Sport as a social activity is a source, result and reflection of personal and institutional relationships taking place throughout society, so it is essential to have a clear and precise definition, with shared values among all the actors of sport, locally, nationally and internationally. Coaches, athletes, directors, governments, sponsors and partners have their own specific areas of work, which must be accomplished and respected; only coordinated action can achieve the objectives of sport.

Conflicts or crisis periods in the lateral or multilateral relations among Olympic sports organisations and their environment occur fairly frequently, motivated by personal interests, political or economic reasons, unrelated to the principles and values that sport promotes and develops.

This phenomenon creates a question: Who benefits from this type of problem and who is harmed? Unfortunately, the answer is clear: it does not benefit anyone and harms sport and its main protagonist, the athlete.

Let me share with you some brief reflections from a viewpoint that may be useful in addressing such situations in the future.

- Undoubtedly, the framework of juridical, legal and inter-institutional relations in which the activities of sport are developed must be well defined and well accepted by all, at all levels. And this on the basis of mutual respect and recognition of the jurisdiction of the parties involved.
- Absolute purity and transparency in the development of any kind of sports relations, in which, of course, I include the management of financial resources, is an essential requirement.
- Moral and ethical principles that have always accompanied, and will permanently have to accompany, sport should prevail over any political, economic and financial consideration.
- Sport, and athletes in particular, must constitute a permanent example to be imitated by children and young people. Its motivational strength is incalculable and therefore any act, behaviour or statement, which harm or attack such high objectives are unacceptable and self-defeating.
- National federation-club relationships are the foundation on which relationships are built in each country. The strength and vitality of such entities will depend, to a large extent, on the consistency or fragility of the relationships that we are able to build. To strengthen and expand this type of relationship is an obligation which those of us who are involved in sport cannot avoid.
- We should not look for problems and difficulties in others; we must submit our conduct to permanent, rigorous analysis, which allows us to identify the difficulties in order to face them and stress the virtues to be cultivated.
- Perhaps the most controversial issue today is the relationship between NOCs and governments. Much has been said about it, and we have advanced only little. The Pan American Sports Organisation (PASO) and Latin America have recently commenced an important new stage in this area, the essence of which is expressed in a
The relationships between the Olympic Movement and its stakeholders

The call for the participants in this XIII Olympic Congress is for unity, integration, collaboration and joint efforts among all persons and institutions related to the promotion and development of sport, with the fostering of human values that lead to a better, fairer and more peaceful world.

Let us be consistent with this major commitment we have made to sport and to the youth of the world.