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**“Evaluation and Improvement of
National Wrestling Federations in the Pan-American Region”**

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TABLE OF CONTENT

| | |
|--|-----------|
| 1. INTRODUCTION | 3 |
| 1.1. THE ROLE OF GOOD GOVERNANCE IN STRENGTHENING THE OLYMPIC MOVEMENT | 4 |
| 1.2. ESTABLISHING A QUANTIFIABLE DATABASE FOR NATIONAL FEDERATIONS..... | 5 |
| 1.3. STRATEGIC COMMUNICATION AND FEEDBACK | 6 |
| 2. A REVIEW OF EXISTING KNOWLEDGE | 7 |
| 2.1. INITIAL RESEARCH AND INFORMATION SEARCH..... | 7 |
| 2.2. PRINCIPLES GUIDING THE PROJECT | 8 |
| 2.3. EVOLUTION OF THE RESEARCH QUESTION | 10 |
| 3. JUSTIFICATION AND EXPLANATION OF DATA COLLECTION TECHNIQUES | 12 |
| 3.1. NATURE OF THE WORK AND DATA COLLECTION METHODS..... | 13 |
| 3.2. STRUCTURE OF THE QUESTIONNAIRE | 13 |
| 3.3. TOPICS COVERED IN THE QUESTIONNAIRE | 14 |
| 4. ANALYSIS OF RESULTS | 15 |
| 4.1. MIXED METHODOLOGY | 16 |
| 4.2. EVALUATION CATEGORIES | 17 |
| 4.3. STATISTICAL ANALYSIS | 17 |
| 4.4. EVALUATION DISTRIBUTION..... | 19 |
| 4.5. REGIONAL ANALYSIS | 22 |
| 4.6. CORRELATION ANALYSIS | 22 |
| 5. RECOMMENDATIONS | 24 |
| PROPOSAL 1 | 24 |
| PROPOSAL 2 | 24 |
| 6. CONCLUSIONS..... | 25 |
| 7. REFERENCES..... | 27 |
| 8. SUMMARY/ABSTRACT IN ENGLISH AND FRENCH | 28 |
| 9. APPENDIXES..... | 30 |
| 9.1. APPENDIX 1 | 30 |
| 9.2. APPENDIX 2 | 37 |

1. Introduction

The world has experienced a series of changes in different aspects over time, regularly occurred over a long period of time, however at this time the world is experiencing a process of unparalleled acceleration in which technology combined with different factors have created a movement of constant and significant progress throughout the day, this has forced organizations to adapt and therefore evolve with the idea of not becoming obsolete and to attack new problems and challenges that arise at all times.

This constant and accelerated flow forces us to be at the forefront in many aspects, especially those that refer to the internal knowledge of your organization and the means that make it up, there are many tools to achieve this so it is no longer acceptable to justify any kind of problem or error due to lack of knowledge.

With this in mind, the fundamental purpose of this document is to establish a quantifiable database that allows us to see in a clear and tangible way the reality in which the National Federations of Americas live and develop, this as a pilot model of collection and management of information that structured in different stages, allows us to first analyze the data and then attack the areas of opportunity that come to light with this database.

Such a database must not only be reliable, but also easy to update over time, so it must take into account basic universal concepts that will set the next path.

Where is the National Federation, where do we want it to go and what is the goal we want it to reach?

We are social beings and therefore we are no strangers to changes in the world and under this idea sport is no exception, with this in mind the International Olympic Committee has seen the need to create strategies to strengthen the Olympic movement, Therefore, the fundamental principle of Agenda 2020 was to be a strategic route that would allow the progress of the International Olympic Committee and the entire Olympic movement to be leaders of change, instead of being objects of change.

1.1. The Role of Good Governance in Strengthening the Olympic Movement

With the vision of building a better world through sport, with the idea of turning challenges into opportunities and with the slogan that inspired the 2020 agenda more convincing than ever, the Olympic Agenda 2020+5 was launched, where a series of recommendations are put forward to continue with the fundamental objective of safeguarding and strengthening the values of the Olympic movement.

Recommendation 14 of Agenda 2020+5 is about strengthening the Olympic Movement through good governance.

"Governance is a concept still under construction, volatile and even confusing due to its diversity of meanings and scope" (Villegas Estrada, 2019), therefore the interpretation depends on the individual who raises it, the vision of good governance of a sports team in a developing country is not the same as that of one that develops in a first world country, however, it should be clear that in both cases governance must provide factors, rules and actors that coordinate with each other to produce policies in sports institutions.

An organizational structure that is composed of different steps or levels must standardize its precepts and principles from the top of the organization to the base on which its work is based, in the case of the Olympic movement is no exception, the IOC establishes in its code of ethics that all members of the Olympic Movement must adopt the Basic Universal Principles of Good Governance and that this should be reflected in its rules, standards and operation (International Olympic Committee, This means that the International Federations (IFs), the National Olympic Committees (NOCs) and their strategic partners must adhere to the "Basic Universal Principles of Good Governance", which were published for the first time in 2009 under a very different scenario and context than the one we are living today, which is why the IOC modified them in 2022 as a response to recommendation 14 of Agenda 2020+5, "Strengthening the Olympic Movement through Good Governance".

Under the above condition, the parties that make up an IF must also adhere to this precept, so their affiliated National Federations must comply with the same principles; within the United World Wrestling there was a great restructuring based on the movement that sought to keep this sport within the official program of the Olympic Games, from that moment the entire structure of the UWW was designed with the fundamental objective of evolving to meet the requirements and principles that would allow such continuation.

This evolution is constantly changing, redesigning and reaffirming; every year regulations are changed both in the sport and in the administration, so we must start from the general hypothesis that most National Federations are not fully updated under the fundamental principles of good governance, this problem opens a window of opportunity to work with the federations under a unified standard that allows redesigning the governance structure of the same.

1.2. Establishing a Quantifiable Database for National Federations

For this purpose, it is of utmost importance to understand the current landscape of the National Federations. The information currently available is basic and does not delve into the necessary topics to ensure compliance with the Basic Universal Principles of Good Governance (2022 edition). Therefore, the strategy to achieve this goal should be structured in different stages and utilize various tools, all oriented toward the same end.

As a first stage, this work proposes to design a tool that allows the collection of information, this tool should ensure that the answers are as reliable and truthful as possible, in this collection should address various issues such as the technical aspect, sports, development and governance, among others; for the issue of governance, which is the one that interests us now, it is necessary to address what is needed to cover the 7 universal principles for good governance:

1. Vision, mission and strategy of sports organizations.
2. Institutional governance.
3. Ethical and integrity standards.
4. Financial governance.
5. Athlete support.
6. Social solidarity and sustainable development in sport.
7. Autonomy of the Olympic movement.

The second stage would consist of establishing a strategy to strengthen the relationship and communication with the **NATIONAL FEDERATIONS** since this is going to depend on the effectiveness for obtaining information and may help to ensure the veracity of the same, this also works as a way to strengthen good institutional governance, since as expressed by the

consultant Michael Pedersen, "good governance in sport builds trust, by enabling strong relationships with the main actors of sport" (Villegas Estrada, 2019), (Villegas Estrada, 2019).

1.3. Strategic Communication and Feedback

As soon as the communication processes are tightened, the information gathering tool can be launched to potential customers, for this it is necessary to establish and make known the precise bases for this to work, implementing the rules of the game before playing ensures that all those involved know and comply with the rule.

Subsequently, in a first stage, the information gathered should be analyzed and studied, possibly feedback should be made with the National Federations in order to clarify doubts or complement the information they have provided, this feedback exercise will continue working towards good governance, through the strengthening of communication.

Once the analysis and feedback are concluded, it will be necessary to classify and establish an order of priority for their attention, which will depend not only on the real needs, but also on the interrelation of the different universal principles, since each one cannot be seen as an independent entity, but as a system that converges and is directed with a specific purpose. The plan of action through programs and plans should obey the idea that each National Federation should be able to make a diagnosis of its organization, which will allow it to create a planning process focused on the strategic route towards the same goals sought by the Olympic movement.

This will be a job of much time and dedication, which requires professionals who not only have a focus on sports, they must also have at least the minimum notion of what is sports administration, unfortunately, we face another problem, since the majority of National Federations, especially in developing continents such as Americas, The human resources available to them are totally voluntary, so they do not receive a fixed, secure and necessary economic income to meet their needs, for this reason and in most cases the administrative work they perform is merely "improvised" without a guiding principle that gives it a professional and effective character.

In order to work in a real and tangible way, it is necessary to have a clear and updated picture of each National Federation, which is the importance of this database, as it will be essential

to identify the problems faced by local organizations and thus find areas of opportunity to attack the tools designed for it.

It should be noted that this database focused on the Americas is a pilot project that is expected to be applied on a larger scale to all National Federations affiliated to United World Wrestling, regardless of their continent or geographic region.

2. A Review of Existing Knowledge

Currently the United World Wrestling has 188 recognized and affiliated National Federations, which must comply with a series of requirements, resources and characteristics that obey the basic principles and foundations of the organization. However, the information of these Federations is often not updated for a long time, which produces a very large gap in the same.

In addition, the information currently available is basic and only includes very specific information on the contact details of the federations, the names of their main authorities (president and secretary general), among others.

We cannot forget that information and knowledge provide us with resources that allow us to make intelligent decisions that serve to guide the institution towards a better course of action. With this in mind, and aware that the nature of my project lies in the collection of a sample of essential information that provides a real and general vision of the National Federations that are part of United World Wrestling. I would like to point out that for now, these are only those of the American Continent since they will be taken into consideration as a pilot model for a more ambitious plan that contemplates the compilation of information from all the Federations of the world.

2.1. Initial Research and Information Search

Initially, the development of this project, raised a search and verification of related information to obtain an overview of what has been worked on the matter, and to know if any other International Federation has consulted and studied in a similar or deeper way the work, composition and function of its affiliated Federations.

This search was carried out on different platforms; the first tool selected was the virtual library of the University of Ottawa and Omni Libraries, followed by the academic search tool Dialnet, Google Academy and the library of the International Olympic Committee.

The search for information was based on the following topics of interest:

- Works or research carried out by the International Federations in which they received feedback from their respective National Federations.
- Works of the International Federations in which they collect information on the composition, functioning, operation, work or development of their Affiliated Federations.
- Study works on the composition of International Federations, National Federations or sport institutions, both governmental and decentralized.
- Work focused on surveys of National Federations by any type of organization.
- Surveys conducted by International Federations to National Federations.
- Reports from National Federations to their International Federations.
- Reports on Governance in International Federations.
- Reports on Governance in National Federations.

Arguments were sought in the following order of priority:

- International Federations / International Sports Federations.
- National Federations / National Sports Federations.
- Research and surveys conducted by International Federations or National Federations.
- Surveys conducted by International Sports Federations.
- Surveys directed to International Sports Federations.
- Surveys directed to National Sports Federations.
- Reports of National Sports Federations.
- Start-up of International Sports Federations.
- Start-up of National Federations.
- Governance in Sport Organizations.
- Data management.
- Statistics and sport.

2.2.Principles Guiding the Project

Due to the nature of this document, it is essential to know if there is any similar work done by other sports organizations or directed to them. The main arguments to carry out this project are the International Sports Federation and the National Sports Federation and progressively we added the rest of the arguments that strengthen the search for the main idea, for example, research. Therefore, we would add research to the main argument to carry out the research of international federations or national federations.

The delimitation of the topics of interest and the arguments used in my project obeys three fundamental principles. The first and most important is to know the existence of a similar project and thus be able to see, analyze, study or adapt the way in which another organization prepared and executed its action plan.

Secondly, these topics and arguments allow us to discover in theory how an International or National Sports Federation is constituted, or perhaps it is better to talk about a sports organization in general without specifying the level at which it operates. Knowing how they are formed also tells us how they function, how they operate and how they are executed, making it easier to create a tangible study by identifying the main points of study and interest when designing the structure of the project, how to collect information and, most importantly, identifying what information needs to be collected, as well as its level of priority.

The third principle is based on being able to evaluate introspectively the structure and functioning of United World Wrestling, so that we can know where we are and if we are going in the right direction to meet our objectives and if they are aligned with the current landscape, the social context and the real needs of the Olympic Movement. For this reason, it is essential to know the statutes and regulations of United World Wrestling in order to define the appropriate questions in the survey and thus be able to achieve a correct interpretation of the answers based on the basic needs that arise from the regulations, statutes and requirements to be met by the National Federations that make up the structure of the International Federation.

Now, speaking specifically of the first principle established for this study, i.e. the search for similar previous and already existing works, the results obtained were very diverse and with a wide panorama of duality between the success and failure of the same, since it was not possible to locate a similar work carried out by any international organization or any national

instance, nor was it possible to obtain a point of reference to have a clear idea of where to start and where to direct the data collection, or to know if the decision taken in this regard is correct or not. On the other hand, we can conclude that this issue is not being addressed, so it is something that does not interest other International Federations and therefore gives us the opportunity to undertake and get out of the average of the rest of International Federations by improving the structure, operation and development of our organization.

For the second and third search bases, the situation improved a lot, since in this sense the bibliography obtained was greater, of high quality and with a very wide diversity of topics, since not only theoretical texts were obtained on how an International Federation should function and how it should relate to its national federations, but also on how it should work with its national federations. A clear example of this situation is the text entitled "Relations between international sports federations and national sports federations and their members. Special reference to the sport discipline applicable in international competitions" by the author José Rodríguez García. (2006, Spain).

It should be noted that the beginning of this research was complicated and slow because for the first arguments (International Federation or International Sports Federation) the initial results were related to more scientific and technical topics, especially had to do with medicine and hard sciences applied to sport.

In this first stage a lot of information was discarded, but as the main argument was built, the topics started to be more useful and more related to the theme and direction needed for the structure of the paper. The more specific the argument was, the easier the search became because the results became more specialized and more responsive to the stated need. Even the arguments that were not at the top of the list were very useful, for example, governance in sports organizations or those related to data management, information and statistics in sport.

2.3. Evolution of the Research Question

The main question on which this research was based had to do with the intention of learning about the work of other sports organizations regarding the constitution of their affiliates and their technical, administrative and sports operation; it was not possible to find similar works

or research, so the question evolved to: How are Combat Sports Organizations formed and how do they operate?

The answer to this question was more productive and enriching. Diverse points of view, opinions and analyses were found that helped me to understand that there is no single idea of success in the work of a sports organization. Although the ultimate goal in organizations is very similar, the way to accomplish it is not the same and depends on multiple factors, taking different courses of action for the success of a sports organization. This provides a wide panorama of resources, so it is possible to adapt those that best fit the real needs of our organization.

To identify in a tangible way what are the objectives of sports organizations will always be good to strengthen the Olympic Movement, I can compare the fundamental principles of United World Wrestling with the general ideas of the principles of operation and functioning of other organizations. In this way, it will be possible to identify the real needs of information and be able to make more efficient the collection and processing of the data requested for the objects of study, which, as I mentioned at the beginning of this document, in a first stage will be the National Federations of the American Continent.

In conclusion, this first stage of the work made it possible to show the diversity that exists among the different sports organizations, the use of different arguments and the order of priority given to them. Having a real and tangible guideline helped me to restructure the project as follows.

With the main arguments, within the formal search, it was noticeable that other organizations have not conducted a similar study with their affiliates. However, informally, we learned that the International Federations of Volleyball and Archery, at some point in their history, carried out some type of work with their National Federations. Nevertheless, due to the nature of the documents and the information they handled in them, it was not possible to obtain or study them. Therefore, there is no way of knowing if there is a correct or incorrect formula for how to proceed.

This allows us to have a wide range of action that, by not being limited by the prejudice of external errors, can have a greater reach.

With the input from the rest of the arguments it was possible to visualize the importance of knowing the principles and fundamentals of United World Wrestling as an international sports organization in order to identify the key points that an affiliated organization should be able to provide. With this idea in mind, the survey can be more effective and the collection of information can be optimized and therefore facilitate the collaboration of the National Federations to respond in the sincerest way and thus guarantee the viability of the data collected.

The arguments related to information management and statistics provide the tools to be able to establish a real argument that serves as a tangible sample of study in which the strengths and weaknesses of the project can be identified with a view to evolve towards a work of greater magnitude and scope.

The number of National Federations in the American Continent that are affiliated to United World Wrestling is 29, which represents 15% of the total.

This percentage is sufficient to establish a tangible sample and a pilot model that will allow us to store, study and analyze the current panorama and the real needs of the affiliates of our organization.

3. Justification and Explanation of Data Collection Techniques

Being social entities that live in a world of constant change and unprecedented progress, it is necessary to keep updated on different topics, proposals or avant-garde movements that govern the day to day; for organizations this topic is not foreign so they need to know the global, specific and general context in which they operate.

In addition, as a global organization it is not enough to know the environment and the context in which they persist, it is necessary to know their internal structure and be able to identify the different areas and needs of the organization and being a global entity that governs through small organizations.

This work proposes the creation of a data base that will gather precise and clear information of the different National Federations of Americas, therefore the communication with them as well as the observation of their dynamics, actions and methods of technical-administrative work must be the pillars on which the collection of information is centered.

3.1. Nature of the Work and Data Collection Methods

It is important to point out that the very nature of my work gives me certain concessions when structuring and detailing its form, since it is a database that seeks to contribute to the modeling of specific objects of study, which in theory are governed by the same principles of creation and operation, and after analyzing and evaluating the different and very varied types of methods for data collection, I have determined to evoke my collection plan to traditional methods, such as the interview and a questionnaire for the collection of accurate information. This project needs to be nourished by both quantitative and qualitative data, which together will allow us to have an overview of the objects of study, which together should give us the picture of the current status of the continent.

Therefore, the questionnaire was always the main method of information gathering, and initially it would be reinforced by a telephone interview and, if possible, a face-to-face interview to clarify doubts or to reinforce answers that may require it.

This questionnaire is addressed to the presidents, general secretaries or, in their absence, to the technical-administrative personnel that the National Federation considers competent and with sufficient tools to complete the survey.

3.2. Structure of the Questionnaire

This questionnaire was structured in the form of a block of specific information, which addresses subtopics that are particularly relevant to the main theme of the block, there are essential blocks that can be answered concisely and directly, for example, if we talk about the number of styles of struggle that are practiced in an organization, the answer is closed to a whole number that represents the number of styles with which it counts.

But if we talk about commissions or committees we cannot be satisfied with just talking about quantities, we need to consider and add in the answer options a necessary minimum of commissions (based on the statutory constitution of the International Federation) that a national entity must have for its operation and functioning.

Or there are questions that are more specific to each national organization, for example related to its mission and vision, while others are merely quantitative, such as those related to the number of affiliates, practitioners or members.

In the planning of the data collection, many possibilities for action were raised, however many were unfeasible, so I decided to generate and include tactics that would allow me to ensure the highest possible percentage of accuracy of the information, especially on specific issues such as sports equipment, because the fundamental objective of this work would be affected if a Federation answered that it did not have functional areas for sports practice just because they believed that this answer could make them worthy of a donation.

I was very careful when writing the text in which the answers were requested, and together with the speaking I tried to make it as clear, concise and precise as possible, in the description of the objectives and details of the work, since I had to convince the objects of study to collaborate in an active way, providing accurate and truthful information.

In order to reinforce this, and taking advantage of the possibility of interaction offered by my position within the UWW and the UWWA, I could verify as an observer the veracity of specific topics covered in the survey, such as those related to human resources, administrative operation or performance in sports practice, for example, if an organization responded that it had organized x number of national or international events, it was possible to verify this information first hand.

3.3. Topics Covered in the Questionnaire

The questionnaire is made up and designed by the following topics or items:

- Name of the Federation.
- President and General Secretary.
- Fighting styles.
- Governance.
- Administration.
- Finance.
- Training facilities.
- Marketing and communications.
- Development.
- Participation.
- Sports performance.
- Events.

Appendix 1 of this document shows the form used, which was adapted to be used through a platform specialized in data collection and processing (PSS Statistics is a statistical software suite developed by IBM for data management, advanced analytics, multivariate analysis, business intelligence, and criminal investigation), so that in the next stage of global application it will be easier to manage the information collected.

As in all work of this nature it was impossible to guarantee that 100% of the answers are true, but the structure of the research was always designed and planned so that the margin of doubt was as low as possible, with this in mind and taking advantage of the time established for the response of the questionnaire I could have talks and interviews in person with different presidents, general secretaries and officials of the National Federations that attended the Pan American Senior Championship and the Continental Olympic Qualifier that took place in the city of Acapulco, Mexico during the months of February and March.

The talks and interviews allowed me to corroborate certain data and helped me to give a more appreciative character to the information, since it was not the same to read answers on paper or in a digital document, than to receive the information first hand, taking into account everything they told me, not only with their speech, but also with their behavior and body language.

4. Analysis of results

The collection of information, clear, accurate and verifiable, gives us a wide world of possibilities for analysis, study and use of the same, therefore it is necessary to delimit precisely the limits to which we intend to reach, for example the database that we have collected for this study, as a fundamental purpose to know in detail each of the National Federations affiliated to the United World Wrestling in the Americas, according to this the simple fact of having collected and stored this information meets the main objectives.

The complexity in the management of the information collected is due to the very nature of entities as complex in their constitution and operation as the National Federations, it is important to establish clear limits and specific points or topics to be addressed, since, otherwise, the magnitude and scope of the study may have no end and trigger an endless number of issues to be assessed and developed.

The purpose of this work is to generate a database that contains all the necessary information from the National Federations, which should allow us to identify the specific areas in the organizations that require greater attention and development, so that we can create, develop and implement plans and programs to strengthen these areas, optimizing all available resources, both economic and human.

4.1. Mixed Methodology

With this in mind, I determined that it was necessary to establish a mixed method of analysis, i.e. quantitative and qualitative, assigning a numerical score to each item in the questionnaire. To establish these criteria I used different alternatives and tools, for example my responsibilities within the UWW and the respective correlation with its Pan-American confederation, has allowed me to observe closely the different ways in which the National Federations are constituted and function, which allows me not only to validate in some way the information collected, but also gives me a guideline to complement the answers of certain areas or topics according to my experience and knowledge of them.

In addition, the information gathering process was favored by my personal dynamics with the different countries, so the collaboration and commitment of the human resources of the National Federations of the countries of the region, favored the fulfillment of the times, deadlines and requirements established as a limit for it.

Due to this set of factors, it was determined that the best way to process and analyze the information, in order to meet the objective of quantitatively evaluating the data, is as follows: A grading criterion was established based on three scores: 0, 1 or 2 points.

The criterion is simple:

- 0 points if the item to be evaluated is not complied with.
- 1 point if the item to be evaluated is partially complied with.
- 2 points if the item to be evaluated is completely fulfilled.

According to this, each federation has the possibility of obtaining a maximum of 20 points. In order to establish a percentage, the maximum number of points will represent 100% of the evaluation. For the National Federations that do not comply with 100%, a rule of three is used to determine their percentage index according to the points obtained.

The analysis and processing of data will be done through Excel spreadsheets in which the score obtained by the countries is recorded and the formulas are established to determine the % obtained by each National Federation. (Appendix 2).

4.2. Evaluation Categories

The evaluation obtained by each NF will be classified in 5 categories according to the percentage obtained:

- Bad: from 0 to 25%.
- Fair: from 26 to 50%.
- Acceptable: 51 to 75%.
- Good: from 76 to 95%
- Excellent: 96 to 100%.

Once the percentage of each FN has been obtained, a statistical analysis will be carried out, including the following items:

- Mean or average of the evaluations.
- Number of National Federations in each classification.
- A graphical comparison between each classification.
- Hierarchical ranking in descending order according to the percentage of each NF.
-

4.3. Statistical Analysis

As a second stage, each topic consulted will be analyzed in order to determine those with the worst response rate, i.e., those in which the majority of Federations have obtained a 0, in order to classify the areas with the greatest opportunity for development and work.

As part of the previous point, it is also important to identify the best evaluated areas so that their status can be monitored and so that we do not go backwards in these areas because we are paying more attention to others.

From the quantitative point of view, the percentage results of the countries yielded the following information:

- A total of 23 National Federations were evaluated.
- Of which the following evaluations were obtained as explained above:

TABLE 1.1 country table and result.

| N° | COUNTRY | % |
|-----------|----------------|----------|
| 1 | USA | 95 |
| 2 | BRAZIL | 70 |
| 3 | CANADA | 70 |
| 4 | PUERTO RICO | 70 |
| 5 | CUBA | 65 |
| 6 | VENEZUELA | 65 |
| 7 | CHILE | 60 |
| 8 | MEXICO | 60 |
| 9 | PERU | 60 |
| 10 | ARGENTINA | 55 |
| 11 | DOMINICANA | 55 |
| 12 | PANAMA | 55 |
| 13 | COLOMBIA | 50 |
| 14 | GUATEMALA | 50 |
| 15 | HONDURAS | 45 |
| 16 | COSTA RICA | 40 |
| 17 | EL SALVADOR | 40 |
| 18 | PARAGUAY | 35 |
| 19 | BARBADOS | 30 |
| 20 | NICARAGUA | 30 |
| 21 | BOLIVIA | 25 |
| 22 | URUGUAY | 25 |
| 23 | SURINAM | 20 |

The table above represents the individual results of each of the countries participating in the survey and whose information will be contained in the database, it can be seen that the name of the country and its overall rating in terms of percentage, are ordered in descending order according to their result.

Comparative table:

| | |
|-------------------|-----------------|
| AVERAGE | 50,86957 |
| HIGHER % | 95 |
| LOWER % | 20 |
| DIFFERENCE | 75 |
| AVERAGE | 55 |

This table contains the information corresponding to a traditional statistical data analysis in which the mean, the average, the maximum value, the minimum value.

We observe that the overall average of the evaluation of the responses is 50.86%, which represents that on average the National Federations of the Americas are in an acceptable evaluation.

4.4. Evaluation Distribution

The maximum evaluation value was 95% while the minimum was 20, which indicates that the difference between both extremes of the study is approximately 75%, this tells us about the large gap that exists between the levels of development of the countries of the region and the direct relationship between the way in which they are constituted, their operation, their functioning and the results they obtain at the global level.

Evaluation table:

| Evaluation: | Number of FN |
|--------------------|---------------------|
| Excellent | 0 |
| Good | 1 |
| Acceptable | 11 |
| Fair | 8 |
| Poor | 3 |

The trend in the evaluation is in the acceptable range and unfortunately none of the NFs reached the excellent level, so there is a wide range of opportunity areas to work on and strengthen.

The 56% of the NFs represent an evaluation of acceptable, which is double that of the regular Federations, but under this same logic the percentage of the federations classified as good is only 4%, so in comparison it is a deplorable result, so that all the federations must work if or if in any of the areas of the study, following this idea further on we propose the formation of groups by area of study and fields of opportunity.

As described above and after the study and analysis of the National Federations of the American Continent, the following observations were obtained from the qualitative point of view:

- A total of 23 National Federations were evaluated.
- The 23 National Federations participating in the study complied in due time and form with the requested information.
- In addition, their president, general secretary, manager or technical director actively participated in the personal feedback to which they were summoned during the Pan American Championship and Continental Olympic Qualifying Championship in February and March of this year.
- The veracity of the answers was validated from three different angles, first through the previous knowledge of each National Federation, second in the interview or face-to-face talk that I had and finally with the good faith that was deposited in the ethics of the people responsible for answering it.
- The National Federations that did not respond or did not really participate did not do so because they do not have a real operational structure and because of some very specific and special situation they are unable to practice sports and administration.

Prior to the next stage of the study and with the purpose of diagnosing and identifying the areas of opportunity to work and develop according to this exercise, different groups will be formed, in which the member countries will be added according to the mathematical result of their questionnaire; for example if we take into account as the basis of the group the wrestling styles both in their Olympic and Traditional styles and we see that 7 of the 23 countries have an evaluation of 0, our group would be called styles and would be formed by the 7 countries mentioned above.

These groups represent areas of opportunity, so it will be necessary to stipulate in an expeditious manner that only those federations that obtained 0 in the evaluation of the respective item, in the specific item, will be able to enter the classification group.

- Styles:

- For this case the group would be empty as all countries have at least 1 point.

- Governance:

- In the specific case of sports governance, although there are no countries that

are at 0 in this item, it is noteworthy that very few got 2 in their evaluation, so programs should be sought to meet the need for standardization and development in this area, obviously taking into account before action groups with greater need for development.

- **Administration:**
 - Bolivia, Nicaragua, Paraguay, Suriname.
- **Finance:**
 - Suriname, Uruguay
- **Training Facilities**
 - Barbados, Costa Rica
- **Marketing & Communications:**
 - Barbados, Bolivia, Colombia, Cuba, El Salvador, Honduras, Nicaragua, Paraguay, Suriname, Uruguay
- **Development**
 - Bolivia, Nicaragua, Uruguay
- **Sport Participation**
 - Bolivia, Paraguay, Suriname,
- **Sport Performance**
 - Barbados, Bolivia, Costa Rica, El Salvador, Guatemala, Nicaragua, Paraguay, Suriname, Uruguay
- **Events**
 - Barbados, Suriname, Uruguay

According to the above, the group with the greatest area of opportunity to work would be Marketing and Communication, since it is the one that concentrates the largest number of National Federations, however, although we have groups with few Federations, we only have two groups that in theory does not require some kind of work but the reality is that there is still much to develop, For example in the field of styles, we must work on developing the affiliated wrestling styles, for example the traditional, it is arrogant to think of perfectionism and that there is some item in which all federations are well, because such ideas generate stagnation and backwardness by not believing that it is necessary to act to improve.

The fact that they do not represent an urgency does not indicate that the work in the development of the different areas of action should be neglected or left aside, because as I

mentioned at the beginning, the accelerated pace of life does not allow us to remain as spectators of a world in constant change and progress.

4.5. Regional Analysis

It is important to mention again that the way in which the information was processed leaves open the possibility of using digital tools in the future to be able to perform another more in-depth analysis and with different objectives, for example, for this study and using Python to achieve a correlation of the information provided, it was possible to identify another form of study and analysis, separating the objects of study regionally, For example, I identified the region of the countries according to their name, and placed them in 4 groups, North America, Central America, South America and the Caribbean, then I averaged together the countries that belonged to each group to obtain a regional evaluation similar to the one done in the previous paragraphs for each country.

| Region | Average NF |
|-----------------|------------|
| North America | 70.00 |
| Central America | 66.67 |
| Caribbean | 50.00 |
| South America | 59.44 |

In this example, North America has the highest average evaluation, while the Caribbean has the lowest. This could suggest that the countries of North America have more developed sports federations in general, or with a better degree of development, which is easily verified with [Table 1.1](#).

This example seems a bit crude and basic for everything that has been done, but let us remember that this work also seeks to be a pilot model to be implemented throughout the world, and at that scale, being able to unify and reduce the objects of study regionally can facilitate the management of the information and above all can give you a general idea of what you will find if you delve into the national federations of each region.

4.6. Correlation Analysis

Through the use of Python tools for data and information processing and analysis, it was possible to establish a correlation analysis. Due to the magnitude of this work and its nature

as a pilot model, this method of analysis is exemplified only with the relationship between governance and development.

The results of the National Federations were entered into these points, acting as the continuous variables of the analysis, and the execution was programmed to obtain a Pearson correlation factor.

Fundamentally, this coefficient is characterized as a test that measures the statistical relationship between two continuous variables. If the association is not linear, the coefficient is not adequately represented. It is important to note that the correlation coefficient can range between -1 and 1.

This result is interpreted according to statistical theory. For our example, we obtained the following:

Correlation between Governance and Development:

Pearson correlation: 0.52 (moderate positive correlation).

Interpretation: In this example, there is a moderate positive correlation between Governance and Development scores, suggesting that countries with good governance tend to have better sports development programs.

Our factor falls within the range and also represents the variables linearly, indicating that the correlation is adequate and therefore correctly interpreted by the algorithm. With this in mind, and according to the previous interpretation, we can develop the following idea:

The results of this study suggest that the National Wrestling Federations in America have a good starting point in terms of governance and development, but there is still room for improvement in key areas such as facilities, marketing, and sports participation.

It is important to emphasize that sports performance does not only depend on financial investment, but also on other factors such as the quality of governance, management, talent development, and sports participation.

These kinds of reflections arise from a quick analysis of the landscape of a focused public organization. Imagine what we could learn if we replicated it on a global scale and if we could see everything that all the federations affiliated with United World Wrestling have to tell us.

5. Recommendations

In order to improve the management and policy of National Wrestling Federations in the Pan American Region, several recommendations addressing key aspects such as governance, inclusiveness, sustainability and capacity building should be taken into account. The main recommendations are presented below, organized in a table that facilitates their understanding and follow-up.

Proposal 1

| Priority | Recomendación | Action | Responsible | Resources | Timescales | Critical Success Factors |
|----------|---|--|--------------------------|--|-------------|--|
| High | Identify the needs of the National Federations in the different levels of evaluation (bad, fair, acceptable, good, and excellent) | Conduct comprehensive needs assessments for each Federation | Evaluation Team | Assessment tools, data collection software | 3-6 months | Accuracy of data collection, cooperation from Federations |
| High | Classify the National Federations in their respective levels | Develop a classification framework and apply it to the collected data | Evaluation Team | Classification criteria, data analysis software | 1-2 months | Clear and transparent classification criteria |
| High | Establish an order of priority on the work | Develop a priority ranking based on the classification | Planning Committee | Prioritization matrix, stakeholder input | 2-3 months | Stakeholder consensus on priorities |
| High | Establish real, evaluable, and progressive objectives | Create a detailed action plan with specific milestones | Planning Committee | Strategic planning tools, expert input | 3-6 months | Realistic and measurable objectives |
| High | Design a cyclical program with clear objectives and learning outcomes | Develop a structured program with defined learning outcomes for each level | Program Development Team | Curriculum development resources, training materials | 6-12 months | Flexibility of the program, ongoing evaluation and adjustments |
| Medium | Ensure flexibility to adapt to and overcome difficulties | Incorporate feedback mechanisms and flexible planning | Program Development Team | Feedback tools, contingency plans | Ongoing | Responsiveness to feedback, adaptability of the program |

Proposal 2

| Priority | Recomendación | Action | Responsible | Resources | Timescales | Critical Success Factors |
|----------|--|--|--------------------|--|------------|---|
| High | Establish an order of priority of work on the groups | Develop a logical and progressive order of work | Planning Committee | Prioritization matrix, stakeholder input | 2-3 months | Stakeholder consensus on priorities |
| High | Address needs of National Federations in an interdisciplinary manner | Form interdisciplinary teams to address specific needs | Coordination Team | Expert consultants, cross-disciplinary collaboration tools | 3-6 months | Effective interdisciplinary collaboration |

| Priority | Recomendación | Action | Responsible | Resources | Timescales | Critical Success Factors |
|----------|---|---|--------------------------------|--|-------------|--|
| Medium | Develop academic programs and launch compulsory calls | Design and implement academic programs and compulsory calls | Education Department | Curriculum development resources, training materials | 6-12 months | Participation and engagement from Federations |
| Medium | Generate a series of conference cycles, courses, or workshops | Organize and conduct educational events and workshops | Events Team | Conference facilities, speaker arrangements | 6-12 months | Quality of content, attendance and participation |
| Medium | Open voluntary participation for Federations | Encourage voluntary participation in academic programs | Outreach Team | Promotional materials, communication channels | Ongoing | Effective outreach and promotion |
| High | Improve the level of evaluation of the Federations | Monitor and evaluate the impact of programs on Federation performance | Monitoring and Evaluation Team | Evaluation tools, performance metrics | Ongoing | Continuous improvement based on evaluation results |

6. Conclusions

The collection of information to update our knowledge of ourselves as an organization or as a social entity is key to continuing to face the challenges the world presents to us. Currently, the world is governed by information and its use, and if we are aware of where we are and where we want to go, we can achieve many things without limiting ourselves in any way. This knowledge allows us to make informed decisions, anticipate trends, and adapt to changes in our environment effectively. The power of information lies not just in its collection, but in its analysis and application, guiding us towards better strategies and outcomes.

Considering that the fundamental objective of this document was to obtain a database that we could study to identify the real needs of the organizations affiliated with us and that it was possible to address them from different points, I must consider that the development of the work was totally fruitful, in addition to setting a precedent for the possibility of doing it on a larger scale. The insights gained from this data collection effort provide a solid foundation for targeted interventions and strategic planning. By understanding the specific needs and challenges of each organization, we can tailor our support and resources more effectively, ensuring that every federation benefit from the initiatives we implement.

We cannot forget that the world is moving towards an era of austerity, where resource optimization is becoming the guiding principle of the entire social panorama, from organizing major events such as regional multi-sport events to the Olympic Games themselves. Let us

remember that the IOC's Agenda 2020+5 speaks to us about sustainability and development. Therefore, it is necessary to do everything possible to generate flexible and adaptable development and education programs, and above all, to optimize resources to adapt to the new needs of the world. This study serves us for this purpose, and it is necessary to replicate it. As we prepare for the transition from the initial evaluation phase of the National Federations (NF) to the second, broader, and globally focused phase, a detailed action plan becomes imperative. This plan aims to rectify the deficiencies identified in the first phase and leverage the knowledge acquired to foster systematic improvements across all federations, refining our development approach and ensuring that subsequent strategies are effective and efficient in resource use.

This involves delving deeper into the current findings of the initial evaluations, thoroughly reviewing scores and areas of underperformance, and analyzing data patterns to identify common challenges where specific interventions could yield significant improvements. Based on this analysis, the NFs should be segmented into distinct groups according to performance metrics, whether by scores (Poor, Fair, Acceptable, Good, Excellent) or by specific areas of deficiency, effectively adapting development programs.

A resource and needs assessment for each group will help allocate resources such as expertise, financial assistance, and technological support appropriately. For instance, federations scoring low in digital transformation could benefit from specific IT infrastructure support and training in digital tools. With a clear understanding of needs and resources, specific programs for each group should be developed, addressing deficiencies in a measurable and sustainable manner, potentially through workshops, training sessions, and policy updates to improve governance and operational efficiency. Collaboration among federations should be encouraged through platforms to share best practices, learn from each other's experiences, and pool resources, facilitating mentorship programs where stronger federations support those at lower performance levels.

As programs are implemented, continuous monitoring of progress and impact should include quantitative metrics (improvement of scores) and qualitative evaluations, with feedback mechanisms integrated into all programs for continuous adjustments and improvements. Once the specific programs have been tested and refined, consider a broader implementation with a scalability plan that includes timelines, potential challenges, and resource allocation strategies. Finally, establish a continuous improvement process using feedback to refine the

programs, ensuring interventions remain relevant and effective in the evolving landscapes of sports management.

This proposed action plan not only addresses the immediate development needs but also lays the foundation for sustainable growth and continuous improvement. By leveraging knowledge and systematically addressing deficiencies, the plan aims to enhance the capacities and effectiveness of federations globally, contributing to the advancement and popularity of wrestling worldwide.

In the end, this study is a first step towards the conscious understanding and knowledge of the challenges and opportunities faced by the National Wrestling Federations in the Americas. By addressing the areas for improvement identified in this analysis, these organizations can strengthen the development of wrestling in the region and contribute to achieving the goals of the Olympic Movement. This holistic approach ensures that all federations, regardless of their current performance levels, have the opportunity to grow, improve, and succeed, thereby promoting the sport of wrestling and its values across the globe.

7. References

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4. Rodríguez García, J. (2006). *Relations Between International Sports Federations and National Sports Federations and Their Members: Special Reference to the Sport Discipline Applicable in International Competitions*. Rodríguez García, J. (2006). [Relations Between International Sports Federations and National Sports Federations and Their Members: Special Reference to the Sport Discipline Applicable in International Competitions](#).

8. Summary/Abstract in English and French

Summary:

This study evaluates the National Wrestling Federations across the Americas, focusing on their current status in governance, administration, and overall functionality. The primary objective was to establish a robust database capturing detailed information from these federations to pinpoint areas for development and improvement.

The data collection utilized a mixed-method approach, combining quantitative and qualitative techniques. A structured questionnaire was distributed to federation leaders and technical-administrative personnel, complemented by interviews to validate responses and gather deeper insights. Evaluation criteria encompassed governance practices, financial management, training facilities, marketing strategies, and sports performance.

Analysis revealed a diverse spectrum of performance levels among the federations, with some achieving commendable scores while others lagged behind, categorized as having only acceptable or poor performance. North American federations generally demonstrated higher performance compared to those in Central and South America.

Key areas for improvement identified include marketing and communication strategies. The study proposes two main strategies for future development: implementing a cyclical improvement program and launching targeted academic initiatives.

The findings underscore the importance of enhancing governance standards and operational efficiencies across all federations, aiming for broader improvements in sports administration throughout the Americas.

Résumé :

Cette étude évalue les Fédérations Nationales de Lutte à travers les Amériques, en mettant l'accent sur leur état actuel en termes de gouvernance, d'administration et de fonctionnement globale. L'objectif principal était de créer une base de données complète recueillant des informations détaillées auprès de ces fédérations afin d'identifier les domaines nécessitant développement et amélioration.

La collecte de données a utilisé une approche mixte, combinant des techniques quantitatives et qualitatives. Un questionnaire structuré a été distribué aux leaders des fédérations nationales ainsi qu'au personnel technique et administratif, complété par des entretiens pour valider les réponses et recueillir les idées profondes. Les critères d'évaluation ont inclus les pratiques de gouvernance, la gestion financière, les installations pour les entraînements, les stratégies marketing et les performances sportives.

L'analyse a révélé une diversité de niveaux de performance parmi les fédérations, certaines obtenant des scores louables tandis que d'autres accusaient un retard, catégorisées comme ayant une performance acceptable ou faible. Les fédérations nord-américaines ont généralement montré des performances plus élevées par rapport à celles d'Amérique centrale et du Sud.

Les principaux domaines d'amélioration identifiés incluent les stratégies de marketing et de communication. L'étude propose deux stratégies principales pour le développement futur : la mise en œuvre d'un programme d'amélioration cyclique et le lancement d'initiatives académiques ciblées.

Les résultats soulignent l'importance d'améliorer les normes de gouvernance et l'efficacité opérationnelle à travers toutes les fédérations, visant des améliorations plus larges dans l'administration du sport à travers les Amériques.

9. Appendixes

9.1. Appendix 1

Questionnaire National Federations

| | |
|--------------------------------|--|
| NATIONAL FEDERATION | |
|--------------------------------|--|

| | | |
|--------------------------|--|------------------------------------|
| President | | Phone (WhatsApp) – Optional |
| Secretary General | | Phone (WhatsApp) - Optional |

| | |
|-------------------------|--|
| Wrestling styles | |
|-------------------------|--|

Governance

| Constitution | Yes | No |
|---|------------|-----------|
| Statutes | | |
| Do you adhere to the UWW Constitution and regulations? | | |
| Do you ensure that the UWW Constitution and regulations are recognized, adhered to and complied with by all your affiliated entities and members? | | |
| Do you recognize the Court of Arbitration for Sport (Lausanne, Switzerland) as the only external judicial instance? | | |

| | | |
|---|-----|----|
| Current elected Board Members (First Name, Last Name) | | |
| | | |
| What is the length (in years) of the term of office of your board? | | |
| Do you have a policy in place to have Women's representation within your board? | Yes | No |
| Commissions or Committees | | |
| Do you have an Athletes' Commission? | Yes | No |
| Please list your Commissions/Committees | | |
| | | |

| Annual General Meeting | Y | N |
|--|---|---|
| Annual General Meeting (AGM) is conducted yearly with representation from all the membership | | |
| The formal annual report of all the activities is presented for approval | | |
| The procedures for the conduct of the AGM are drafted and documented in the constitution (including the eligibility for voting and voting procedures and the nature of the membership) | | |

| Policies | Y | N |
|---|----------|----------|
| Code of conducts (covers all aspects of your organisation and the specific groups such as volunteers, athletes, officials, coaches, etc.) | | |
| Code of ethics | | |
| Anti-Doping rules compliant with the WADA Code and International Standards | | |
| Safeguarding Athletes rules or policy | | |
| Gender equality | | |
| Athletes career transition | | |
| Judicial bodies and appeal mechanisms | | |
| Others | | |
| | | |

Administration

| Organisational Structure – Departments within Federation | Y | N |
|---|----------|----------|
| Fully equipped Office facility | | |
| --- computer, printer, photocopier, internet | | |
| Administration or Administrative support/officer | | |
| Human Resources | | |
| Sport | | |
| Information Technology (IT) | | |
| Marketing | | |
| Financial service | | |
| Development | | |
| (if others, please mention them below) | | |
| | | |
| | | |
| | | |

Finance

| Income | Y | N |
|---------------------------------------|----------|----------|
| Government support/funding | | |
| Main sources of income – list sources | | |

| Monitor | Y | N |
|--|----------|----------|
| Conduct an annual audit | | |
| Do you produce specific financial reports for all programs and projects for which money has been provided by an external source? | | |

Training facilities

| Facilities for training and competition | Y | N |
|--|----------|----------|
| Do you own any facilities for training/competition | | |
| Do you have a National Training Facility for senior athletes | | |
| Equipment (mats, S&C, etc.) | | |
| - How many mats do you have? | | |

Marketing & Communications

| Communications | Y | N |
|---|----------|----------|
| Website | | |
| Social media | | |
| What social media sites do you operate? | | |
| Other methods of communication | | |

| Marketing | Y | N |
|-------------------------|----------|----------|
| Sponsors | | |
| TV rights | | |
| Licensing | | |
| Ticketing | | |
| Fund raising activities | | |
| Others – list | | |

Development

| Strategy & planning | Y | N |
|--|----------|----------|
| Development strategy (Strategic Plan) – provide copy when this document is submitted | | |
| Short-term plan | | |
| Long-term plan | | |
| Others | | |

| Education and Training | Y | N |
|---|----------|----------|
| Referee Training System | | |
| Coach Education and Licensing System | | |
| Athlete Safeguarding Mandatory Training | | |
| Anti-Doping Training | | |
| Online Education | | |
| Other Education or Training - List | | |

| Youth development | Y | N |
|--|---|---|
| Is wrestling introduced to schools as a playground activity or P.E. lessons? | | |
| Are you implementing or do you attempt to implement wrestling programs into schools or community groups? | | |
| If it is already the case, are school competitions linked into community or club competitions? | | |
| How does your federation plan on attracting more youth wrestlers and wrestling clubs? (e.g. camps, development projects in schools or local communities) | | |
| | | |

Sport participation

| Wrestling in general (grassroots) | |
|-----------------------------------|--|
| Number of clubs | |
| Number of coaches | |
| Number of referees | |

| Athletes | | | | | |
|---------------------|-------|-----------|---------------|-------------------|---------------------|
| Gender | Style | under U17 | 18yrs & above | With UWW licences | Total |
| M | FS | | | | |
| | GR | | | | |
| | Total | | | | |
| F | WW | | | | |
| Other styles (name) | | | | | Number of wrestlers |
| | | | | | |
| | | | | | |

Sport performance

| Elite athletes & performance | Y | N |
|------------------------------|---|---|
|------------------------------|---|---|

| | | |
|---|--|--|
| Talent identification program | | |
| National team training at same facility | | |
| Provide financial support for senior team members | | |
| National team structure and selection process | | |
| | | |





| Number of national team coaches | Total | Women |
|---------------------------------|-------|-------|
| ➤ Freestyle | | |
| ➤ Greco-Roman | | |
| ➤ Women Wrestling | | |


Events


| UWW sanctioned international competitions | Y | N |
|---|---|---|
| Have hosted international competitions | | |
| Would you like to host future UWW events | | |
| Do you have government support for organizing international competitions? | | |


| National competitions | Y | N |
|---|---|---|
| Organized and regular competitions (tournaments/leagues) between associations or districts | | |
| Do you have a national calendar of activities and events? | | |
| National Championships (senior) | | |
| U15/U17/U20 National Championships | | |
| Commercial leagues | | |
| How many national competitions do you host yearly | | |
| What recognition and/or incentives do you provide your athletes and officials with (e.g. annual sports awards, prizes)? | | |
| | | |


9.2. Appendix 2


|  CANADA | | |  CHILE | | |
|---|--------------------|-------|--|--------------------|-------|
| Main Topic | Sub Topic | Score | Main Topic | Sub Topic | Score |
| Styles | Total | 1 | Styles | Total | 2 |
| Governance | Total | 1 | Governance | Total | 1 |
| | Constitution | | | Constitution | |
| | Committees | | | Committees | |
| | AGM | | | AGM | |
| | Policies | | | Policies | |
| Administration | Total | 2 | Administration | Total | 1 |
| Finance | Total | 1 | Finance | Total | 1 |
| Training Facilities | Total | 1 | Training Facilities | Total | 2 |
| Marketing & Communications | Total | 1 | Marketing & Communications | Total | 1 |
| | Communications | | | Communications | |
| | Marketing | | | Marketing | |
| Development | Total | 2 | Development | Total | 1 |
| | Strategy | | | Strategy | |
| | Education/Training | | | Education/Training | |
| | Youth Development | | | Youth Development | |
| Sport Participation | Total | 2 | Sport Participation | Total | 1 |
| | Club | | | Club | |
| | Coaches | | | Coaches | |
| | Referees | | | Referees | |
| | Athletes | | | Athletes | |
| Sport Performance | Total | 2 | Sport Performance | Total | 1 |
| | FS Results WC | | | FS Results WC | |
| | WW Results WC | | | WW Results WC | |
| | GR Results WC | | | GR Results WC | |
| | FS Results CC | | | FS Results CC | |
| | WW Results CC | | | WW Results CC | |
| | GR Results CC | | | GR Results CC | |
| Events | Total | 1 | Events | Total | 1 |
| | Total score: | 14 | | Total score: | 12 |
| | NF Score: | 70 | | NF Score: | 60 |
|  COSTA RICA | | |  COLOMBIA | | |
| Main Topic | Sub Topic | Score | Main Topic | Sub Topic | Score |
| Styles | Total | 1 | Styles | Total | 2 |
| Governance | Total | 1 | Governance | Total | 1 |
| | Constitution | | | Constitution | |
| | Committees | | | Committees | |
| | AGM | | | AGM | |
| | Policies | | | Policies | |
| Administration | Total | 1 | Administration | Total | 1 |
| Finance | Total | 1 | Finance | Total | 1 |
| Training Facilities | Total | 0 | Training Facilities | Total | 1 |
| Marketing & Communications | Total | 1 | Marketing & Communications | Total | 0 |
| | Communications | | | Communications | |
| | Marketing | | | Marketing | |
| Development | Total | 1 | Development | Total | 1 |
| | Strategy | | | Strategy | |
| | Education/Training | | | Education/Training | |
| | Youth Development | | | Youth Development | |
| Sport Participation | Total | 1 | Sport Participation | Total | 1 |
| | Club | | | Club | |
| | Coaches | | | Coaches | |
| | Referees | | | Referees | |
| | Athletes | | | Athletes | |
| Sport Performance | Total | 0 | Sport Performance | Total | 1 |
| | FS Results WC | | | FS Results WC | |
| | WW Results WC | | | WW Results WC | |
| | GR Results WC | | | GR Results WC | |
| | FS Results CC | | | FS Results CC | |
| | WW Results CC | | | WW Results CC | |
| | GR Results CC | | | GR Results CC | |
| Events | Total | 1 | Events | Total | 1 |
| | Total score: | 8 | | Total score: | 10 |
| | NF Score: | 40 | | NF Score: | 50 |


|  CUBA | | |
|---|--------------------|-------|
| Main Topic | Sub-Topic | Score |
| Styles | Total | 1 |
| Governance | Total | 1 |
| | Constitution | |
| | Committees | |
| | AGM | |
| | Policies | |
| Administration | Total | 1 |
| Finance | Total | 1 |
| Training Facilities | Total | 2 |
| Marketing & Communications | Total | 0 |
| | Communications | |
| | Marketing | |
| Development | Total | 2 |
| | Strategy | |
| | Education/Training | |
| | Youth Development | |
| Sport Participation | Total | 1 |
| | Club | |
| | Coaches | |
| | Referees | |
| | Athletes | |
| Sport Performance | Total | 2 |
| | FS Results WC | |
| | WW Results WC | |
| | GR Results WC | |
| | FS Results CC | |
| | WW Results CC | |
| | GR Results CC | |
| Events | Total | 2 |
| | Total score | 13 |
| | NF Score | 65 |


|  DOMINICANA | | |
|--|--------------------|-------|
| Main Topic | Sub-Topic | Score |
| Styles | Total | 1 |
| Governance | Total | 1 |
| | Constitution | |
| | Committees | |
| | AGM | |
| | Policies | |
| Administration | Total | 1 |
| Finance | Total | 1 |
| Training Facilities | Total | 2 |
| Marketing & Communications | Total | 1 |
| | Communications | |
| | Marketing | |
| Development | Total | 1 |
| | Strategy | |
| | Education/Training | |
| | Youth Development | |
| Sport Participation | Total | 1 |
| | Club | |
| | Coaches | |
| | Referees | |
| | Athletes | |
| Sport Performance | Total | 1 |
| | FS Results WC | |
| | WW Results WC | |
| | GR Results WC | |
| | FS Results CC | |
| | WW Results CC | |
| | GR Results CC | |
| Events | Total | 1 |
| | Total score | 11 |
| | NF Score | 55 |


|  EL SALVADOR | | |
|--|--------------------|-------|
| Main Topic | Sub-Topic | Score |
| Styles | Total | 1 |
| Governance | Total | 1 |
| | Constitution | |
| | Committees | |
| | AGM | |
| | Policies | |
| Administration | Total | 1 |
| Finance | Total | 1 |
| Training Facilities | Total | 1 |
| Marketing & Communications | Total | 0 |
| | Communications | |
| | Marketing | |
| Development | Total | 1 |
| | Strategy | |
| | Education/Training | |
| | Youth Development | |
| Sport Participation | Total | 1 |
| | Club | |
| | Coaches | |
| | Referees | |
| | Athletes | |
| Sport Performance | Total | 0 |
| | FS Results WC | |
| | WW Results WC | |
| | GR Results WC | |
| | FS Results CC | |
| | WW Results CC | |
| | GR Results CC | |
| Events | Total | 1 |
| | Total score | 8 |
| | NF Score | 40 |


|  GUATEMALA | | |
|---|--------------------|-------|
| Main Topic | Sub-Topic | Score |
| Styles | Total | 1 |
| Governance | Total | 1 |
| | Constitution | |
| | Committees | |
| | AGM | |
| | Policies | |
| Administration | Total | 1 |
| Finance | Total | 1 |
| Training Facilities | Total | 2 |
| Marketing & Communications | Total | 2 |
| | Communications | |
| | Marketing | |
| Development | Total | 1 |
| | Strategy | |
| | Education/Training | |
| | Youth Development | |
| Sport Participation | Total | 1 |
| | Club | |
| | Coaches | |
| | Referees | |
| | Athletes | |
| Sport Performance | Total | 0 |
| | FS Results WC | |
| | WW Results WC | |
| | GR Results WC | |
| | FS Results CC | |
| | WW Results CC | |
| | GR Results CC | |
| Events | Total | 1 |
| | Total score | 10 |
| | NF Score | 50 |


|  PARAGUAY | | |
|---|--------------------|-------|
| Main Topic | SubTopic | Score |
| Styles | Total | 1 |
| Governance | Total | 1 |
| | Constitution | |
| | Committees | |
| | AGM | |
| | Policies | |
| Administration | Total | 0 |
| Finance | Total | 1 |
| Training Facilities | Total | 2 |
| Marketing & Communications | Total | 0 |
| | Communications | |
| | Marketing | |
| Development | Total | 1 |
| | Strategy | |
| | Education/Training | |
| | Youth Development | |
| Sport Participation | Total | 0 |
| | Club | |
| | Coaches | |
| | Referees | |
| | Athletes | |
| Sport Performance | Total | 0 |
| | FS Results WC | |
| | WW Results WC | |
| | GR Results WC | |
| | FS Results CC | |
| | WW Results CC | |
| | GR Results CC | |
| Events | Total | 1 |
| | Total score: | 7 |
| | NF Score: | 35 |


|  PERU | | |
|--|--------------------|-------|
| Main Topic | SubTopic | Score |
| Styles | Total | 2 |
| Governance | Total | 1 |
| | Constitution | |
| | Committees | |
| | AGM | |
| | Policies | |
| Administration | Total | 1 |
| Finance | Total | 1 |
| Training Facilities | Total | 2 |
| Marketing & Communications | Total | 1 |
| | Communications | |
| | Marketing | |
| Development | Total | 1 |
| | Strategy | |
| | Education/Training | |
| | Youth Development | |
| Sport Participation | Total | 1 |
| | Club | |
| | Coaches | |
| | Referees | |
| | Athletes | |
| Sport Performance | Total | 1 |
| | FS Results WC | |
| | WW Results WC | |
| | GR Results WC | |
| | FS Results CC | |
| | WW Results CC | |
| | GR Results CC | |
| Events | Total | 1 |
| | Total score: | 12 |
| | NF Score: | 60 |


|  PUERTO RICO | | |
|--|--------------------|-------|
| Main Topic | SubTopic | Score |
| Styles | Total | 1 |
| Governance | Total | 1 |
| | Constitution | |
| | Committees | |
| | AGM | |
| | Policies | |
| Administration | Total | 1 |
| Finance | Total | 2 |
| Training Facilities | Total | 2 |
| Marketing & Communications | Total | 1 |
| | Communications | |
| | Marketing | |
| Development | Total | 1 |
| | Strategy | |
| | Education/Training | |
| | Youth Development | |
| Sport Participation | Total | 1 |
| | Club | |
| | Coaches | |
| | Referees | |
| | Athletes | |
| Sport Performance | Total | 2 |
| | FS Results WC | |
| | WW Results WC | |
| | GR Results WC | |
| | FS Results CC | |
| | WW Results CC | |
| | GR Results CC | |
| Events | Total | 2 |
| | Total score: | 14 |
| | NF Score: | 70 |

|  SURINAM | | |
|---|--------------------|-------|
| Main Topic | SubTopic | Score |
| Styles | Total | 1 |
| Governance | Total | 1 |
| | Constitution | |
| | Committees | |
| | AGM | |
| | Policies | |
| Administration | Total | 0 |
| Finance | Total | 0 |
| Training Facilities | Total | 1 |
| Marketing & Communications | Total | 0 |
| | Communications | |
| | Marketing | |
| Development | Total | 1 |
| | Strategy | |
| | Education/Training | |
| | Youth Development | |
| Sport Participation | Total | 0 |
| | Club | |
| | Coaches | |
| | Referees | |
| | Athletes | |
| Sport Performance | Total | 0 |
| | FS Results WC | |
| | WW Results WC | |
| | GR Results WC | |
| | FS Results CC | |
| | WW Results CC | |
| | GR Results CC | |
| Events | Total | 0 |
| | Total score: | 4 |
| | NF Score: | 20 |

|  HONDURAS | | |
|---|--------------------|-------|
| Main Topic | SubTopic | Score |
| Styles | Total | 1 |
| Governance | Total | 1 |
| | Constitution | |
| | Committees | |
| | AGM | |
| | Policies | |
| Administration | Total | 1 |
| Finance | Total | 1 |
| Training Facilities | Total | 1 |
| Marketing & Communications | Total | 0 |
| | Communications | |
| | Marketing | |
| Development | Total | 1 |
| | Strategy | |
| | Education/Training | |
| | Youth Development | |
| Sport Participation | Total | 1 |
| | Club | |
| | Coaches | |
| | Referees | |
| | Athletes | |
| Sport Performance | Total | 1 |
| | FS Results WC | |
| | WW Results WC | |
| | GR Results WC | |
| | FS Results CC | |
| | WW Results CC | |
| | GR Results CC | |
| Events | Total | 1 |
| | Total score | 9 |
| | NF Score | 45 |

|  MEXICO | | |
|--|--------------------|-------|
| Main Topic | SubTopic | Score |
| Styles | Total | 2 |
| Governance | Total | 1 |
| | Constitution | |
| | Committees | |
| | AGM | |
| | Policies | |
| Administration | Total | 1 |
| Finance | Total | 1 |
| Training Facilities | Total | 2 |
| Marketing & Communications | Total | 1 |
| | Communications | |
| | Marketing | |
| Development | Total | 1 |
| | Strategy | |
| | Education/Training | |
| | Youth Development | |
| Sport Participation | Total | 1 |
| | Club | |
| | Coaches | |
| | Referees | |
| | Athletes | |
| Sport Performance | Total | 1 |
| | FS Results WC | |
| | WW Results WC | |
| | GR Results WC | |
| | FS Results CC | |
| | WW Results CC | |
| | GR Results CC | |
| Events | Total | 1 |
| | Total score | 12 |
| | NF Score | 60 |

|  NICARAGUA | | |
|--|--------------------|-------|
| Main Topic | SubTopic | Score |
| Styles | Total | 1 |
| Governance | Total | 1 |
| | Constitution | |
| | Committees | |
| | AGM | |
| | Policies | |
| Administration | Total | 0 |
| Finance | Total | 1 |
| Training Facilities | Total | 1 |
| Marketing & Communications | Total | 0 |
| | Communications | |
| | Marketing | |
| Development | Total | 0 |
| | Strategy | |
| | Education/Training | |
| | Youth Development | |
| Sport Participation | Total | 1 |
| | Club | |
| | Coaches | |
| | Referees | |
| | Athletes | |
| Sport Performance | Total | 0 |
| | FS Results WC | |
| | WW Results WC | |
| | GR Results WC | |
| | FS Results CC | |
| | WW Results CC | |
| | GR Results CC | |
| Events | Total | 1 |
| | Total score | 6 |
| | NF Score | 30 |

|  PANAMA | | |
|--|--------------------|-------|
| Main Topic | SubTopic | Score |
| Styles | Total | 2 |
| Governance | Total | 1 |
| | Constitution | |
| | Committees | |
| | AGM | |
| | Policies | |
| Administration | Total | 1 |
| Finance | Total | 1 |
| Training Facilities | Total | 1 |
| Marketing & Communications | Total | 1 |
| | Communications | |
| | Marketing | |
| Development | Total | 1 |
| | Strategy | |
| | Education/Training | |
| | Youth Development | |
| Sport Participation | Total | 1 |
| | Club | |
| | Coaches | |
| | Referees | |
| | Athletes | |
| Sport Performance | Total | 1 |
| | FS Results WC | |
| | WW Results WC | |
| | GR Results WC | |
| | FS Results CC | |
| | WW Results CC | |
| | GR Results CC | |
| Events | Total | 1 |
| | Total score | 11 |
| | NF Score | 55 |

| URUGUAY | | | USA | | |
|----------------------------|--------------------|-------|----------------------------|--------------------|-------|
| Main Topic | SubTopic | Score | Main Topic | SubTopic | Score |
| Styles | Total | 1 | Styles | Total | 2 |
| Governance | Total | 1 | Governance | Total | 2 |
| | Constitution | | | Constitution | |
| | Committees | | | Committees | |
| | AGM | | | AGM | |
| | Policies | | | Policies | |
| Administration | Total | 1 | Administration | Total | 2 |
| Finance | Total | 0 | Finance | Total | 2 |
| Training Facilities | Total | 1 | Training Facilities | Total | 2 |
| Marketing & Communications | Total | 0 | Marketing & Communications | Total | 1 |
| | Communications | | | Communications | |
| | Marketing | | | Marketing | |
| Development | Total | 0 | Development | Total | 2 |
| | Strategy | | | Strategy | |
| | Education/Training | | | Education/Training | |
| | Youth Development | | | Youth Development | |
| Sport Participation | Total | 1 | Sport Participation | Total | 2 |
| | Club | | | Club | |
| | Coaches | | | Coaches | |
| | Referees | | | Referees | |
| | Athletes | | | Athletes | |
| Sport Performance | Total | 0 | Sport Performance | Total | 2 |
| | FS Results WC | | | FS Results WC | |
| | WW Results WC | | | WW Results WC | |
| | GR Results WC | | | GR Results WC | |
| | FS Results CC | | | FS Results CC | |
| | WW Results CC | | | WW Results CC | |
| | GR Results CC | | | GR Results CC | |
| Events | Total | 0 | Events | Total | 2 |
| | Total score: | 5 | | Total score: | 19 |
| | NP Score: | 25 | | NP Score: | 95 |

| VENEZUELA | | |
|----------------------------|--------------------|-------|
| Main Topic | SubTopic | Score |
| Styles | Total | 2 |
| Governance | Total | 1 |
| | Constitution | |
| | Committees | |
| | AGM | |
| | Policies | |
| Administration | Total | 1 |
| Finance | Total | 1 |
| Training Facilities | Total | 1 |
| Marketing & Communications | Total | 1 |
| | Communications | |
| | Marketing | |
| Development | Total | 1 |
| | Strategy | |
| | Education/Training | |
| | Youth Development | |
| Sport Participation | Total | 1 |
| | Club | |
| | Coaches | |
| | Referees | |
| | Athletes | |
| Sport Performance | Total | 2 |
| | FS Results WC | |
| | WW Results WC | |
| | GR Results WC | |
| | FS Results CC | |
| | WW Results CC | |
| | GR Results CC | |
| Events | Total | 2 |
| | Total score: | 13 |
| | NP Score: | 65 |