, and 10% to Good.

A 2% of 2 is equivalent to Regular and a 7% to Bad, obtained of the following topics.

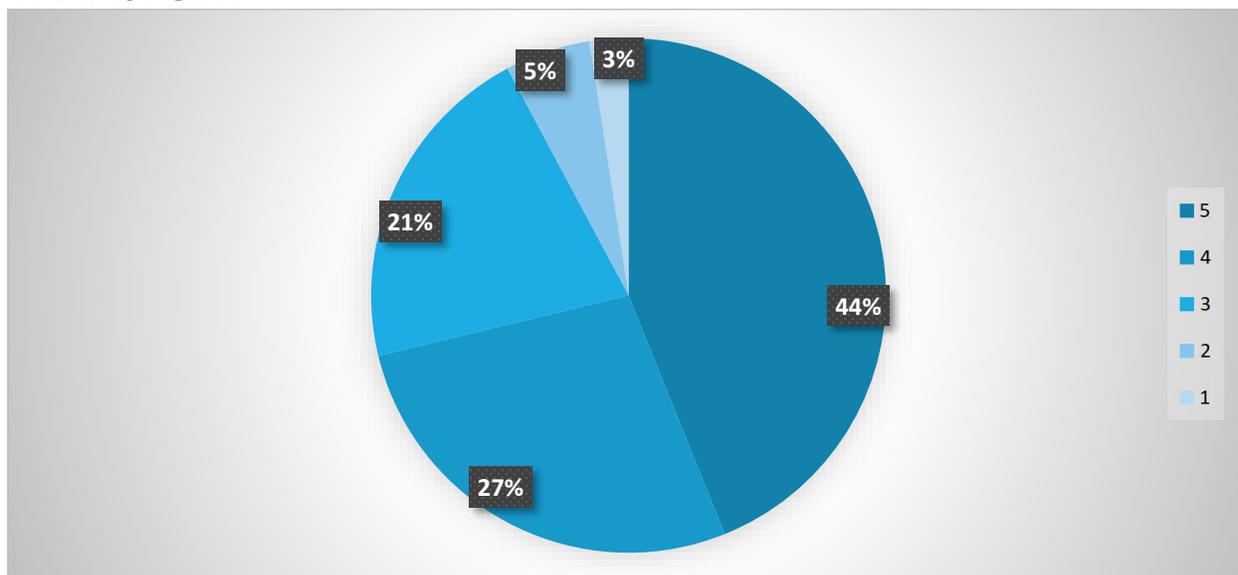
### QUALITY AND QUANTITY OF THE FOOD VARIETY IN THE MENU AND QUALITY SERVICE.

The Pan-American Judo and Fencing Confederation, the Pan-American Hockey Federation, described this item as bad as others related to food. Judo referred only to the food offered during the competition, but not to the one served in the hotel. In the same way, Hockey also considered that the food offered at the competition venue was terrible and that it did not suit with the weather and the long working hours of the officials, but that the hotel food was very good. Fencing, on the other hand, considers that the food of the hotel should have been more varied and the restaurant bigger, and as others Federations, consider that the food in the competition venue was extremely bad, without a varied menu and frozen food, also drinks with few options and in restricted quantity.

The South American Tennis Confederation described this item as Regular and considers that the food was good in quantity and quality, but there was not much variety. Every day was served dining hall with rice or pasta. This is the reason why, many athletes and coaches chose to eat at the restaurant of the club.

Also, the Pan-American Karate Federation rated as regular the variety of meals.

## TRANSPORT



The average of the topics related to Transport had a 44% of 5, equivalent to Excellent, 27% to Very Good, and 21% to Good.

A 5% of 2 is equivalent to Regular and a 3% to Bad, obtained of the following topics.

### TRAVEL TIME TO COMPETITION VENUES

This topic was rated as Regular and bad for the following Confederations / Federations: The Pelota Vasca, Tennis, Baseball Confederations, the Hockey, Karate, Fencing, and Rugby Americas Federations.

Hockey said that transportation was the main problem during the days before and at the start of the competition. Bus drivers were not familiarized with the routes and sports facilities, and some officers were transported to incorrect locations. The Information Desks Staff at the hotels did not have the necessary information and could not help to solve the issues.

Most Federations /Confederations agree that the Pan-American Village was far away, and it was a difficult problem to solve. Despite the fact that the transport service was good, the traffic in the city of Lima is a factor beyond the reach of the organizers.

### COMMUNICATION OF THE TRANSPORT SCHEDULE AND COMPLIANCE WITH IT

Pan-American Hockey Federation, Handball Confederations, and Taekwondo Union rated this topic as regular.

Handball commented that for the Opening ceremony, the President of the Committee and the Confederation has to walk, as the bus did not access to the entrance of the stadium.

### T3 WAITING TIME

The Canoe Confederation, the Hockey Federation, the Taekwondo Union, and United World Wrestling Americas rated this topic as Bad.

UWW Americas explained that the transport was very good for the athletes, but for the ITOs were not as good, for the distance and the traffic in Lima. The waiting times for the T3 were too long to go to Callao.

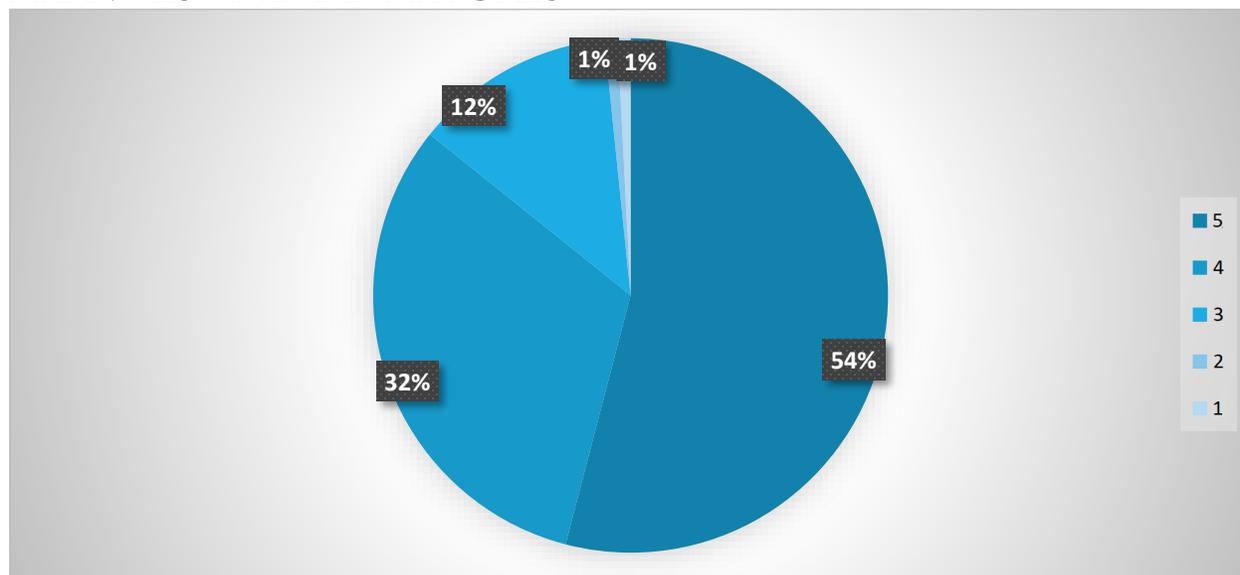
The Canoe Confederation expressed that there was no T3 service in the sub venues of Huacho and Lunahuana. As there were no other possibilities of venue in Peru for canoe disciplines, they had an average time of 3 to 4 hours from Lima to the competition venues.

The Hockey Federation adds that the transport of the medical officer during the doping controls was a problem and that although they were T3, on many occasions, there was no transport available, this was the reason why other buses were delayed since it was necessary to wait for this officer.

For its part, the Taekwondo Union believes that the transport service was very bad and that it took a long time to make any arrangements. And that in addition, there was a long waiting time for the transport services.

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## ARRIVALS AND DEPARTURES



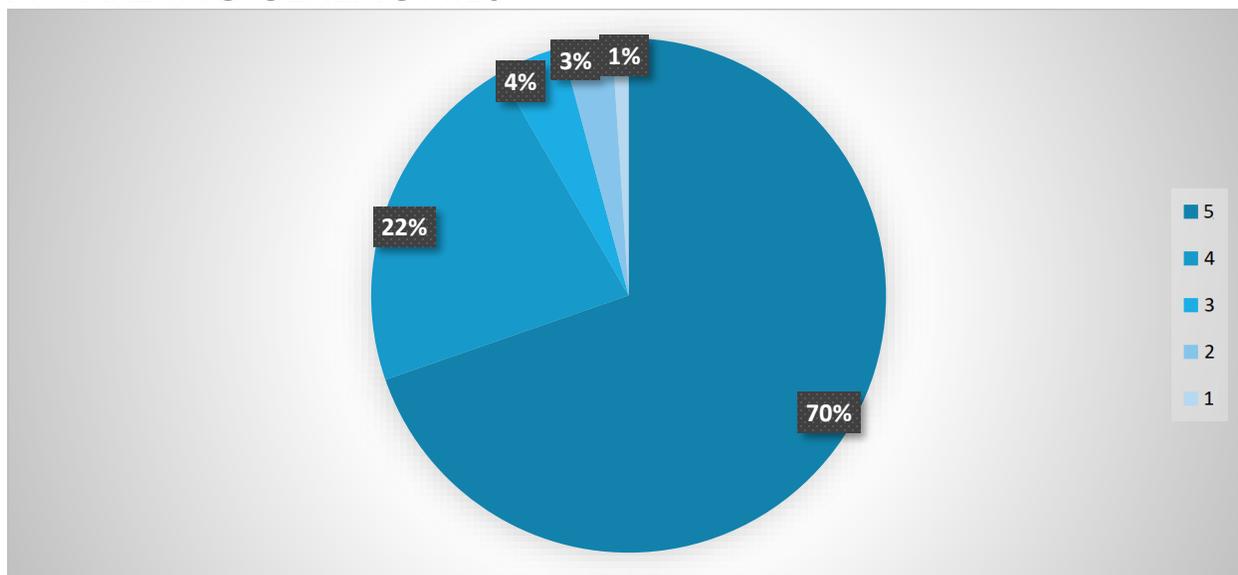
The average of the topics related to Arrivals and Departures had a 54% of 5, equivalent to Excellent, 32% to Very Good, and 12% to Good.

A 1% of 2 is equivalent to Regular and a 1% to Bad, obtained of the following topics.

### COMMUNICATION WITH ITOS TO ISSUE THE FLIGHT TICKETS IN ADVANCE

Hockey Federations, Fencing Confederation, and Panam Sailing described these topics as bad and regular. Fencing explained that several of the ITOs were not followed up on the purchase of their tickets until the Confederation intervened. The Confederation's suggestions were not taken into account and that the tickets were finally bought, but after much insistence. In addition, when arriving at the airport, the arrival times were not well-coordinated, and many officers had to wait from 30 minutes to 1 hour because the transport had to be full of passengers to departure.

## AWARDING CEREMONIES



The average of the topics related to Awarding Ceremonies had a 70% of 5, equivalent to Excellent, 22% to Very Good, and 4% to Good.

A 3% of 2 is equivalent to Regular and a 1% to Bad, obtained of the following topics.

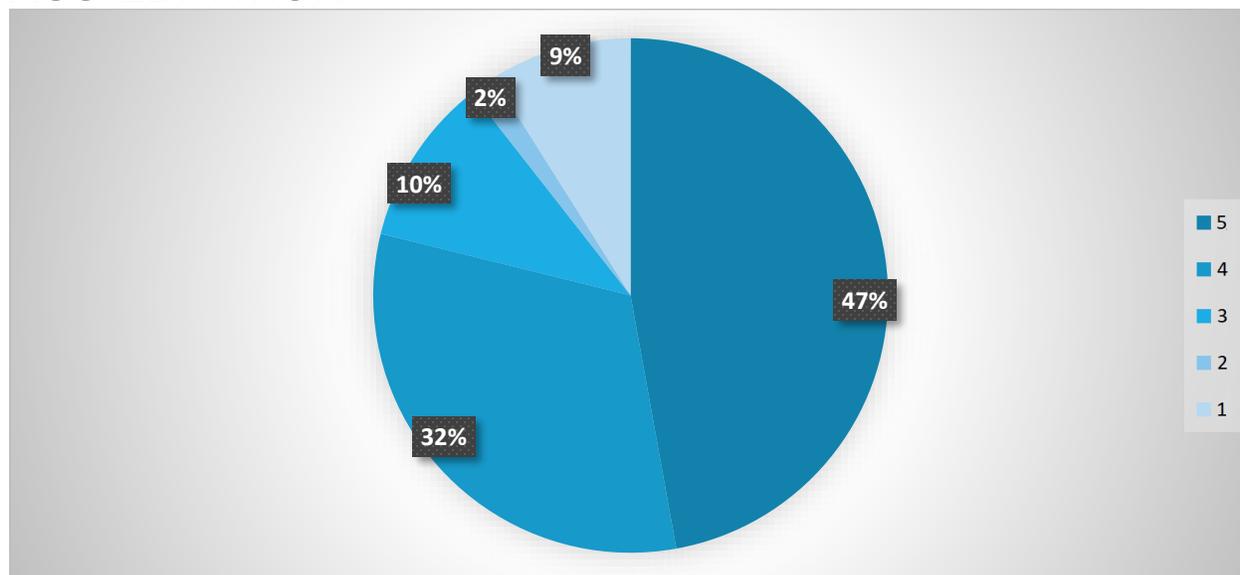
### PODIUM LOCATION

The Baseball and Karate Federations qualified as regular this topic.

Karate explained that the podium was set on the competition tatami, which is not recommended because it can damage.

The Judo Confederation, described as Bad and Regular, all the items related to the awards ceremonies and details that the award times were too long and the agreements adopted were not followed. They commented that one day, the flag did not work, and the flags of the winning countries did not rise. The Venue Manager was not aware of how to solve this problem. In addition, there was no flexibility to agree to change the medal presenters, even when there were express requests from the president of the Panamerican Judo Confederation, which were not attended.

## ACCREDITATION



The average of the topics related to Accreditations had a 47% of 5, equivalent to Excellent, 32% to Very Good, and 10% to Good.

A 9% of 2 is equivalent to Regular and a 2% to Bad, obtained of the following topics.

### ITOS DATA AND PHOTOS UPLOAD IN THE ACCREDITATION SYSTEM

UWW Americas explained that the upload on the system was very long, that the system was difficult to understand from the beginning and unfriendly with the user. It was intended to impose that the ALOS charge the NTOs, when they should only answer for the ITOs. The criteria for the photos were very complex, and the feedback when rejecting them was not clear.

The South American Tennis Federation considered that the level of demand in the photos was absurd and that the massive load by Excel was very complex and required many tests to move forward.

Fencing Confederation commented that the system was not easy to manage and impractical for the Confederations. From the beginning, the bulk upload file was not updated. The manual was completely empty of content and did not consider many special steps or cases, nor exceptions that could be made in the data load. The file was compiled without errors, but at the time of loading the data, it presented programming errors that were not identified in the test stage to avoid problems. The photographs were not accepted even when they met the requirements and even when they had been used in the Rio 2016 Olympic Games, World Championships, or other events.

The Taekwondo Union commented that the charging system data for accreditations was the worst it has experienced in the past Panamerican Games. They consider that it should be easier and friendlier for the confederations to charge the information, and that the upload of photos was not easy. The delivery of the accreditation cards was done very late, and for this reason, it was not possible to send the accreditation to all ITOs in the different countries in time for the Games. Half of the ITOs arrived in Lima unhappy

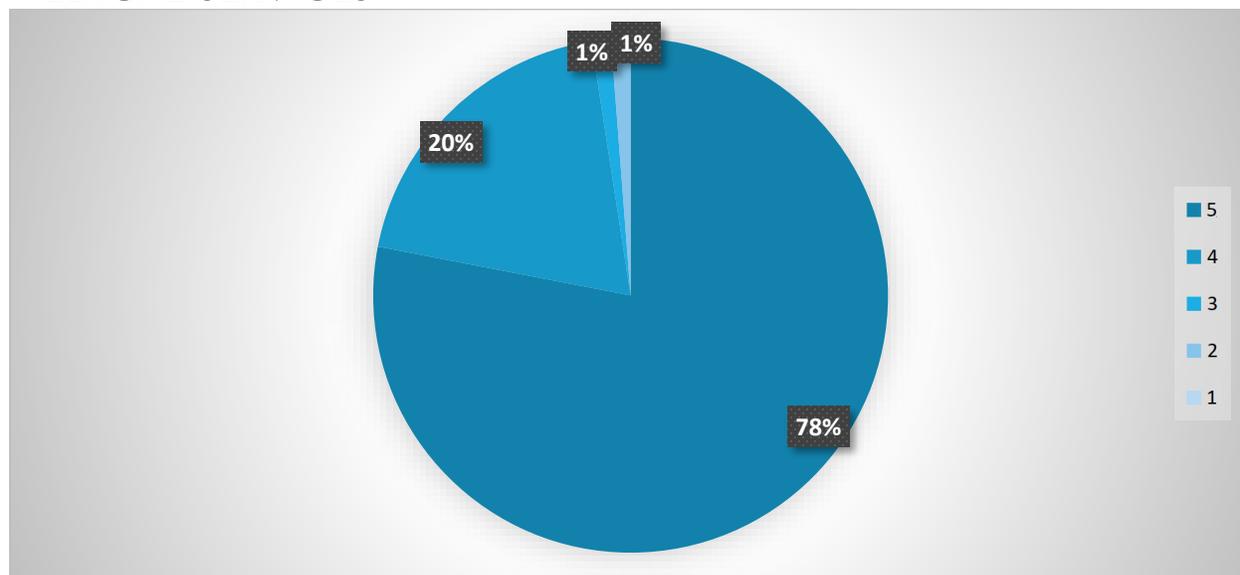
without their accreditations and that they had to go to the accreditation center in Lima to receive and validate it, which resulted in a bad and inconvenient experience for ITOs.

### COMMUNICATION WITH THE ORGANISING COMMITTEE

The Fencing Confederation commented that the contact with the Organizing Committee did not provide solutions and intended to hold the responsibility in the Confederations for its organizational errors. The Organising Committee did not listen to our suggestions and recommendations. In addition, the people in charge of the organization did not have the knowledge to give concrete and effective answers in the development of the procedures.

The South American Tennis Confederation added that the accreditation staff had good manners and was friendly, but could not solve almost any of the problems that occurred.

### MEDICAL SERVICES

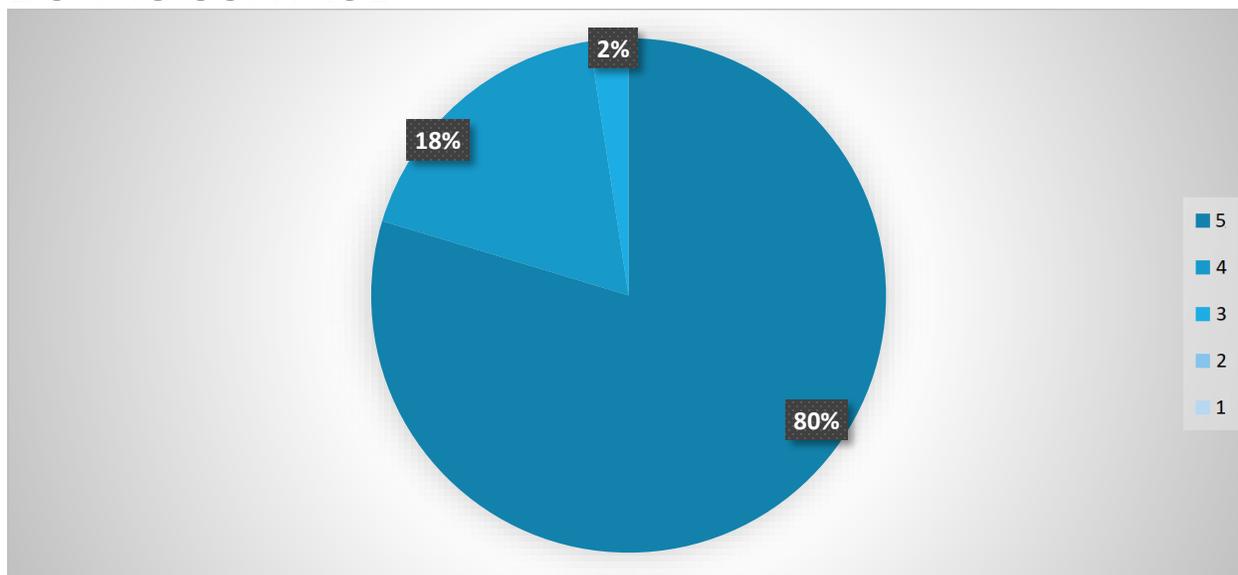


The average of the topics related to Medical Services had a 78% of 5, equivalent to Excellent, 20% to Very Good, 1% to Good, and 1% to Regular, obtained of the following topics.

### ATTENTION IN TRAINING SPACES

Karate Federation explained that was no medical attention in the training area before the competition.

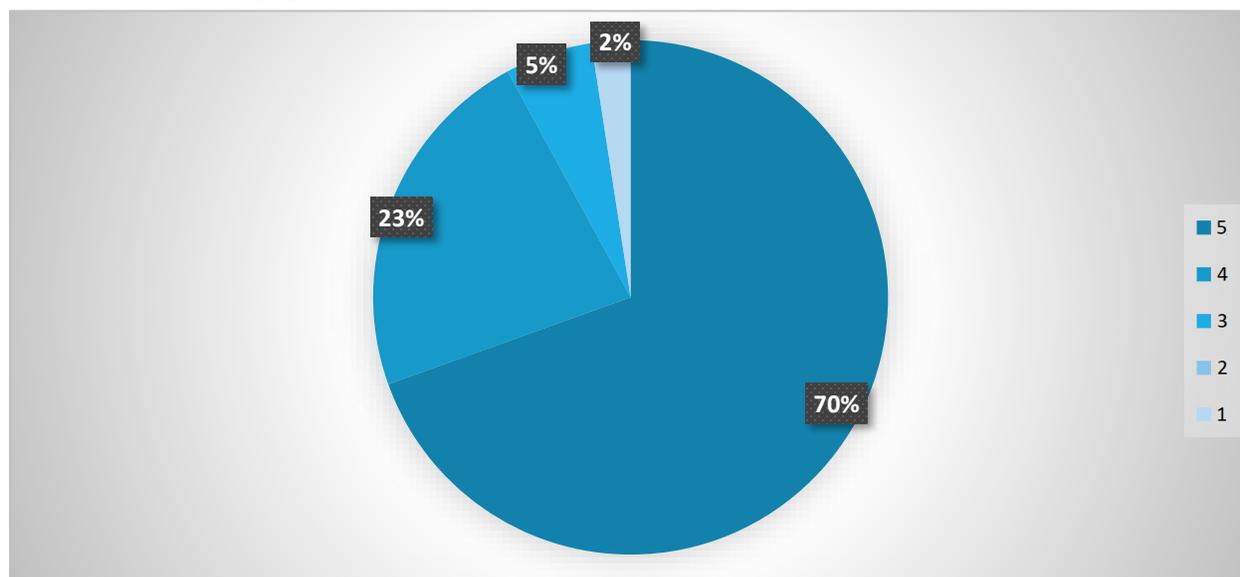
## DOPING CONTROL



The average of the topics related to Doping Control had an 80% of 5, equivalent to Excellent, 18% to Very Good, and 2% to Good.

There were no ratings corresponding to Regular or Bad.

## HUMAN RESOURCES



The average of the topics related to Human Resources had a 70% of 5, equivalent to Excellent, 23% to Very Good, 5% to Good, and 2% to Bad obtained of the following topics.

### SPORT MANAGER PERFORMANCE

United World Wrestling Americas notes that despite their recommendations and those of the National Federation, a person was hired without the knowledge or skills to perform such work.

The Pan-American Hockey Federation explained that the Sport Manager had no experience and was unaware of the operation, such as the tasks and timeline necessary for proper organization.

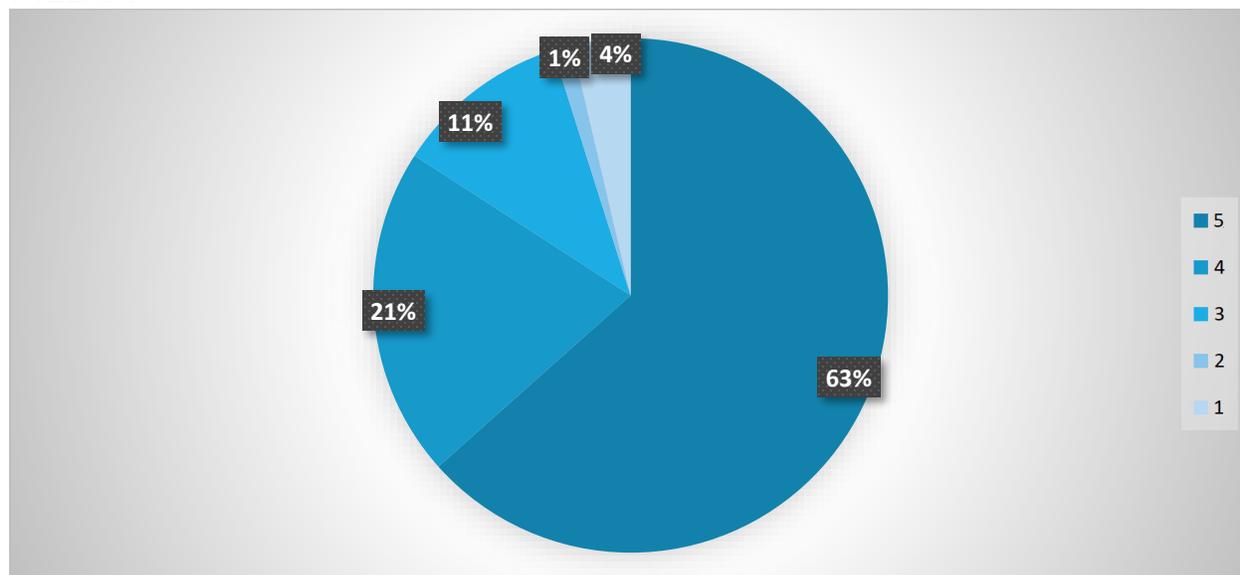
The Handball Federation explained that many issues were resolved in the last days or before the competition, while others were not resolved, showing a poor show in public attendance.

### VENUE MANAGER PERFORMANCE

Judo Confederation explained that the Venue manager, instead of providing easy answers to solve the issues, was looking for excuses. And that even one day, he disrespects him as a DTI.

The Hockey Federation commented that they were not allowed direct consultation with the Venue Manager and that they were all channelled through the Sport Manager.

## MEDIA



The average of the topics related to Media had a 63% of 5, equivalent to Excellent, 21% to Very Good, and 11% to Good.

A 1% of 2 is equivalent to Regular and a 4% to Bad, obtained of the following topics.

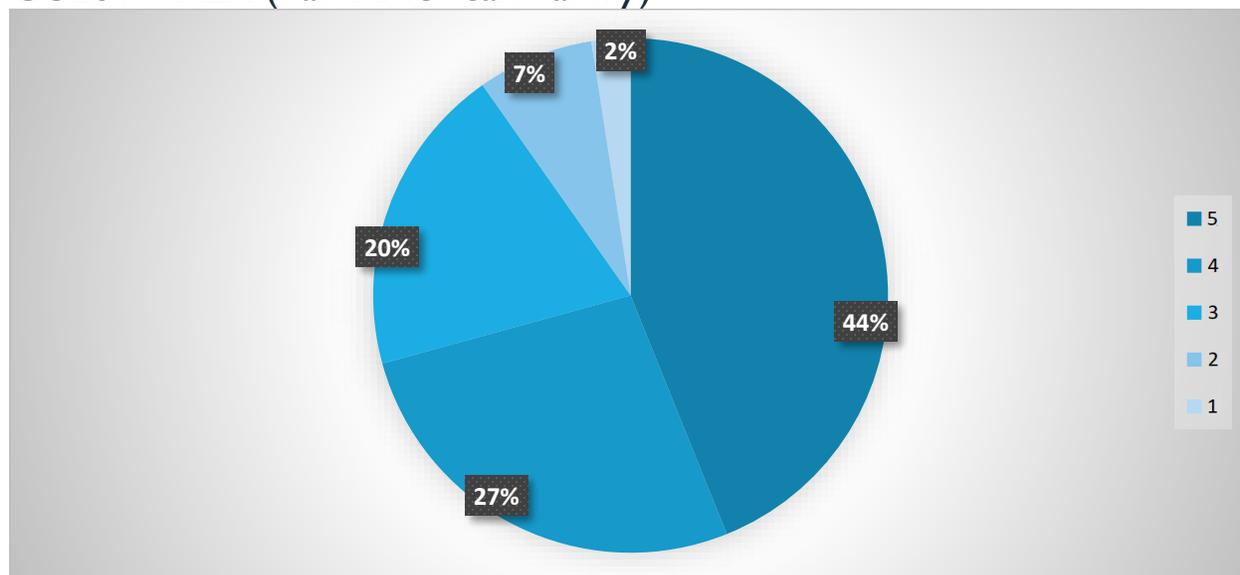
### MIXED ZONE

This topic was rated as bad for Panam Sailing.

### TRIBUNES LOCATION

The Pan-American Canoe Confederation commented that the Mixed Zone was good in both modalities but that there was no designated sector in the stands in Sprint Canoe and Canoe Slalom, due to the characteristics of the disciplines.

## GUEST AREA (Pan-American Family)



The average of the topics related to Guest Area had a 44% of 5, equivalent to Excellent, 27% to Very Good, and 20% to Good.

A 7% of 2 is equivalent to Regular and a 2% to Bad, obtained of the following topics.

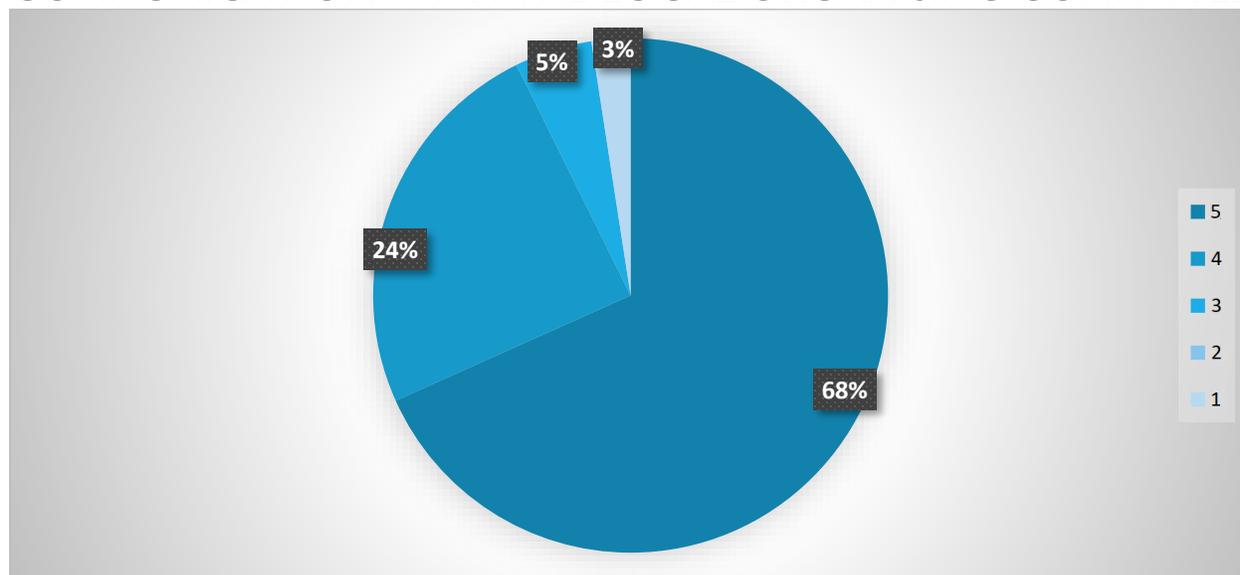
### GUEST AREA (PAN-AMERICAN FAMILY)

The Federation that rated this topic as Bad where: Weightlifting, Hockey, Tennis, and Sailing

Hockey explained that the service level was very low and that it was not comfortable.

Tennis stated that during almost the entire event, there was no signage indicating where that area was located, that it was not poorly equipped. This is the reason why nobody used it.

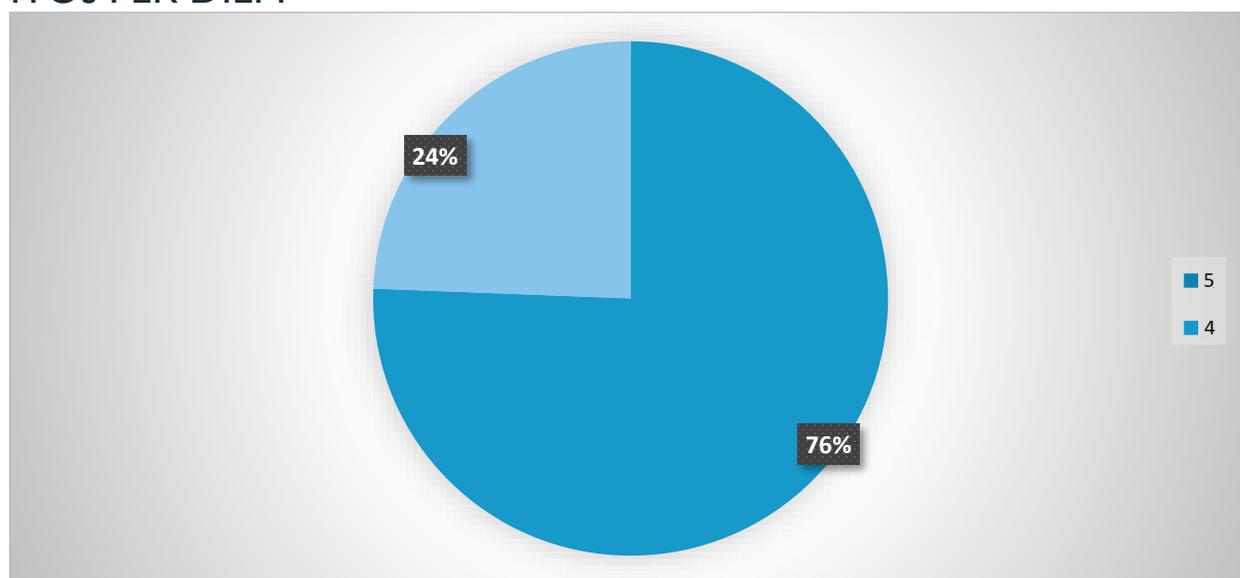
## COMMUNICATION WITH THE LOCAL ORGANISING COMMITTEE



The average of the topics related to Communication with the LOC had a 68% of 5, equivalent to Excellent, 24% to Very Good, 5% to Good, and 3% to Bad, obtained of the following topics.

The Pan American Hockey Federation commented in this regard that the information obtained from the Organizing Committee was incomplete, in many cases erroneous, and the response times were very long, if there was a response.

## ITOs PER DIEM



The 76% of the Confederations consider correct the amount paid as per diem to the ITOs. The 24% of the Confederations do not consider correct the amount paid as per diem to the ITOs.

### SUGGESTED AMOUNT

**Pan-American Judo Confederation:** USD150

**Pan-American Squash Federation:** The amount should be the same for all sports and the same for ITOs and NTOs

**FIBA Americas:** USD200

**Panam Bowling:** USD125

**South American Handball Confederation:** USD120. It should be contemplated 1 additional day before the competitions and 1 day after the competition. To privilege the permanence and improve the early arrival to the event.

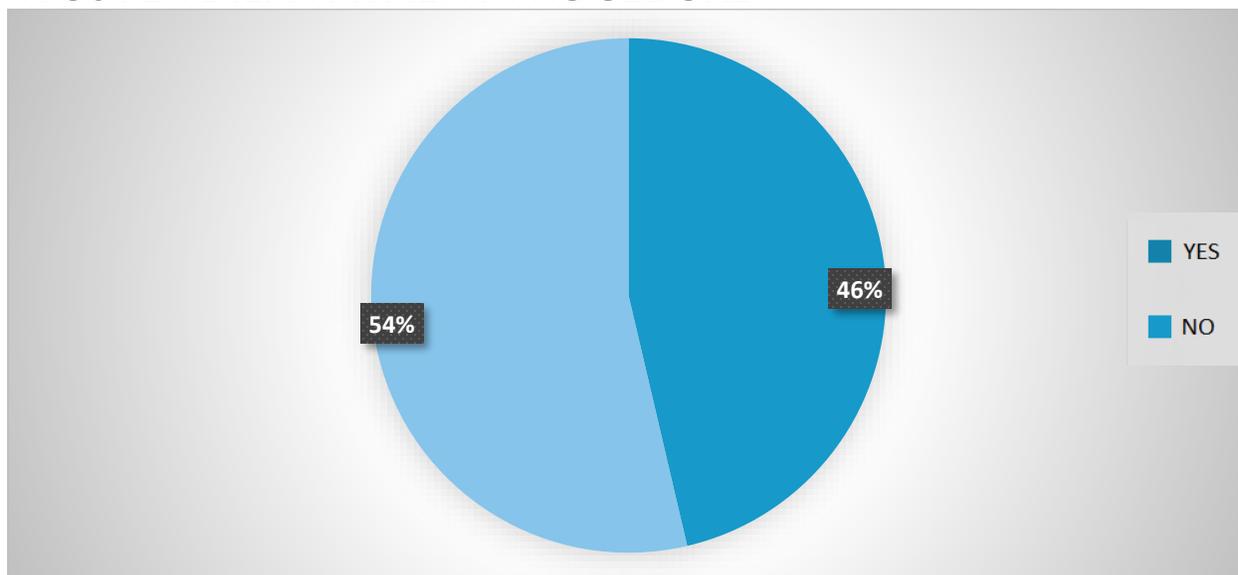
**Pan-American Karate Federation:** USD150

**Pan-American Bodybuilding and Fitness Confederation:** USD200

**Pan-American Fencing Confederation:** Suggested to add payment for travel days and transfer/ taxis from their residences to the airport and vice versa.

**Pan-American Taekwondo Union:** The per diem for ITOs must be increased to USD150 per day since it has not been increased for 30 years. In addition, it should include competition days, training and meeting day, and two days of travel. Since all ITOs have full-time work and pay them USD100 per day, it is below the minimum amount of most countries in the Americas.

## ITOs PER DIEM PAYMENT PROCEDURE



The 54% of the Confederations do not consider correct the payment procedure for the ITOs Per Diem, while the 46% consider it correct.

### SUGGESTED PAYMENT PROCEDURE

**United World Wrestling Americas:** In cash before the first day of competition.

**Modern Pentathlon Confederation:** The IOC should pay to the ITOs, as the system implemented meant an extra expense in bank commissions for CPPM.

**Pan-American Gymnastics Union:** Debit Card to each ITO. A month later, payment has not been made to ITOS and most NTOs.

**Pan-American Squash Federation:** Panam Sports or the LOC should be paid directly to ITOs y NTOs when they validate the accreditation. Squash ITOs received the payment 2 days before the finalization of the event, and the NTOs one month after the finalization of the event.

**FIBA Americas:** In cash, as for financial reasons, processing payment through the continental confederation slows down the payment.

**America Boxing Confederation:** As in Toronto 2015, where the LOC paid by check

**World Skate Americas:** The payment was made one month after the finalization of the Games. It will be faster if the payment is made at the end of sports activities at the competition venues.

**Pan-American Pelota Vasca Confederation:** The payment should be made by the LOC.

**Amateur Swimming Union of the Americas:** There has to be a better way. A single plan for all sports would be ideal, rather than an individual plan for each association.

**World Archery Americas:** It must be done in the country where the Games are made, as in many previous games. Bank transfers were made more than 20 days after the end of the Games and with discounts for bank rates of more than 50USD.

**Pan-American Canoe Confederation:** COPAC was responsible for the payment, but traveling with more than 10 thousand dollars in your pocket is not recommended or legal. Payment should be made by the LOC.

**Pan-American Hockey Federation:** It should be paid by the LOC in the city of the event to each ITO.

**South American Tennis Confederation:** As it is done in many Games, the payment should be made by the LOC.

**Pan-American Body Building and Fitness Confederations:** in the competition venue.

**Triathlon Americas:** In cash in the place of the event.

**Pan-American Fencing Confederation:** It should be paid by the LOC

**Pan-American Taekwondo Union:** Payment must be made by the LOC directly to the ITOs without requiring the Pan American Confederations. Initially, because it is difficult to bring so much cash to Lima. In addition, a double amount of work was generated to produce receipts for all payments.

## COMMENTS

*REGARDING THE QUALIFICATION SYSTEM USED IN LIMA 2019 AND UPDATES FOR SANTIAGO 2023\**

\*Comments from confederations that do not consider making changes will not be developed.

**Wrestling:** If changes are going to be made, but not yet defined.

**Gymnastics:** It is planned to grant Olympic places, and it will be proposed to include synchronized trampoline.

**Racquetball:** Changes will be made.

**Basketball:** They suggest raising the teams classified by gender from 6 to 8, keeping the cutting system as of November 1, 2022. The first 7 of the Continental Ranking plus the host. They suggest including Dunk Contest men's medals, male and female Shoot contests, and Women's Skills.

**Boxing:** They consider that the quotas are low. 120 boxers in 15 categories, 8 by weight are little. 80 men and 40 women. They want to have wild cards (at least 5). They comment that in Africa and Europe, participation in boxing is free. And they would like to have gender equality, but without reducing men's positions.

**Weightlifting:** Changes will be made.

**Archery:** Propose to increment the quotas in composed archery.

**Canoe:** They are studying the possibility of having ODESUR and ODECABE games as qualifiers.

**Cycling:** Changes will be made.

**Tennis:** There was some confusion with the NOCs regarding the qualifications. They are planning to have more clarity for Santiago 2023.

**Handball:** Changes will be made.

**Surf:** Taking into consideration the success of the sport in Lima, it will be requested more quotas for the sport.

**Taekwondo:** Poomsae competition will be changed for Freestyle. Probably will be introducing 3 or 5 members for Team Kyorugi competition.

**Badminton:** They believe it is necessary to increase the number of places for the sport since some NOCs could not participate.

## ASPECTS TO PAY ATTENTION

*FOR SANTIAGO 2023 IN THE ORGANISATION OF THE SPORT\**

\*Comments from confederations that do not consider making changes will not be developed.

**Wrestling:** To improve the selection of the Sport Manager, and improve communication between the LOC and the National Federation.

**Modern Pentathlon:** To have all the disciplines in the same venue.

**Gymnastics:** To define the competition apparatus with more anticipation.

**Judo:** It is essential for the role of the Sport manager to impose the rules of the sport and also be part of the organization.

**Squash:** To have the sport installations ready at list 6 months before the beginning of the Games.

**Racquetball:** To follow up the installation's constructions.

**Basketball:** It would be good to run a Test Event to optimise the training of the NTOs.

**Handball, Rugby, Bowling, and Boxing:** Transportation.

**Surf and Skate:** The village should be closer to the competition venues. To increase the participants quota.

**Pelota Vasca:** To have stands to watch the competition.

**Weightlifting:** To improve the coordination with the continental federation in order to allow the federation to have the control of the event.

**Archery:** In Sport presentation would be beneficial to have people with knowledge of the sport and announcer who get the audience excitement.

**Rowing:** To improve the communication between the responsible of the event.

**Hockey:** To coordinate the arrival of the officials with anticipation and according to the needs of the sport. To improve the communication with the Continental Federation.

**Tennis:** The most important thing is the quantity and quality of the courts, the practicality of feeding procedures, and facilities for athletes and judges.

**Handball:** To have venues with at least an 8.000 capacity.

**Fencing:** To have into account the specialist opinion and comply with the specific technical regulations. ITOs must be mostly neutral (from other continents), the layout of the competition area must be in accordance with the regulations of the International Federation. The feeding of ITOs in the place of competition should not be considered as a secondary issue, but rather as a primary one.

**Table Tennis:** To acquire the equipment with more time. Improve issues such as stands, lighting, and show for the show.

**Volleyball:** Security

**Badminton and Karate:** To run training activities for the sport specific volunteers.

**Triathlon:** To set the areas for the Pan-American family in better locations.

**Taekwondo:** Competition Schedule: To manage two competitions every day in 3 different sessions were very complicated. It will be needed 6 days of competition in Santiago 2023 to manage Poomsae competitions, individual and team competitions.

**Wakeboard:** Not all the spectators were able to attend to see the competitions; it would be good to improve the facilities for the general public.

**Football:** The number of athletes and officials is low for teams and should be considered to increase it for future competitions.

**Equestrian:** Horses transportation.

## MAIN RECOMMENDATIONS

*FOR PANAM SPORTS AND SANTIAGO 2023 ORGANISING COMMITTEE*

The Pan-American Confederation recommend:

- Work with time, be open to listening to national federations, and involve the Pan-American Federations in the hiring of sport staff.
- To run the largest amount of Test Events, from 2020 ideally that the staff who participate in these events be the one who is finally in 2023
- That the construction of the sports venues be finalized with the proper advance to allow its previous inspection.
- Gender equality with more categories and number of female quotas.
- Do the same as Panam Sports and Lima 2019 regarding all the elements, but review the contracts with the suppliers of timing and scoring, judging, and sports presentation.
- To improve the lounges conditions for ITOs and not repeat the payment method to ITOs.
- Continue or increase the fluid dialogue with the Pan American Confederations.
- To work together with the continental Federation in booking itineraries in advance.
- To pay attention to hotel-headquarters-hotel transport times, as well as the quality of meals at venues, especially for those who have long working hours.
- Compile the technical requirements before closing contracts with ATOS, Sports Presentation, and installation of screens, so that it can be checked in advance.
- To provide good service for teams for training not only before the start of the competition but also during.
- Take care of the comfort of the athletes in the village (In Lima they were cold, short beds, etc.)
- The Sport Managers should know the sport very well and have experience in organizing events.
- To have a good relationship between sports administration and venue management.
- To work closely with the technical department of the Confederation. 3 inspection visits are required (the last 6 months before the event)

- Since the Confederations, we are the representatives of the International Federations in the continent, every aspect and/or technical decision concerning the sport should be consulted and decided by the Confederations as rectors of the events and not by the technical commissions of Panam Sports.
- To have more television hours.
- To increase the knowledge of the characteristics of the competitions, by all those involved who do not belong to the practice of sport, but who are affected to the operation of the competitions.
- To run training activities for the volunteers.
- To take into account city traffic and have several alternatives that facilitate transportation in less time. Keep the allocation of drivers and vehicles stable. Consider the location of the sports facilities closest to the Pan-American village with its exclusive route for better efficiency in the realization of the competitions of the different sports.
- That the competition schedules allow the spectators to attend several sports, instead of choosing one sport among other.
- To not make changes to the competition schedule days before the competition.
- Try, as far as possible, that the people who initiate in the organizing committee remain until the beginning of the event.
- The accreditation system must be more efficient and easier for ITOs and others involved. To have into consideration the comfort, accessibility of ITOs in the area of competition, as well as the issue of food and payments.
- To leave a legacy for the host country. Sell tickets, be environmentally friendly by getting rid of plastic bottles.
- To improve communication.

## ANNEX I

### ACODEPA'S SURVEY REGARDING THE PAST XVIII PAN-AMERICAN GAMES LIMA 2019

CONFEDERATION: \_\_\_\_\_

NAME AND POSITION IN THE CONFEDERATION: \_\_\_\_\_

#### 1. SPORT VENUES

	1	2	3	4	5
Field of Play					
Look and Feel					
Lighting					
Tribunes					
ITOs share spaces (offices,resting rooms, changing rooms,etc)					
Training areas					
Comments:					

#### 2. SPORT COMPETITION

	1	2	3	4	5
Timing and Scoring					
Competitions schedule compliance with the established previously					
Technical Meeting					
Sport Equipment					
Sport Presentation					
Training slots scheduled by team					
Comments:					

#### 3. ACCOMMODATION

	1	2	3	4	5
Distance from the competition venue					
Room confort					
General conditions of the assigned hotel					
Comments:					

## 4. FOOD AND BEVERAGE

	1	2	3	4	5
Food quality					
Food amount					
Variety on the menu					
Service quality					
Comments:					

## 5. TRANSPORT

	1	2	3	4	5
Travel time to the competition venue					
Transport schedule communication					
Compliance of the established transport schedule					
Vehicles comfort					
T3 waiting time					
Comments:					

## 6. ARRIVALS AND DEPARTURES

	1	2	3	4	5
Communication with the ITOs for the air ticket issue					
Ticket Issued in advance					
Welcome Stand signage					
Waiting time in the Welcome Stand					
Waiting time to get into a car					
Destination location					
Departure vehicle booking					
Comments:					

## 7. VICTORY CEREMONIES

	1	2	3	4	5
Podium set up timing					
Podium location					
Medals and gifts preparation					
Presenters assigned in advance					
Awarding presentation					
Ceremony protocol					
Anthems and flags presentation					
Comments:					

## 8. ACCREDITATIONS

	1	2	3	4	5
Information upload information into the accreditation system into the accreditation system					
Photos upload information into the accreditation system into the accreditation system					
Communication with the LOC					
Comments:					

## 9. PER DIEM

- a. Do you agree with the ITOs Per Diem amount?
- Si
  - No
- b. If it is No, what amount will you suggest? \_\_\_\_\_
- c. Do you agree with the payment procedure used in Lima 2019?
- Si
  - No
- d. If it is No, what kind of payment will you suggest?

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## 10. MEDICAL SERVICES

	1	2	3	4	5
Medical attention in the competition venue					
Medical attention in the training areas					
Reaction time in medical attention					
Comments:					

## 11. CONTROLES ANTI-DOPING

	1	2	3	4	5
Sample recolection area					
Chaperones					
Comments:					

## 12. HUMAN RESOURCES

	1	2	3	4	5
Sport Manager Performance					
Venue Manager Performance					
Quantity of volunteers assigned according to the sport requirement					
Volunteers attendance					
Comments:					

## 13. MEDIA

	1	2	3	4	5
Mixed Zone					
Press area in the tribunes					
Comments:					

## 14. GUEST AREA / PANAMERICAN FAMILY

- 1
- 2
- 3
- 4
- 5

Comments: \_\_\_\_\_

\_\_\_\_\_

## 15. COMMUNICATION WITH THE LOC

- 1
- 2
- 3
- 4
- 5

Comments: \_\_\_\_\_

\_\_\_\_\_

16. Comments about Lima 2019 Qualification System. Are you considering to make changes for Santiago 2023?

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17. What positive aspects would you highlight in the Lima 2019 Organization of your sport?

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18. In which areas do you think that it should be pay more attention in the Organization of your sport in Santiago 2023?

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19. Key recommendations for Panam Sports and Santiago 2023 Organising Committee

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ACODEPA