



THE RELATIONSHIPS BETWEEN THE OLYMPIC MOVEMENT AND ITS STAKEHOLDERS

HASSAN MOUSTAFA

IF representative • IHF – International Handball Federation



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From my past experience as a player, coach and referee, as well as an international sports leader, I noticed that organisations tend to work more or less independently within the Olympic Movement despite their sporting bond. This, of course, weakens the Olympic Movement and therefore sport development worldwide.

Before starting to analyse the relationship between the Olympic Movement stakeholders, trying to review their negative aspects and suggesting ways to enhance these relationships, we have to identify first the main components of the Olympic Movement.

The three constituents of the Olympic Movement are the International Olympic Committee (IOC), the National Olympic Committees (NOCs) and the International Federations (IFs). A lack of communication between them will affect the fan base, spectator, popularity, income and, above all, the athlete – “our main asset”. These three stakeholders should be more integrated and collaborate more in working towards the same goal. In order to lead sport properly, first we must strengthen the relationship between the IOC, the NOCs, the IFs, and subsequently the wider sports community.

IFs, for whom I speak today, are some of the most important stakeholders, having a major role in the development of the Olympic Movement. IFs should work even more closely together, strengthen their bond, exchange experiences and attend each others' events, etc. IFs formulate the rules of the games on the field of play, prepare and organise major events (including world championships and the Olympic Games) and preserve the rights of the athletes and the autonomy of National Federations (NFs). So IFs have huge responsibilities to fulfil. Harmony, understanding, collaboration, close communication and appreciation of each others' roles will certainly strengthen the relationship among IFs, which, in turn, will contribute to the development and promotion of the Olympic Movement.

In order for IFs to fulfil their missions, they must build better communication between themselves and with the two other stakeholders

through several means: discussion, negotiation, involvement in decision-making, regular and up-to-date communication, consultation etc. IFs have direct contact with Continental Federations and NFs, the latter having direct contact with their respective NOCs. NOCs, IFs and the IOC have direct contact with each other so we need to “complete the circle”. This may be achieved through unified bye-laws on the establishment of a common position on key issues. In order to preserve the bond between the IFs and NOCs with the IOC, I recommend updating the Olympic Charter to include provisions, which coordinate the relationship between these three stakeholders while preserving their autonomy.

The Olympic Charter must incorporate unified bye-laws, which govern some important issues such as autonomy, doping, ethics, fair play, etc.

SOLIDARITY AMONG OLYMPIC MOVEMENT STAKEHOLDERS WILL CONTRIBUTE TO THE AUTONOMY OF SPORT

I would like to give an example which requires attention:

In the case of imposing a sanction on a country because it is judged to have disrespected the Olympic Charter provisions (for example, the interference of a government in NOC or NF affairs contrary to the provisions of the Olympic Charter), there is no mechanism for the IFs to automatically follow to apply their own sanctions, such as blocking participation of this country in their world championships. So the message of the IOC will not reach the people concerned in this country... but if we have a unified and common position for such issues, IFs will follow the IOC and vice versa, then the message will convey a united front.

MORE AND BETTER COMMUNICATION WILL LEAD TO BETTER COOPERATION BETWEEN THE OLYMPIC MOVEMENT STAKEHOLDERS

I would like to give more examples, which create tension within the IFs and their relations with the IOC:

1. IOC membership criteria should be re-evaluated. Some IF Presidents are IOC members, while others are not.
2. IF Presidents are required to inspect and organise their events in the Olympic Games, but are, at the same time, deprived of voting to select the host city.
3. In addition, they are treated differently during the IOC Sessions, which insults the image of the IF Presidents.
4. IF Presidents who are not IOC members do not have any explanation to offer for being excluded from IOC membership in front of their Congress members.

Additionally, the IOC has different-sized IFs on the Olympic Programme, and in order to promote the less developed or smaller Federations and appropriately reward all IFs for their contribution to the Games, the criteria for the distribution of Olympic Games revenue among the stakeholders should be re-evaluated.

Minimum respectable amounts should be offered to the small Federations in order to help them promote their sport, as the current system helps rich Federations to be richer and to effortlessly develop their sport, whereas the small Federations are helpless to develop their sport.

RECOMMENDATIONS

- Create a working group to study the Olympic Charter provisions. A questionnaire should be distributed to all stakeholders to gather



their proposals so that they may all contribute to formulating the provisions of the Olympic Charter.

- Better define the roles and responsibilities of the key stakeholders within the Olympic Movement.
- The IOC, together with the IFs, should advise NFs and NOCs on how to develop and adapt legal sports constitutions in order to support compliance with the Olympic Charter.
- Enforce the rule provided that any sport dispute should be settled by the Court of Arbitration for Sport (CAS).
- Create an Olympic network which will combine all Olympic Movement stakeholders and facilitate communication.
- Formulate fairer criteria for distributing Olympic Games revenue.
- Organise a meeting between the Association of Summer Olympic International Federations (ASOIF) and IFs once a year specifically to handle IF challenges and obstacles to progress.
- Organise a meeting between the IOC Executive Board and ASOIF every two years to handle the recommendations of the ASOIF/IF meeting.
- Form a parliament composed of one representative from all Olympic Movement stakeholders to handle all matters related to the Olympic Movement, which may hinder the development of sport worldwide.