



2024 Code Implementation Support Program

Guidelines for **Major Events**

Guidelines for Major Events

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Guidelines for Major Events

Introduction

Welcome to the Guidelines for Major Events (Guidelines), a document that supports the [World Anti-Doping Code](#) (Code) and [International Standards](#) to better equip Anti-Doping Organizations (ADOs) when preparing and implementing anti-doping programs in the lead-up to a major event.

Scope

Guaranteeing the rights of clean athletes at major events can only be achieved by concerted efforts of all concerned Anti-Doping Organizations (ADOs) and stakeholders. These Guidelines are intended to provide any organization planning and implementing a high volume of tests during a short period (e.g., major championships, multi-sport games) guidance on how to ensure that appropriate resources are allocated to support effective and well-thought-out anti-doping programs.

Under the [Code](#) and [International Standards](#), Major Event Organizations (MEOs) have specific roles and responsibilities which will often serve as a reference in these Guidelines. Nevertheless, recommendations are not only intended for use by MEOs responsible for anti-doping programs at multi-sport major games, like the Olympic and Paralympic Games, the Commonwealth Games, Pan American Games, etc. but can also be used by other ADOs and other stakeholders for single sport major games, such as a world or continental championship. **The use of “MEO” throughout the document refers to MEO as defined in the Code. However, any event owner consulting the Guidelines may consider themselves as an MEO under the present document and apply the recommendations.**

How to use the Guidelines

Acknowledging that every games faces different challenges, the document is designed to help you navigate through it in the most convenient way. Building on the experience and best practices implemented at major games, these Guidelines provide “off-the-shelf” solutions when preparing an anti-doping plan for your games.

Recommended practices outlined herein include guidance on establishing appropriate MEO rules and procedures that seamlessly align with National Anti-Doping Organization (NADO) and International Federation (IF) anti-doping activities.

Developing an efficient plan for a major games requires ADOs to navigate within many anti-doping areas, activities and requirements. Multiple references to the [Code](#) and [International Standards](#) have been integrated throughout the Guidelines. In addition, the World Anti-Doping Agency (WADA) has produced several resources, including templates and checklists which can support ADOs in the preparation of the games. Many are referenced in the first section of the document.

SECTION 1

General overview of an anti-doping program during major games

Section 1 summarizes the key elements for the Major Event Organization (MEO) and other Anti-Doping Organizations (ADOs), when preparing major games. This section starts by describing the legal aspects constituting the backbone of your anti-doping program for the games ([Chapter 1](#)). It continues with a focus on the working structures in place during international multi-sport games and the cooperation among ADOs ([Chapter 2](#)). Finally, the last chapter gives a general overview of key features to be considered during the entire games cycle ([Chapter 3](#)).



CHAPTER 1:

Rules and jurisdictions

GENERAL OVERVIEW OF AN ANTI-DOPING PROGRAM DURING MAJOR GAMES



PLANNING THE ANTI-DOPING PROGRAM FOR YOUR MAJOR GAMES



PRE-GAMES IMPLEMENTATION PERIOD



GAMES IMPLEMENTATION PERIOD



PROGRAM SUSTAINABILITY



A. Framework of activities: MEO Model Rules

Adopting robust anti-doping rules constitutes the basis for every organization planning to organize a major games. In the interest of ensuring alignment with National Anti-Doping Organization (NADO) and International Federation (IF) anti-doping policies, and compliance with the World Anti-Doping Code ([Code](#)) more generally, WADA recommends that all MEOs adapt and adopt WADA's [Model Rules](#) (Model Rules are also available for [IFs](#), [NADOs](#) and [NOCs](#)). Consistency in different MEOs' activities is crucial to ease cooperation with other ADOs as well as facilitate athletes' understanding of the doping framework in which they must evolve.

Anti-doping rules adopted by MEOs can either be applicable for a specific edition of games only or can cover a series of games. This second option facilitates activities of MEOs organizing multiple games in a reduced period of time but makes even more important the preparation and communication of an anti-doping manual specific to the respective competition.

Please note that anti-doping rules must be shared with WADA's [Compliance Department](#) for review before final approval. This step must be taken into consideration in your timeline of activities regarding the adoption of the rules.

Tip: Code Article 20.6

Article 20.6 of the [Code](#) describes the main role and responsibilities of MEOs, starting with the responsibilities to adopt anti-doping rules:

- 20.6 Roles and Responsibilities of Major Event Organizations
- 20.6.1 To adopt and implement anti-doping policies and rules for its events which conform with the Code and the International Standards

B. Jurisdiction

As described in [Code](#) Article 5.2.3, MEOs can conduct both **in-competition and out-of-competition testing** prior to and during their games. Definition of major games' jurisdiction is a central element in your anti-doping strategy as it determines the period during which athletes come under your authority for anti-doping purposes. Athletes who have qualified could be subject to out-of-competition testing by the MEO prior to the games itself.

Tip: Extended jurisdiction

The games-time period must be clearly defined in the MEO rules and communicated to all relevant Anti-Doping Organizations (ADOs). In establishing its own jurisdiction, MEOs must assess risks of doping within the relevant sports and disciplines of participating athletes. It will help you build your Test Distribution Plan (TDP) and determine the extent of available resources **allocated to out-of-competition testing compared to in-competition** (see International Standard for Testing and Investigations ([ISTI](#)) Article 4.2).

MEOs are strongly encouraged to explore the possibility given to them by the [2021 Code](#) and [ISTI](#) for an extended jurisdiction on athletes participating in their event and to implement a pre-games testing program prior to the games. Indeed, the weeks leading-up to a major event are often perceived as higher risk (see [Chapter 5.B.1](#) of these Guidelines). Extending the jurisdiction period could increase the efficiency of the program and the work conducted by a pre-games testing taskforce (if one is established) by facilitating access to the relevant ADAMS data and allow testing to be conducted by the MEO during this pre-games period.

Engaging in pre-games activities requires dedicated financial resources and close coordination with other ADOs that have overlapping or complementary jurisdiction and that may already be focusing on athletes who will be participating at your event. On one hand, pre-games activities could highlight gaps in testing that may exist and could usefully be addressed by the event anti-doping team. On the other hand, early cooperation could allow the sharing, with IFs/NADOs sport specific, of testing recommendations for athletes likely to participate in the event.

Another major topic to discuss between the Local Organizing Committee (LOC) and the MEO is the budget to finance pre-games testing activities and the organization in charge of the sample collection. This could require the LOC to adapt the TDP for example by moving games-time testing budget to out-of-competition testing during the extended period of jurisdiction.

Anti-doping rules, including the jurisdiction period, must be communicated to the relevant stakeholders **as early as possible and at least six months before the start of the jurisdiction period**. This helps:

- The MEO and the LOC to prepare documents, communication and educational material to be shared with athletes and delegations;
- Athletes and delegations to become familiar with the procedures e.g., Therapeutic Use Exemptions (TUE) application.

CHAPTER 2:

Major games framework

GENERAL OVERVIEW OF AN ANTI-DOPING PROGRAM DURING MAJOR GAMES



PLANNING THE ANTI-DOPING PROGRAM FOR YOUR MAJOR GAMES



PRE-GAMES IMPLEMENTATION PERIOD



GAMES IMPLEMENTATION PERIOD



PROGRAM SUSTAINABILITY



This Chapter will guide you through the framework in place during a major games. It presents key roles and responsibilities of the different actors and highlights the importance of cooperation among Anti-Doping Organizations (ADOs).

A. Key roles during major games

Testing Authority (TA): ADOs that authorize testing on athletes they have authority over are considered as TAs. A TA may delegate their responsibilities to other ADOs or third parties but remains ultimately responsible under the [Code](#) for the implementation of the program. For major games, the TA is typically the games owner (MEO) and the implementation of sample collection is generally delegated to the Local Organizing Committee (LOC).

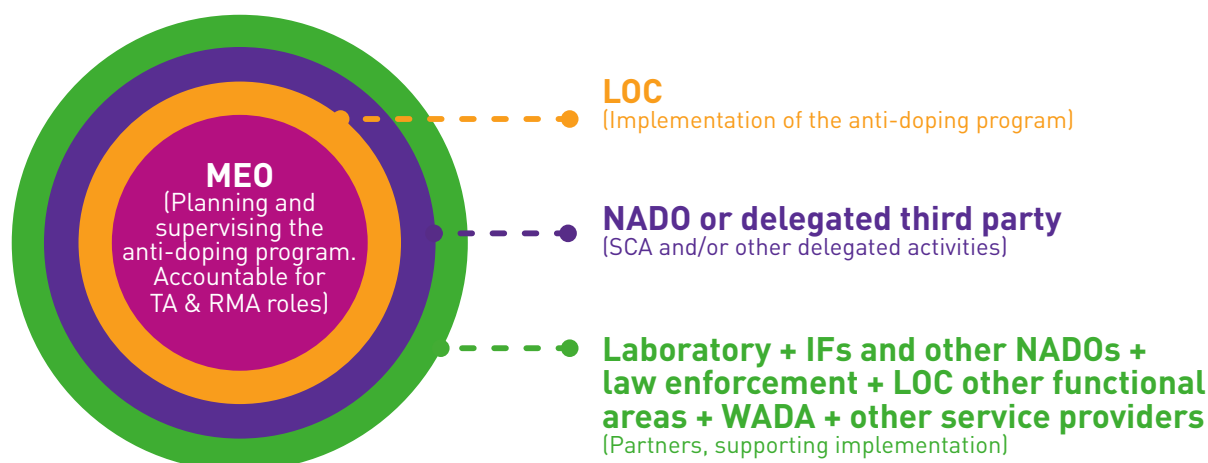
LOC Anti-Doping Team: The LOC plays a central role during a major games as it is the actor in charge of implementing the doping control program in accordance with the TA's instructions. The LOC Anti-Doping Team must notably organize the cooperation and support of many other LOC functional areas to guarantee the success of the anti-doping program as well as sample collection activities. Formal agreements must be signed with the other partners involved.

Sample Collection Authority (SCA): The SCA is responsible for the overall conduct of the sample collection session. With the authority delegated by the MEO, the LOC can decide to directly handle sample collection responsibilities with the support of the local National Anti-Doping Organization (NADO) or to sign an agreement with the local NADO or a service provider to manage the activities.

Results Management Authority (RMA): The MEO is responsible for conducting Results Management for cases occurring during its jurisdiction period. Part of the activities can be delegated to a third party while the MEO ultimately remains responsible e.g., Court of Arbitration for Sport Anti-Doping Division (CAS ADD) for hearings.

Laboratory: A WADA-accredited laboratory contracted to analyze the samples collected during the games time period.

Education: During major games, the owner is responsible for pre-games and at-the-games anti-doping education. Nevertheless, it is generally the LOC implementing the different activities and it is key to communicate with NADOs, National Federations (NFs), International Federations (IFs), National Olympic Committees (NOCs), National Paralympic Committees (NPCs), service providers, and any other relevant organizations to see how they can help prepare and educate athletes and athlete support personnel in advance of the games. In a limited number of events, such as Olympic, Paralympic and Continental Games, WADA supports awareness raising activities by deploying an athlete engagement outreach booth.



B. Cooperation between stakeholders

The success of a major games stems from the establishment of good working relationships among the key partners and ensuring that roles and responsibilities are clear.

The most fundamental partnership is between the MEO and LOC. **The MEO must set clear objectives, clarify budgetary expectations and support the LOC which will concretely deliver the anti-doping program.** The scope and responsibilities of the LOC must be defined in the early planning stages, even as far back as the initial bidding process, to ensure adequate preparation and an effective budget will be possible.

Another key relationship is with the organization acting as Sample Collection Authority (SCA). When possible, the MEOs/LOCs are strongly encouraged to engage with the local NADO/Regional Anti-Doping Organization (RADO) to use their staff and their knowledge of the country/region. Cooperating with local/regional ADOs would actively contribute to increasing the legacy of the games for the region. Another valuable option for the MEO is the outsourcing of the entire anti-doping program to an external entity (NADO or service provider). It could contribute to the smooth running of the operational aspects of the anti-doping activities by experienced and professional experts and increase the independence of the overall program.



MEO-LOC and/or LOC-service provider agreements are necessary to guarantee that the organization can collect samples for the TA.

To ensure adequate cooperation between the above-mentioned ADOs and beyond, different models have been regularly used and are further described in [Chapter 6](#) of these Guidelines.

Another critical partner for any major games is a WADA-accredited laboratory. It will often be the responsibility of the LOC to establish the partnership and budget the sample analysis costs and the appropriate sample transportation. Thorough consideration is required on the timing of transport, particularly when blood samples are collected.

In multi-sport major games, IFs must also be engaged from the outset, and any conflicts identified between the MEO and IFs, notably regarding jurisdiction and testing planning, should be ironed out to the satisfaction of all partners. IFs have a wealth of knowledge about their sport and disciplines which can assist the tailoring of your testing plan **but it is key to highlight that final decisions remain in the hands of the TA.**

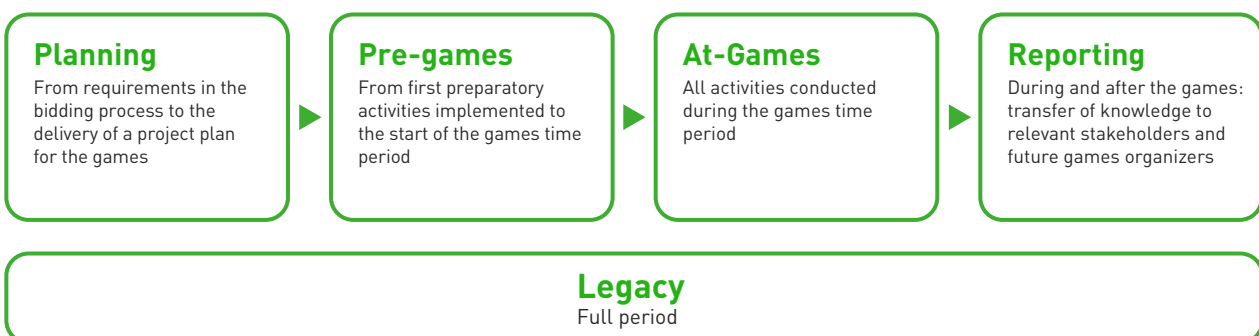
Engaging with organizations sending athletes to the games (e.g., NOCs or NPCs) is a necessary step, notably around education and Whereabouts requirements. Chefs de mission seminar or communication via intranet platform has proven to be excellent opportunities to share key messages.

Local authorities, government agencies and NADOs are also essential partners when implementing intelligence and investigations activities. Good cooperation facilitates exchange of information and contributes to increase the quality of testing activities.

Depending on the nature and the size of the games, WADA may also be involved via different activities, such as:

- Monitoring of your anti-doping program through WADA's Code Compliance Questionnaire (CCQ);
- ADAMS access;
- Support pre-games education activities;
- Cooperation with Athlete Engagement and/or Independent Observer teams;
- Support from WADA's Regional Offices or the Major Events Anti-Doping Legacy (MEAL) program.

C. Timeline (scheme)



CHAPTER 3:

Which areas do I have to consider when planning a major games anti-doping program?

GENERAL OVERVIEW OF AN ANTI-DOPING PROGRAM DURING MAJOR GAMES



PLANNING THE ANTI-DOPING PROGRAM FOR YOUR MAJOR GAMES



PRE-GAMES IMPLEMENTATION PERIOD



GAMES IMPLEMENTATION PERIOD



PROGRAM SUSTAINABILITY



Major games constitute a perfect occasion to show athletes and the anti-doping community that your organization is capable of preparing and delivering high quality anti-doping programs. **Doing an early comprehensive assessment of needs and expectations is crucial to ensure the success of your program** and guarantee that the games will serve as a catalyst for the development of regional capacity.

This Chapter will help you identify the key areas that deserve a thorough analysis when planning the games. Please note that links towards the relevant parts of the Guidelines can be found at the end of each topic.

A. Testing

Testing is an integral part of an efficient anti-doping program, as well as a major index of its quality. To ensure the quality of the testing program, planning must start well in advance of the event. All logistical arrangements related to Sample Collection Personnel (SCP), sample collection equipment, as well as arrangements with the laboratories should be finalized and settled to allow for efficient implementation. Addressing the following elements will assist you creating a successful testing plan for the games:

- Set goals for the testing program;
- Agree on the distribution of roles and responsibilities between the Major Event Organizations (MEOs), Local Organizing Committee (LOC), local National Anti-Doping Organizations (NADOs), private service providers and delegated third-party;
- Determine the required number of tests and types of analysis based on a Risk Assessment;
- Develop a proper budget plan;
- Allocate testing according to a TDP;
- Identify the needs for MEO and LOC workforce including SCP and international Doping Control Officers (DCOs);
- Purchase a sufficient number of testing equipment based on the planned number of tests;
- Build a long-term storage strategy for the samples collected;
- Finalize agreement with a WADA accredited laboratory in order to complete the analysis of the samples collected and develop an effective sample transportation plan;
- Set-up procedures to guarantee a timely sharing of Athlete Passport Management Units (APMU) recommendations;
- Determine pre-games testing activities (e.g., taskforce, coordination group) and cooperation with key partners (Memorandum of Understanding);
- Prepare compliant Doping Control Stations (DCS) to allow testing to be undertaken efficiently;
- Set-up games time period activities and coordination;
- Assess your methods during test event(s).

During the process always remember to:

- Guarantee that roles and responsibilities are clearly understood by all organizations involved;
- Keep flexibility in the planning in order to manage unexpected situations;
- Ensure proper coordination with other games functional areas playing a key role in the success of the program;
- Prioritize legacy for the region and the host country.

Key documents and templates:

- [Guidelines for Implementing an Effective Testing Program:](#)
- [Checklist: Planning Effective Testing:](#)
- [Checklist: Testing of Athletes and Major Events:](#)
- [Guidelines for Sample Collection Personnel:](#)
- [Operating Guidelines Athlete Biological Passport \(ABP\):](#)
- [Checklist: Risk Assessment:](#)
- [Template: IF \(and MEO\) Risk Assessment & TDP:](#)
- [Template: DCO Manual:](#)
- [Template: DCO Position Description:](#)
- [Template: BCO Position Description:](#)
- [Template: Chaperone Position Description:](#)

More detailed information can be found on in the following chapters of these Guidelines:

- [Chapter 5.D: Testing strategy](#);
- [Chapter 5.G: Sample Collection Personnel \(SCP\)](#);
- [Chapter 8: Preparation of testing activities](#);
- [Chapter 11: Implementation of testing activities](#).

B. Use of ADAMS

ADAMS is the central tool for an MEO to implement a timely and effective anti-doping program during its games as well as to guarantee that no results are pending prior to the start of competition. The following milestones must be included in your planning:

- Define a jurisdiction period guaranteeing access and custody to athletes' data in ADAMS in line with identified needs;
- **Once defined, have an ADAMS agreement in place with WADA allowing the creation of a major event module** (at least three months before the games);
- Communicate the list of athletes scheduled to participate at your games to the ADAMS Team (at least one month before the games) [in the proper format](#).
- If some parts of the anti-doping program are delegated to a third party, include ADAMS management provisions in the agreement with the third party;
- Identify and train workforce with the capacity to use ADAMS during the games;
- When possible, set-up a paperless system for all or a selection of doping control sample collection data, such as WADA's system [DCO Central](#);

Key documents and templates:

- ADAMS Help Center: [Setting up a Major Event in ADAMS](#)
- ADAMS Help Center: [Delegated Third Party Management](#)

More detailed information on can be found in [Chapter 7.A: Use of ADAMS](#) of these Guidelines.

C. Intelligence and Investigations (I&I)

Intelligence from your own investigations or information received by individuals or other ADOs should play a major role in the effectiveness and the efficiency of your testing program. The MEO must develop a strategy allowing intelligence-led test planning with information collection and intelligence sharing covering the following elements:

- Organize, as early as possible, a cooperation framework with the appropriate ADOs (IFs, NADOs) to build an intelligence-led TDP. Similar cooperation should be considered with law enforcement organizations and government authorities;
- Set-up secure and confidential reporting channels/platforms such as hotline or encrypted email for the purposes of receiving doping allegations;
- Promote mechanisms for confidential reporting to athletes, athlete support personnel, and others ahead of the games as well as during the games;
- Ensure that you have the proper policies in place and the required capacity to investigate any potential anti-doping violations such as finding needles/doping paraphernalia, potential failure to comply;
- Plan to include I&I discussions/session during SCP education, with a focus on intelligence collection and reporting of information;
- Guarantee use of intelligence in an integrated manner through your different working structures (e.g., pre-games testing taskforce, Doping Control Coordination Center (DCCC), SCP training and management, Results Management team).

Key documents and templates:

- [International Standard for Testing and Investigations \(ISTI\) Chapter 11 & 12](#);
- [Guidelines on Information Gathering and Intelligence Sharing](#).

More detailed information on can be found in the following sections of these Guidelines:

- [Chapter 7.C: Gathering and sharing of intelligence](#);
- [Chapter 9.C: Sharing of information](#)

D. Protection of privacy and personal information

Implementing an effective testing program involves strong coordination with a range of stakeholders, including exchanges of personal information. When doing so, you must ensure compliance with the [International Standard for the Protection of Privacy and Personal Information \(ISPPPI\)](#):

- For all activities (e.g., Therapeutic Use Exemptions (TUE), Results Management, testing, intelligence), assess the personal information that must be collected as well as the way it is collected, how it will be used and who will have access to it;
- Create and share simple privacy notices that explain the who, what, why, how as well as rights and choices for your personal information processing activities;
- Protect collected personal information with physical safeguards as well as technical and organizational controls;
- Identify who you must share personal data with and ensure that a secured framework is in place before exchanging information;
- Clarify how long you need to keep the data and ensure that they are deleted, destroyed, or anonymized when no longer required;
- Establish a practical list of information security controls (including physical, technical, organizational and environmental safeguards) to be implement from the point of data collection to the point of data destruction;
- Implement physical safeguards at all locations where data is handled or sample collection occurs.

Key documents and templates:

- [ISPPPI Guidelines](#) (in particular Chapter 5.1: Preparing a Privacy Notice);
- [Checklist: 2021 ISPPPI Implementation](#).

More detailed information on can be found in [Chapter 7.B: Protection of privacy and secured way of communication](#) of these Guidelines.

E. Therapeutic Use Exemptions (TUEs)

TUE management often remains an issue for major games due to the inherent nature of the games and the absence of a permanent structure between Games. Nevertheless, some crucial elements must be covered:

- Adopt a policy regarding the recognition of existing TUEs in line with your anti-doping rules;
- Communicate this policy with IFs and NADOs to guarantee that TUEs are treated in a timely manner prior to and during the games time period;
- Establish a TUE Committee (TUEC) in accordance with your MEO's anti-doping rules or delegate it to a third party;
- Develop a TUE application process and form based on the WADA's templates, allowing athletes to apply for a TUE, via a secure channel, valid for the duration of the games;
- Once approved by WADA, publish the process and form on the MEO website, and ensure that they are communicated with all relevant parties well in advance of the event;
- Ensure that a process is developed to promptly report TUEC decisions in ADAMS as soon as possible but within 21 days of receipt of the decision.

Key documents and templates:

- [ISTUE Guidelines:](#)
- [Template: TUE Application Form:](#)
- [Template: MEO Approval of TUE.](#)

More detailed information on can be found in [Chapter 7.D: Therapeutic Use Exemptions \(TUEs\)](#) of these Guidelines.

F. Results Management

Depending on the decision made in their anti-doping rules, consequences applied by the MEO with respect to anti-doping rules violations uncovered during their games, are generally limited to the exclusion from the games and/or disqualification before transferring the case to the relevant ADO. Nevertheless, procedures must be in place to guarantee that primary Results Management activities are conducted in a timely manner:

- Establish a Results Management Committee in-line with the provisions of your anti-doping rules;
- Ensure that your workforce or Result Management Committee have the capacity to promptly conduct an initial review of the case and notify WADA, the athlete and other stakeholders;
- Clarify adjudication process including composition of the hearing panel and procedural rules for hearings;
- Agree with the WADA-accredited laboratory on the timeframes for the reporting of results and B sample analysis during the event;
- Publicize all relevant information regarding the Results Management process and ensure that they are communicated to athletes and relevant participants;
- Ensure that decisions are reported and shared with the relevant stakeholders including WADA as well as the relevant IFs and/or NADOs.

Key documents and templates:

- [ISRM Guidelines:](#)
- [Template: Summary of Decision:](#)
- [Template: AAF Notice of Charge and Mandatory Provisional Suspension \(Non-Specified Substances\):](#)
- [Template: AAF Notice of Charge and No Mandatory Provisional Suspension \(Specified Substances\):](#)
- [Template: Admission of ADRVs and Acceptance of Consequences](#) (only applicable if the MEO has jurisdiction after the games period).

More detailed information on can be found in [Chapter 7.E: Results Management](#).

G. Education

The value of event-based education is to help protect the integrity of your games and to minimize the risks of inadvertent doping by athletes and/or their athlete support personnel. Event-based education is defined in the [International Standard for Education \(ISE\)](#) as “any type of education activity which takes place at or in association with an event.” Educational activities conducted prior to the event are key to ensure athletes and support personnel entered the event with the required knowledge about anti-doping. An event-based education program should include both pre- and at-the-games education activities.

A key principle of the ISE is that an athlete’s first experience with anti-doping should be through education rather than doping control. An event-based education program must be developed with the following ISE requirements:

- Develop an education program including an education plan by identifying your target audiences, setting clear objectives and related activities for your education program;
- In cooperation with the participating delegations, ensure that pre-games education and awareness programs are undertaken;

- When possible, request the completion of relevant courses and modules on WADA's Anti-Doping Education and Learning ([ADEL](#)) platform or any other eLearning platform, as a condition of participation for athletes, coaches and medical professionals;
- Produce and share education material focusing on games specific elements (e.g., anti-doping rules, testing, Results Management and TUE procedures);
- Ensure mandatory information is shared with the relevant audience notably via the MEO and games websites;
- Use the games to reiterate key anti-doping messages using different approaches (e.g., athlete engagement initiatives, quiz, workshop for athlete support personnel etc.);
- Monitor and evaluate your education program.

Key documents and factsheets:

- [ISE Guidelines](#);
- [Roles and Responsibilities of MEO](#);
- [Event-Based Education Requirements](#);
- [Pre-event education as part of an event-based education program](#).

More detailed information on can be found in the following sections of these Guidelines:

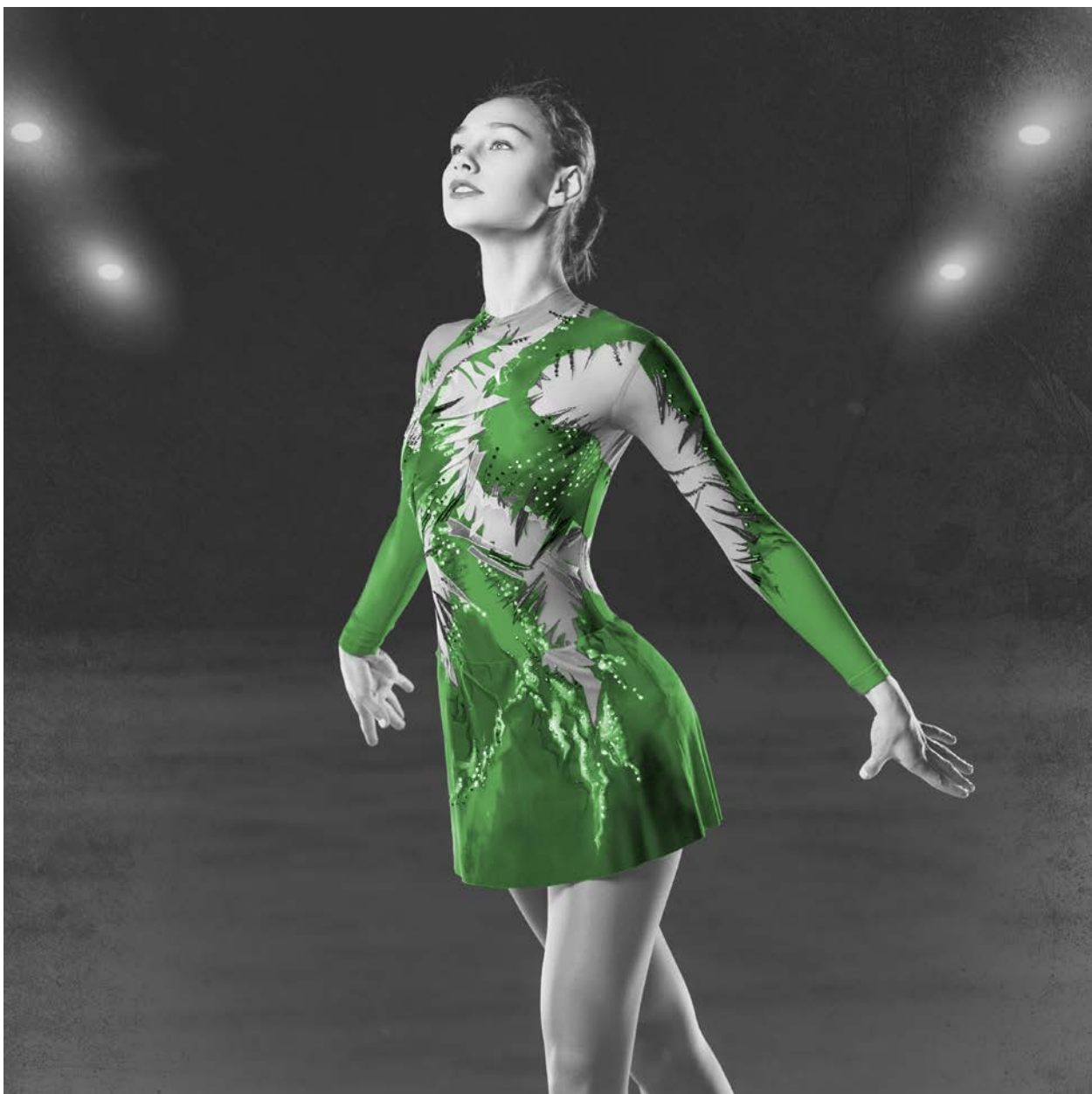
- [Chapter 5.H: Education Plan](#);
- [Chapter 9: Pre-games education](#);
- [Chapter 12: Games-time education](#).

SECTION 2

Planning the anti-doping program for your major games

Section 2 focuses on the planning phase of your major games anti-doping program. This initial stage is crucial for the overall success of the program as it will clarify your expectations and serve as a blueprint for the entire project.

Chapter 4: Anti-doping program framework should assist you in defining your global needs and objectives and guarantee that ambitions are in line with the requested/allocated budget. Chapter 5: Building an anti-doping project plan for the games presents the drafting of an actual project plan that will guide you, and your partners, in the journey towards the games.



CHAPTER 4:

Anti-doping program framework

GENERAL OVERVIEW OF AN ANTI-DOPING PROGRAM DURING MAJOR GAMES



PLANNING THE ANTI-DOPING PROGRAM FOR YOUR MAJOR GAMES



PRE-GAMES IMPLEMENTATION PERIOD



GAMES IMPLEMENTATION PERIOD



PROGRAM SUSTAINABILITY



Defining the framework of your anti-doping program must occur early enough in the process so that general terms can already be communicated with host candidates during the bidding process. Based on the experience from previous editions and similar games, a **thorough analysis of the requirements should be undertaken to quantify and qualify adequate resources**. It is recommended that the framework address at least the following areas:

- Testing program, including elements such as:
 - » Estimated number of tests, rough estimation of in-competition and out-of-competition distribution and related sample analyses to be conducted; Approximate number of Sample Collection Personnel (SCP) required, their status (e.g., volunteers vs paid staff, international Doping Control Officers (DCOs)) and related resources (e.g., transportation to the games requirement accommodations, meals, uniforms, accreditation, etc.);
 - » Capacity and capability of the local National Anti-Doping Organizations (NADO(s));
 - » Pre-Games coordination committee (if applicable) and on-site anti-doping team expenses;
 - » Sample collection equipment (more information can be found on point 4.2 equipment and beyond of the [DCO Manual Template](#));
 - » Process to select the WADA-accredited laboratory;
 - » Requirements for venues and doping control stations (e.g., number, size, location, furniture);
 - » Sample storage and transport to the laboratory.

- Education, including elements such as:
 - » Estimating physical space for booth location(s) and related material (e.g., tablets, TV);
 - » Approximate number of educators needed;
 - » Pre-event education and whether this will be a requirement for entry/registration of athletes, athlete support personnel and officials.

Tip: Bidding process



World Anti-Doping Code ([Code](#)) Article 20.6.9 states that Major Event Organizations (MEOs) can only accept bids for events from countries where the government has ratified, accepted, approved or acceded to the [UNESCO Convention against Doping in Sport](#). Bids from countries where the National Olympic Committee (NOC), the National Paralympic Committee (NPC) and/or the NADO is not in compliance with the Code or the [International Standards](#) should not be accepted.

In addition, MEOs are encouraged to set out, in their bidding requirements, that host cities/countries must have sufficient capacity with their NADO or via a third party to conduct the testing program based on the established requirements. Ensuring that the event will positively impact the region/country in the field of anti-doping and leave a proper legacy is also a key element to assess the success of your anti-doping program.

Once the decision is made, all requirements must also be integrated in the host city agreement including the implementation of all WADA's decision related to Compliance procedures.

During the entire preparation and implementation phases, verify on a regular basis, the updated [list of non-compliant signatories](#) and applicable consequences to guarantee that you are properly implementing the decisions.

The framework will require multiple updates once the host is selected. Nevertheless, early budget planning, covering all areas of the anti-doping program, and including contingency funds to anticipate strategic shifts or new techniques and expertise in the field of anti-doping, will ensure that implementation is driven by strategic decisions rather than by budgetary considerations.

It is important to identify at an early stage the approximate number of tests and type of analyses expected at the games as most of the budget is often dedicated to these areas. Here again, contingency funds for potential extra analyses emanating from Athlete Biological Passport (ABP) findings, a percentage to account for dilute samples, competition records or following the receipt of intelligence must be included.

Once the Local Organizing Committee (LOC) fixes its overall budget, the MEO must guarantee that it will allow the expected standards and requirements to be fulfilled.

CHAPTER 5:

Building an anti-doping project plan for the games

GENERAL OVERVIEW OF AN ANTI-DOPING PROGRAM DURING MAJOR GAMES



PLANNING THE ANTI-DOPING PROGRAM FOR YOUR MAJOR GAMES



PRE-GAMES IMPLEMENTATION PERIOD



GAMES IMPLEMENTATION PERIOD



PROGRAM SUSTAINABILITY



Once the host country is selected and the host agreement signed, the MEO and the LOC **should start their cooperation as soon as possible** to develop an effective anti-doping plan for the games.

There is no need to reinvent the wheel when planning an anti-doping program for a major games. Reviewing reports from previous editions of the games or exploring past Independent Observer Reports published by WADA helps identifying potential challenges and solutions. All Reports are available [here](#).

The structure of your planning could take different forms, but should include the following components:

- Establish the LOC anti-doping strategy including a decision on who will act as Sample Collection Authority (SCA);
- Timeline of activities and milestones;
- Composition of the anti-doping team prior to and during the event and responsibilities of the Anti-Doping Organizations (ADOs) involved;
- Cooperation with other ADOs;
- Testing and intelligence strategy;
- Therapeutic Use Exemptions (TUE) and Results Management procedures;
- Education plan;
- Games time activities.

Finally, setting-up reporting tools and transfer of knowledge must be considered when building the plan (see [Chapter 13](#) of these Guidelines).

A. Project Timeline

Your anti-doping program should be developed like any other project, with **objectives, budgets, timeframes and milestones identified for each activity**.

High-level milestones should be identified in the following key areas:

- Adoption and publication of anti-doping rules, documentation, and procedures;
- Workforce recruitment and training;
- Risk Assessment and Test Distribution Plan (TDP);
- Test event strategy;
- Education program;
- Laboratory operations.

From day one and throughout the planning, the MEO should include clear expectations of when these milestones must be completed by the LOC. These deliverables can then be reviewed on a regular basis through regular meetings with key collaborators.

B. Roles and responsibilities

Developing an anti-doping program for a major games is a complex exercise involving an important number of tasks to be fulfilled by various individuals. Clarifying roles and responsibilities is vital to guarantee the proper implementation of the program.

Many factors can influence the division of tasks and might require you to review and adapt the proposed framework. Gaps in one or more of the areas below can lead you to consider outsourcing activities:

- Expertise in anti-doping of MEO and LOC staff;
- Financial resources;
- Structure of the other LOC functional areas;
- Capacity of the local National Anti-Doping Organization (NADO) to deliver testing and education activities;
- Involvement of other regional organizations (e.g., Regional Anti-Doping Organization (RADO));
- Involvement of WADA.

1. Major Event Organizations (MEOs)

As owner of the games, **the MEO is the driving force in terms of strategy and planning**. This includes setting clear objectives as well as providing guidance and support to the LOC and other participating organizations who will deliver the anti-doping program. The roles and responsibilities of the MEO are described in [Code Article 20.6](#) and include the adoption of compliant anti-doping rules. The MEO has freedom to the extent it wishes to delegate tasks and responsibilities to other partners, but it should be set forth in formal and written agreements and properly communicated to the delegations, athletes and any other relevant actors.

During the earliest stages of the planning phase, the MEO can share its experiences from the previous editions of its major games and should facilitate either a formal handover process among partners (such as the past and future LOCs) or provide access to transfer of knowledge documentation, including any reports from WADA's Independent Observer (IO) program.

MEO Workforce:

A **full-time staff dedicated to anti-doping is a must-have for the MEO** throughout the planning and implementation phase to:

- Guarantee continuity throughout the games cycle and between games;
- Allow relevant ADOs, LOC and other stakeholders to have a counterpart with whom they can raise and resolve issues.

To support the dedicated staff in preparing and implementing anti-doping activities, the MEO often has an anti-doping commission or a committee. During the games, typical responsibilities of such a committee/commission include:

- Observing doping control to ensure consistent application of rules and procedures;
- Acting as point of contact for teams and personnel with concerns or feedback;
- Decision-making on matters related to the anti-doping program at large.

While on many occasions, this body will also have medical responsibilities, it is strongly recommended to guarantee that one member, ideally an anti-doping expert, oversees the anti-doping program during the games.

The MEO can also decide to cooperate with an experienced entity. Outsourcing activities to independent experts could increase the level of professionalism of the program and limit conflict of interest risks. As an example, the International Olympic Committee (IOC) chooses this approach by cooperating with the International Testing Agency (ITA) for the Olympic Games. When the decision is made to work with the LOC and the local NADO, the MEO (or the LOC) should assess the capacity of the NADO to deliver the expected program.

It is crucial to keep in mind that, regardless of the model selected, **the event owner remains accountable for all aspects of the anti-doping program**.



Good Practice: 2022 Commonwealth Games, Birmingham, UK

The Commonwealth Games Federation (CGF) is the governing body for the Commonwealth Games. As provided under the anti-doping program for the Birmingham 2022 Commonwealth Games, the CGF Anti-Doping and Medical Commission was responsible for overseeing the anti-doping services required for the Games and ensuring that procedures were Code-compliant and of the highest standards. The CGF had agreed to partially delegate the management of its anti-doping program to the local NADO, UK Anti-Doping (UKAD), engaged by the LOC. It was agreed that UKAD would oversee the implementation and delivery of the Games doping control program, under the authority of the CGF, in accordance with instructions received from the CGF and the provisions of the Code, its International Standards and the CGF anti-doping rules. In Birmingham, UKAD had overall responsibility for the development, implementation, and management of the education, testing and intelligence anti-doping programs.

UKAD's role included:

- Assistance with the development of Birmingham 2022 anti-doping documentation including: Test Distribution Plan, Risk Assessment, CGF anti-doping rules, doping control handbook, policies and procedures, athlete education resources and content contained within other pre-Games key documents;
- The planning, delivery and management of all services associated with sample collection and analysis;
- The development of a project plan, for pre-event education services, doping control workforce plan, testing program, sample collection and analysis at the opening of the games' village;
- The sharing of intelligence on a 'need to know' basis with any relevant party;
- The development of a Whereabouts plan and system for the Games to enable out-of-competition testing;
- The identification and provision of key personnel to support the management of the project throughout its duration.

Outsourcing activities

Management of sample collection services is often a part of the program that is outsourced, requiring the development of a tripartite agreement between the MEO, the LOC and the third party.

Other third parties are also regularly solicited for activities such as transportation of samples to the laboratory (e.g., via a courier company), the hiring of blood collection officers through a reputable phlebotomy agency or the hiring of educators for outreach booth activities.

**Tip: Delegated third party agreement**

Anti-Doping Organizations (ADOs) who delegate activities to a third party, such as private service providers, other ADOs, or member federations, must ensure that the activities are conducted in line with the Code and all applicable International Standards.

While WADA does not provide a template, as each contract will be unique to the specific relationship between an ADO and a third party, a Guide for Partnering with a Delegated Third Party is available at the end of this document ([Annex A: Guide for Partnering with a Delegated Third Party](#)).

The content of a delegated third-party agreement is of major importance for the MEO as the third party's role is often significant in conducting the anti-doping activities. Specific attention should be given to respecting privacy requirements described in the International Standard for the Protection of Privacy and Personal Information (ISPPPI) regarding collecting and sharing personal information as well as the use of ADAMS (further information in [Chapter 7: Policies, procedures and communication](#)).

2. Local Organizing Committee (LOC)

The LOC's primary responsibility is to deliver the major games for the MEO, including the operational aspects of the anti-doping program. While varying depending on the ambition of the program, the LOC's scope of responsibilities must be set out in as far back as the initial bidding process to ensure adequate preparation.

The LOC will be responsible for **establishing an anti-doping team or unit to coordinate all anti-doping activities and to report to the MEO.** Establishing such a team should be a priority in the initial planning stage of the games to guarantee that anti-doping is considered in all LOC activities.

The LOC Anti-Doping Team is responsible for planning, implementing and monitoring the games' overall anti-doping program or coordinating it with the third party. The team should be proportionate to the games' requirements and the LOC responsibilities. It should ideally be composed of NADO representatives and other staff with previous major games experience. Often dealing with personal and sensitive information, the team should have dedicated and secured workspaces to host confidential meetings and store relevant documentation prior and during the games.

Implementation of the sample collection activities requires cooperation between the LOC and a service provider which could be the local NADO or a private entity. One added value of a comprehensive agreement between the LOC and the local NADO (or another service provider) is to limit the number of organizations to deal with during the games and ease certain procedures such as the selection of the laboratory, equipment procurement plan, sample transportation plan or even educational activities.

When selecting a partner, the LOC should place the legacy of the games for the country and the region as a priority. The games could, for instance, support local NADO long term capacity building by giving invaluable experience to local Sample Collection Personnel (SCP). Including staff from the local NADO through a secondment agreement could also be considered.

There is no 'one-size-fits-all' model to structure the LOC Anti-Doping Team as many factors would impact its scope of activities and responsibilities. Nevertheless, you can find below examples of the most common tasks managed by the anti-doping team:

Pre-Games Activities	During the Games
Preparation and management of the operational plan and budget	Collect Whereabouts information for out-of-competition testing
Cooperate with other functional areas to include anti-doping considerations in all relevant activities	Implement or oversee anti-doping operations during the games
Prepare the recruitment and training of the SCP and Doping Control Command Center (DCCC) staff	Coordinate Doping Control Officers' (DCOs) and Chaperones' work
Ensure Doping Control Stations (DCSs) are properly furnished and prepared	Enter Doping Control Forms (DCFs) in ADAMS
Develop education plan and implement pre-games activities	
Liaise with the delegations for testing and education related activities	
Negotiate and sign agreements with the relevant service providers	
Prepare and coordinate ADAMS activities	

When possible, members of the anti-doping team should try to gain experience in other games or major events to broaden their knowledge and develop their own plan.

Relationship with other functional areas of the LOC

It is crucial to determine where the anti-doping unit will reside as a functional area within a LOC. Being an independent department facilitates budget and operational autonomy and independence even if, historically, anti-doping has resided within the sport department or medical.

As anti-doping is largely the receiver of services from other functional areas rather than the provider, it is essential that anti-doping requirements are already considered when key decisions are made. An individual or the anti-doping team should work in close collaboration and meet with staff in relevant functional areas on a regular basis. The LOC Anti-Doping Team must have direct access to the LOC decision makers to facilitate the proper implementation of the activities.

Key functional areas for anti-doping:

Functional Area	Topics to be discussed by the anti-doping team
Sport	<ul style="list-style-type: none"> • Guarantee access to the field of play for SCP • Establish good relationship with the IFs; • Receive the latest news on games competition and training schedule and any changes.
NOC/NPC relations (or equivalent such as NF) or sport entries	<ul style="list-style-type: none"> • Long and short list of athletes participating at the games for assist target testing and communication with ADAMS team; • Favor communication with delegations; • Gather information on pre-camp schedule for pre-games testing.
Human resources and Finance	<ul style="list-style-type: none"> • Make sure the required LOC anti-doping staff is recruited and deployed; • Discuss human resources issues throughout the recruitment phase and games time; • Guarantee SCP receive uniforms and meal vouchers as well as accommodations and transportation if applicable.
Transportation	<ul style="list-style-type: none"> • Plan and organize the transportation of SCP; • Plan and organize the transportation of athletes and SCP before and after sample collection, which is often much later after a competition is completed and venues are closing.
Accreditation	<ul style="list-style-type: none"> • Ensure that SCP can access the same locations as athletes to fulfill their duties.
Language services	<ul style="list-style-type: none"> • Manage interpreters for athletes undergoing doping control. Alternatively, an 'over-the-telephone' interpretation service could be provided.
Venues and infrastructure	<ul style="list-style-type: none"> • Identify a good location for the DCSs; • Support you in the preparation of DCSs; • Fix infrastructure problems or absence of material (e.g., leaking washrooms, faulty air conditioning, etc.).
Village	<ul style="list-style-type: none"> • Manage the functioning of the village and the possibility to set-up of the DCS as well as education booths; • Guarantee the access to SCP; • Support you with the gathering of Whereabouts information.
Catering, cleaning and waste	<ul style="list-style-type: none"> • Guarantee that all persons involved in the doping control process have access to food and drinks including athletes and SCP delayed by the doping control process; • Be ready to answer unexpected situations with catering (delayed DCOs, Chaperones); • Are aware of the procedure when discovering of possible doping substances or paraphernalia.
Logistics	<ul style="list-style-type: none"> • Prepare and manage the delivery of equipment into a venue (including sample collection equipment) and extraction from a venue; • Provide secure storage, essential for sample collection equipment; • Sometimes includes the functional area, which provides refrigerators, stationery, desks, chairs, office equipment, clipboards etc.—all of which contribute to a smooth-running DCS; • Provide transportation of samples to the laboratory if required.
Technology	<ul style="list-style-type: none"> • Provide all material for DCS and education booth (e.g., computers, tablets, printers and telephones, secured Wi-Fi access, TV); • Provide radios or telephones for in-venue communications.
Other areas	<ul style="list-style-type: none"> • Communication takes care of the website, gifts (for the education booth), branding, communication if an Adverse Analytical Finding (AAF) – Anti-Doping Rule Violation (ADRV) happened; • Marketing can help you to deliver gifts in the educational booth; • Legal including contracts and agreements review; • Security including the need for security personnel at DCSs, informing of early morning and/or late-night sample collection sessions and discovery of possible doping substances or paraphernalia.

C. Division of tasks

The following table serves as a guide to the generally accepted division of responsibilities between the MEO and the LOC:

Part of the Process	Responsible Partner	Supported By
Risk Assessment and Test Distribution Plan	MEO	<ul style="list-style-type: none"> IFs for consultation Support by LOC, NADO, SCA and WADA if relevant
Sample collection/workforce planning	LOC	<ul style="list-style-type: none"> Local NADO, other NADOs and third party
Test events	LOC	<ul style="list-style-type: none"> Local NADO and IFs
Sample handling	LOC	<ul style="list-style-type: none"> Local NADO and third party
Selection of the laboratory	MEO	<ul style="list-style-type: none"> LOC Local NADO if relevant
Sample transport to laboratory	LOC	<ul style="list-style-type: none"> Courier Agencies and local NADO (if relevant)
TUEs	MEO	<ul style="list-style-type: none"> IFs/NADOs and third party (if relevant)
Education plan and pre-games education	MEO	<ul style="list-style-type: none"> LOC, local NADO or third party, IFs and NOCs/NPCs
At-the-games education	LOC	<ul style="list-style-type: none"> Local NADO or third party, IFs, MEO and WADA
Intelligence strategy and collection	MEO	<ul style="list-style-type: none"> NADOs, Government, agencies, WADA and IFs
Coordination group or taskforce	MEO	<ul style="list-style-type: none"> SCA, local NADO, third party, IFs and NADOs
Laboratory analysis	WADA-accredited laboratory	<ul style="list-style-type: none"> MEO, Expert and APMU
Results Management initial review	MEO	<ul style="list-style-type: none"> IFs for consequences beyond the Games if required in the applicable anti-doping rules
Hearings	MEO	<ul style="list-style-type: none"> CAS or other third party IFs for consequences beyond the Games if required in the applicable anti-doping rules
Appeals	MEO	<ul style="list-style-type: none"> CAS or other third party, IFs and NADOs
Reporting	MEO	<ul style="list-style-type: none"> LOC and Local NADO or third party

D. Testing strategy

Another major piece of work in your project plan is to fine tune your testing strategy and to fix clear milestones to monitor the efficiency of the selected options.

1. Risk Assessment and Test Distribution Plan

The steps to ensure the implementation of an effective testing program are extensively described in the International Standard for Testing and Investigations (ISTI) [Guidelines for Implementing an Effective Testing Program](#). This section will focus on the specific characteristics to be considered when developing a testing strategy for major games. To support you in this process, WADA's templates for Risk Assessment and Test Distribution Planning (TDP) are also accessible online.

First, remember that an effective testing program is built on the foundation of a proper and thorough Risk Assessment. Existing resources from NADOs and IFs, should support your work but **it is crucial to develop a Risk Assessment specifically prepared for your games**. Indeed, the games could be the pinnacle for certain sports, countries or athletes competing, with a high incentive to cheat, either in the build-up to the games or even during the games.

In the view of a major games, several additional risks to be considered by the testing authorities are:

- Lessons learned from previous games;
- Doping history of sports at games;
- Test history of athletes participating, especially in the lead-up period (if accessible);
- Competition schedule (number of medal events, qualifiers);
- Quota/number of athletes participating per sport and discipline;
- Financial and sporting incentives across the sports, including potential endorsement opportunities linked to being successful at the games especially for specific countries or individual athletes;
- Existing IFs and NADOs testing programs (e.g. WADA anti-doping testing figures).

An initial TDP should be communicated to the LOC and the laboratory way before the start of the event. **This milestone is imperative, given that these numbers dictate many subsequent aspects of the overall anti-doping program such as workforce planning, equipment purchasing and venue planning.**

At this stage, the TDP should outline:

- Overall number of tests;
- In-competition testing and out-of-competition testing ratios;
- Approximate share per sport;
- Number of Doping Control Stations (DCSs) and volume of sample collection

Tip: Technical Document for Sport Specific Analysis (TDSSA)

You must consider the Minimum Levels of Analysis (MLA) provided in the WADA [Technical Document for Sport Specific Analysis](#) for testing of certain substances across all sports and disciplines included at your major event.

MEOs should be aware that these figures are minimum requirements only and if their Risk Assessment suggests otherwise, they should increase the analysis of certain substances above the MLAs. Your Risk Assessment should be supported by the TDSSA when assigning tests in-competition or out-of-competition and to specific athletes.

- Numbers for urine, blood and dried blood spot (DBS) samples, specific analysis targets in compliance with the Technical Document for Sport Specific Analysis (TDSSA) and other analysis.

Finally, the initial TDP should also include contingency around additional tests that may arise due to:

- Intelligence received prior and during the games;
- Unusual behavior by athletes or athlete support personnel;
- Target tests for suspicious analysis reports;
- ABP results and follow-up tests;
- Dilute samples;
- Records (must be defined in the MEO policy).

Good Practice: OCA 2018 Asian Games, Jakarta/Palembang, Indonesia 

The Olympic Council of Asia (OCA), in cooperation with Professional Worldwide Controls (PWC), developed an effective TDP. They allocated tests between the different sports and disciplines commensurate with the risks as well as based on intelligence and information received from IFs and NADOs. The plan was compliant with the Technical Document for Sport Specific Analysis (TDSSA).

In the end, 1,460 sample collection sessions were conducted with 1,499 urine samples, 114 blood samples and 8 Athlete Biological Passport (ABP) samples collected from 1,292 athletes from 43 different NOCs during the period of the Games. Of the overall tests, 1,151 were collected in-competition and 309 out-of-competition.

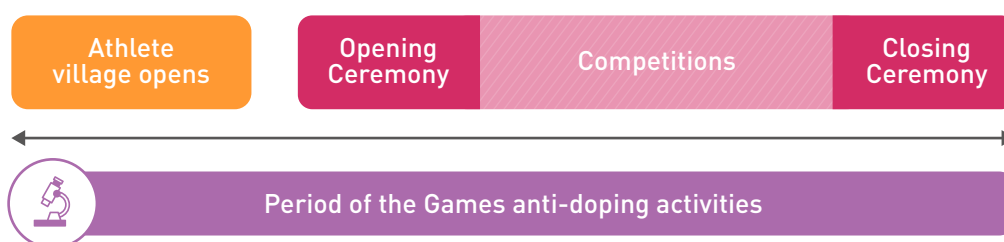
To organize out-of-competition activities, a list of over 300 priority athletes was generated by first classifying high-risk sports and then identifying at-risk athletes. The specific athletes included in the priority list were determined by assessing the country risk profile, by reviewing athlete ranking and by seeking recommendations from IFs/NADOs to ensure that precious resources were not allocated to testing athletes who have already been subject to robust testing in the lead-up to the Games.

 **Properly defining MEO jurisdiction is crucial to obtain a coherent initial TDP.**

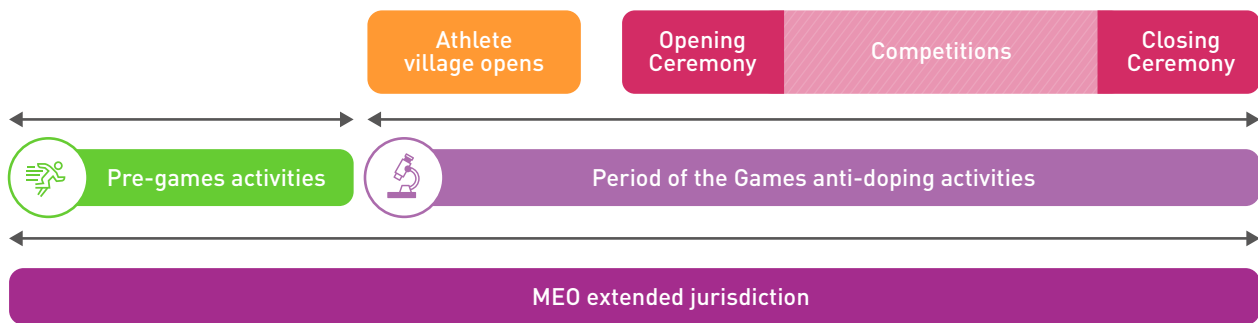
2. Testing activities

To prepare a proper TDP, MEOs must define their jurisdiction period for the event, with the ability to conduct in-competition testing and out-of-competition testing prior to and during their games.

Traditionally, the period of the games during which the MEO has jurisdiction starts with the opening of the athlete village and the arrival of the first delegations and ends with the closing ceremony.

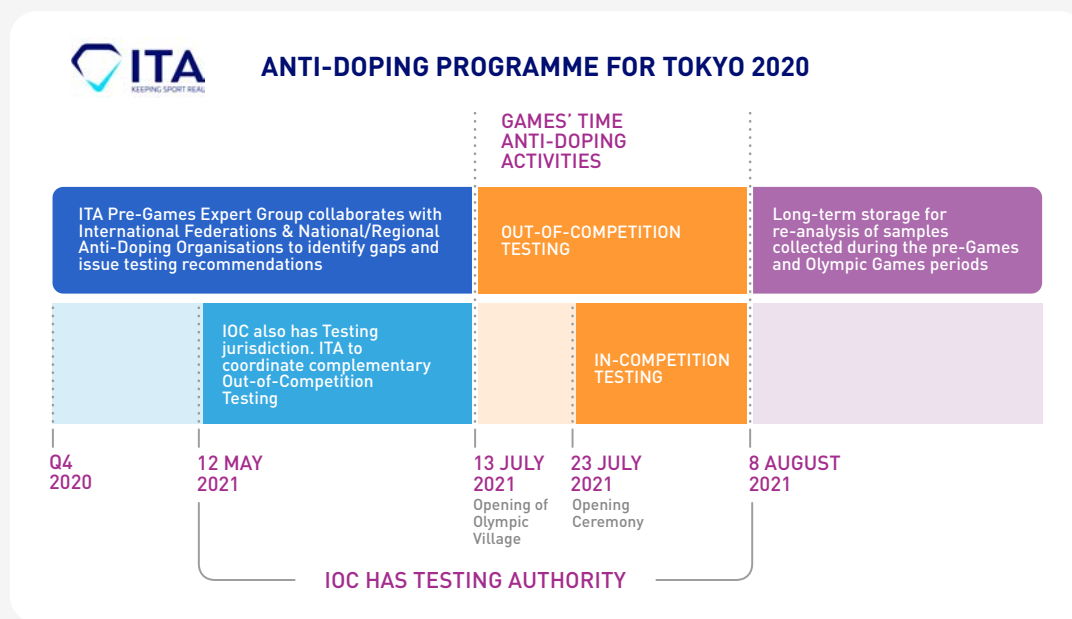


Nevertheless, as described in [Code Article 5.2.3](#), MEOs have the flexibility to decide on an extended jurisdiction, starting prior to the opening of the athlete village to facilitate pre-games testing activities. The funding of those sample collection activities and the involvement of the LOC and SCA must be discussed between the concerned actors and coordinated with IFs and NADOs. This period (for example, two months prior to the opening of the village for the Olympic Games Tokyo 2020) must be clearly stated in the MEO’s anti-doping rules and communicated to the relevant actors.



Good Practice: Extended jurisdiction for the Olympic Games Tokyo 2020

According to Article 5.2.2 of the International Olympic Committee (IOC) Anti-Doping Rules ([IOC ADR](#)) applicable to the Olympic Games Tokyo 2020 (the Games were postponed to 2021 due to the COVID-19 global pandemic), the International Testing Agency (ITA), acting as delegated third party, had jurisdiction to request out-of-competition testing on any athlete entered to, or who may be entered to, participate in the Games starting from 13 May 2021 up until (and including) the day prior to the opening of the athlete village (12 July 2021). These additional two months of testing jurisdiction allowed the ITA, on behalf of the IOC, to coordinate tests on athletes prior to their arrival in Tokyo who may have not been sufficiently tested leading up to the Games. According to the data provided by the ITA, more than 150 samples were collected in the extended period.



Out-of-competition vs in-competition

As soon as reliable information on disciplines and participating countries is available, the MEO/LOC Anti-Doping Team should begin to formulate the details of the TDP including out-of-competition component, in particular the specific athlete selections and analysis requests. The decision should be led by physiological risk of the sport and intelligence and focus on those athletes. Out-of-competition tests on sports demonstrating the greatest risk of cheating prior could occur during the pre-games period as well as at the games. Different approaches across sports must be adopted and close cooperation with IFs and NADOs should occur to guarantee the efficiency of the out-of-competition testing program.

When coordinating out-of-competition testing with IFs and NADOs, the MEO should highlight that no ADRVs or analysis results are pending on potential athletes participating in the games.

It is crucial to note that the definition of in-competition testing changed in the [2021 Code](#):


In-competition: The period commencing at 11:59 p.m. on the day before a competition in which the athlete is scheduled to participate through the end of such competition and the sample collection process related to such competition unless the IF has a different definition.

Tip: Example of sample collection schedule

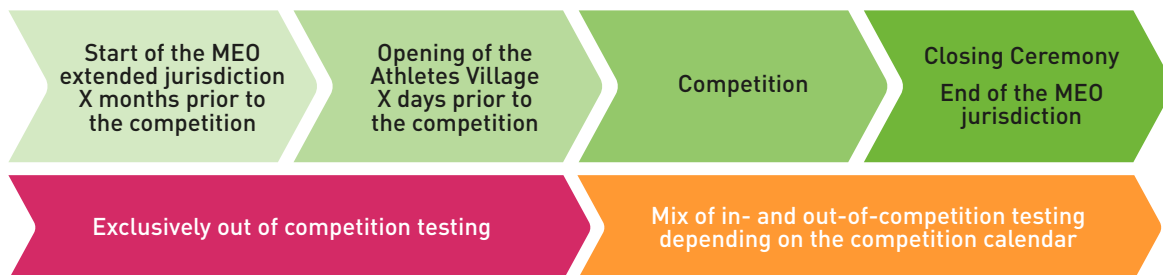
Athlete A is competing on Tuesday, 2 May. Any sample collected from Monday, 1 May at 11.59 p.m. to the end of the competition in which athlete A is competing will be considered in-competition. Any sample collected outside the above-mentioned window will be considered out-of-competition. Athlete B is competing on Thursday, 4 May. Any sample collected from Wednesday, 3 May at 11:59 p.m. to the end of the athlete B's competition is considered in-competition. Any sample collected outside the above-mentioned window will be considered out-of-competition.

Athlete A, tested on Tuesday, 2 May => in-competition test

Athlete B, tested on Tuesday, 2 May => out-of-competition test



Meaning that during a major games, the games-time period will include both in-competition and out-of-competition, depending on the discipline.



Cooperation and exchange of views between the MEO, the LOC Anti-Doping Team and IFs/NADOs on the selection policy, type of analysis, total number of samples to be collected for each sport and discipline in-competition as well details of any technical delegate that may attend the major event and who is responsible for anti-doping for the IF could increase the effectiveness of your anti-doping program.

It is important to highlight that the **MEO is the sole and ultimate decision maker and that the selection policies should not be influenced by external stakeholders and remain as unpredictable as possible, whilst striking the right balance.**

E. Laboratory, testing equipment and long-term storage

Your initial testing strategy should also embrace practical elements surrounding the testing plan:

1. Laboratory

Laboratory selection is a major step in the development of your program. Defining the requirements to be fulfilled by the laboratory allows you to explore different options and to select the laboratory with the capacity to fulfill your objectives while keeping control of your budget. Engaging with the local NADO could facilitate the use of laboratory contracted for the NADO's daily activities.

When starting the implementation of the project plan, it is vital to ensure that all necessary agreements are in place with one or more WADA-accredited laboratory. At a minimum, such agreements should include:

- Duration of agreement;
- Applicable rules ([Code](#), [International Standards](#), ADO Rules, etc.);
- Per sample analysis costs dependent upon the test menu (and TDP) as well as cost of B sample analyses and Document Packages;
- Reporting requirements including timeframe expectations for negative results, Adverse Analytical Findings (AAFs), non-conformities and any requirements beyond secure ADAMS reporting (i.e., who shall be advised and by what means);
- Analysis calculations (e.g., multiple analyses on a single sample);
- Analysis requirements (the 'test menu');
- Anticipated daily test distribution – by sample type and analysis;
- Security, confidentiality and requirements for laboratory;
- Stress tests exercise to practice games time organization and recovery plan;
- Laboratory operating plan and any necessary subcontracting provisions;
- Necessary premises and equipment;
- Undertakings of the responsible stakeholders within the contract;
- Records management protocol;
- Sample storage requirements post-games.

It is also key to organize the communication between the laboratory and the MEO-LOC through a secure way to communicate and exchange relevant information in a timely fashion during the games.

Early discussion should also be conducted **on turn-around analysis and reception of results prior and during the games** to react as quickly as possible and guarantee the integrity of the games and rights of athletes to compete. **Keeping in mind the impact on the budget, a flexible approach can be adopted as not all analysis represents an emergency (e.g., athletes still competing vs athletes done with competition).**

Several options can be considered such as:

- Including provisions on quick turn-around analysis and B sample in the agreement;
- Including the possibility to indicate to the laboratory that a particular sample is a 'priority' sample and should be analyzed expeditiously.

2. Sample retention

In the initial testing plan, you should also establish strategy and procedures for retaining samples for further analysis in line with Article 4.7.3 of the [ISTI](#).

You might plan to store samples and re-analyze them once new or improved analysis techniques become available. Your task is to arrange a suitable and secure storage system to ensure that samples do not degrade over time. You could also discuss with the IFs and NADOs of competing athletes the opportunity to have samples transferred to their organization in accordance with their respective storage and analysis policies.

In creating a sample retention strategy, the MEO should consider:

- Number of samples from each event to be stored;
- Priority of sport/discipline samples to be stored;
- Timeframes for reviewing stored samples;
- Analysis timeframes;
- Type(s) of analyses to be conducted;
- Available intelligence on samples collected;
- Any existing IF retention policy to account for situations where transfer of sample ownership may be appropriate.

Once this strategy is finalized, the MEO will need to determine procedures on repatriating samples to the storage site after each event, maintaining the necessary chain of custody and maintaining record of the reasoning behind the selection of samples to be conserved.

Good Practice: Sample storage strategy Commonwealth Games Federation



During the 2022 Commonwealth Games, in Birmingham (UK), the Commonwealth Games Federation (CGF) set-up a pre-games testing taskforce. One task of the taskforce was to implement a strategy to further analyse relevant samples collected during the previous edition. The taskforce identified 51 samples from the Gold Coast 2018 Commonwealth Games that were in long term storage for further analysis. The WADA-accredited Australian Sports Drug Testing Laboratory confirmed that, since the 2018 games, there had been improvements to their screening for S1.1 Anabolic Agents. Therefore, the further analysis focused on strength and power sports, along with samples that were suitable candidates for additional analysis (i.e., Growth Hormone Releasing Factors (GHRFs), Erythropoietin (EPO)) that was not conducted in 2018. The samples selected corresponded to 'active' athletes (that were potential participants in the 2022 edition) and medalists from the 2018 games. The Australian NADO, namely Sport Integrity Australia, selected additional samples for further analysis that related to Australian athletes who competed at the 2018 games.

More information can be found in Chapter 9 of the ISTI [Guidelines for Implementing an Effective Testing Program](#) and the [Template for Sample Retention and Further Analysis Strategy](#).

Good Practice: ITA Centralized Long-Term Storage Facility (CLTSF) for Tokyo 2020 and beyond



In 2020, the IOC funded the development of a Centralized Long-Term Storage Facility (CLTSF) for the storage of doping control samples that were collected at the Summer and Winter Olympic Games. The CLTSF is coordinated and managed by the ITA. In the leadup to Tokyo 2020, all summer IFs and NADOs were encouraged to store samples collected during the time leading up to the games to the CLTSF with the support of the ITA, who coordinated the shipment, referencing and storage of the samples.

Under this program, the ITA invited all ADOs to store, for free, the samples they had collected from athletes likely to compete at the games in the build-up period to the games, after they had been analyzed at a WADA-accredited laboratory.

3. Sample collection equipment

Assessing the equipment needs for testing sessions (more information can be found on point 4.2 equipment and beyond of the [DCO Manual Template](#)), such as sample collection material (e.g., collection vessels, sample kits, etc.) and furniture to safely store the samples (i.e., fridge) in the project planning will also contribute to clarify the requirements for the LOC and fix the budget. The assessment must be based on **concrete factors including the TDP and the number of DCS**.

Once again, cooperation with the local NADO could simplify the purchasing of material (e.g., administrative fee if imported), the experience with the selected material and reduce uncertainties.

F. Venues

Venues used for major games often fall into four categories:

1. Newly constructed venues;
2. Existing sport or other functional buildings;
3. Existing buildings to be renovated for the games;
4. Temporary facilities.

The DCS should be in the back-of-house areas with access restricted to only those individuals who need it. **The location of the DCS itself should ensure that the public, members of the media, spectators, etc. cannot hear what is being discussed, nor can they see who is in the DCS.** As such, any accessible windows should be covered. Furthermore, the use of 'tents' as well as 'light' partition walls should be avoided as much as possible.

When working with existing venues that may not have suitable facilities for a DCS, the MEO and LOC should explore temporary solutions such as partition walls with temporary doors or portable cabins that can be constructed or brought into the venue at the major games and removed afterward. It should be noted that any temporary structure must still ensure the confidentiality of the sample collection process while also providing a comfortable environment for the athlete (e.g., not too cold or too warm).

A global assessment must be conducted during the initial phase and should include:

- Venues with a DCS (e.g., competition, training, village);
- The expected location of the DCS (e.g., independent, close to the field of play);
- Requirements for the DCS (e.g., size, heating/cooling, toilets, waiting area, mirror, fridge).

Further information can be found in Annex B: Doping Control Station Criteria and Checklist of this document.

G. Sample Collection Personnel (SCP)

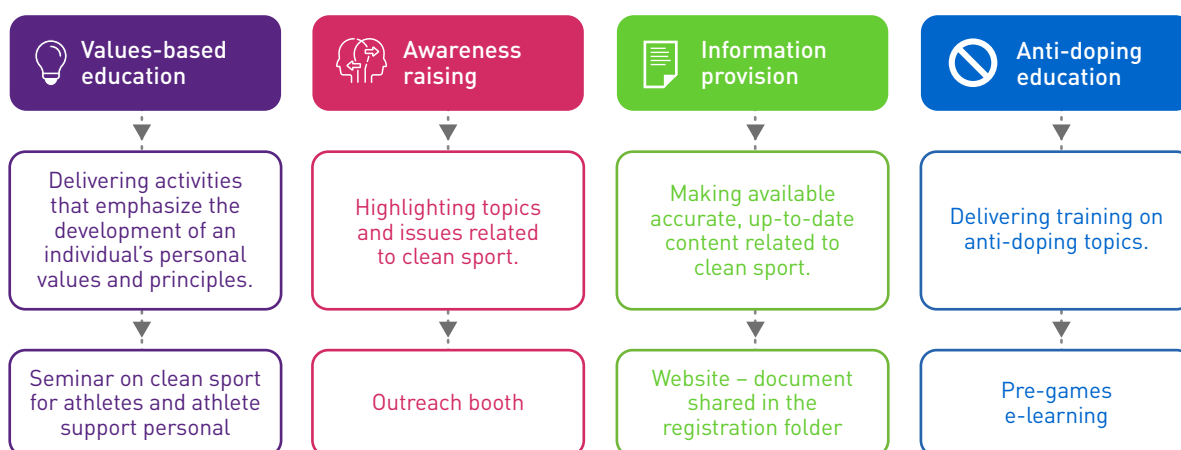
The success of your testing program is inextricably connected to the proper selection of SCP. Combining local Doping Control Officers (DCOs), International Doping Control Officers (IDCOs) accredited by the ITA or coming from other NADOs, local Blood Control Officers (BCOs) and Chaperones is often the selected mix by organizers. **Diversity in skills (e.g. languages) and experiences (e.g., in specific sport, previous events) has proven to create an effective team and to contribute raising the standard and quality of all SCPs involved as well as expanding the legacy of the games.**

[Chapter 8.B Sample Collection Personnel](#) of these Guidelines further describes the planning, recruitment and training of SCP.

H. Education plan

Implementing educational activities during a multi-sport games is far from being an easy exercise as the time during which athletes are under your jurisdiction is rather limited. Your education program is an essential component of a successful anti-doping program for a major games, and just like for your testing program, it needs to be carefully designed and planned well in advance by undertaking the following steps:

- Assessing the current situation by:
 - » Describing the environment within which you operate;
 - » Listing all potential target groups and establish an education pool for your education program;
 - » Identifying other agencies/organizations that may be responsible for delivering or have the potential to deliver education;
 - » Identifying human, financial and material resources available or potentially available to support your education program.
- Setting clear objectives for your education program, determining which topics you need to cover and related activities that are specific, measurable, achievable, realistic and timely (SMART);
- Choosing and describing your education activities (the methods used to deliver education to your target groups).



**Tip: Anti-Doping Organization (ADO) cooperation in the field of education**

Under the Code, responsibilities for event-based education are on the shoulders of the event owner. Nevertheless, the implementation of activities is generally conducted in close cooperation with the LOC and/or the local NADO to benefit from their expertise. They can also be delegated to a third party (e.g., the ITA for the Olympic Games). In all scenarios, two other type of ADOs have a major role to play to increase the impact of the education program:

- **IFs:**

Role to identify athletes and athlete support personnel participating at the event that may not have received much or any anti-doping education, to inform the MEO (or entity in charge of education) and to help promote activities conducted before and during the games (e.g., workshop, booth, etc.).

- **NOCs or other entity sending the delegation:**

NOCs can play a major role in the promotion and monitoring of pre-games activities. They should designate a person (e.g., Chef de Mission, medical staff, administrator, etc.) responsible for anti-doping, who will participate in all anti-doping briefings and properly communicate the information to the participants. The organization should also encourage their athletes to be active in the awareness raising activities at the games (i.e., outreach, workshops, etc.). Cooperating with their respective NADOs is a must when preparing athletes to go in a major event.

**Good Practice: Education Guidebook in preparation for the Olympic Winter Games Beijing 2022**

Providing the relevant information to NOCs could make a major difference in the efficiency of your pre-games education program. The work conducted by the ITA in the preparation of Beijing 2022 to support to NOCs is an excellent example of this. In preparation for Beijing 2022, the ITA in collaboration with the IOC and WADA, developed the NOC Anti-Doping Education Guidebook. The Guidebook was designed to support NOCs to deliver pre-games clean sport education to prepare their athletes and athlete support personnel to compete cleanly at the Games. The Guidebook highlighted the anti-doping rules, games specific information and freely available resources available to support pre-games education, including through WADA's ADEL platform.

Your education activities should include these 4 components:

It is important at this stage to plan how you are going to monitor your education program, including evaluating participant learning and determining the impact your education program has had. This can then inform what adjustments you will make to your program for your next major games.

Numerous WADA resources are available to guide you when designing your education plan and your education activities, including the International Standard for Education (ISE) [Guidelines](#) and the [Developing your Education Program Workbook](#).

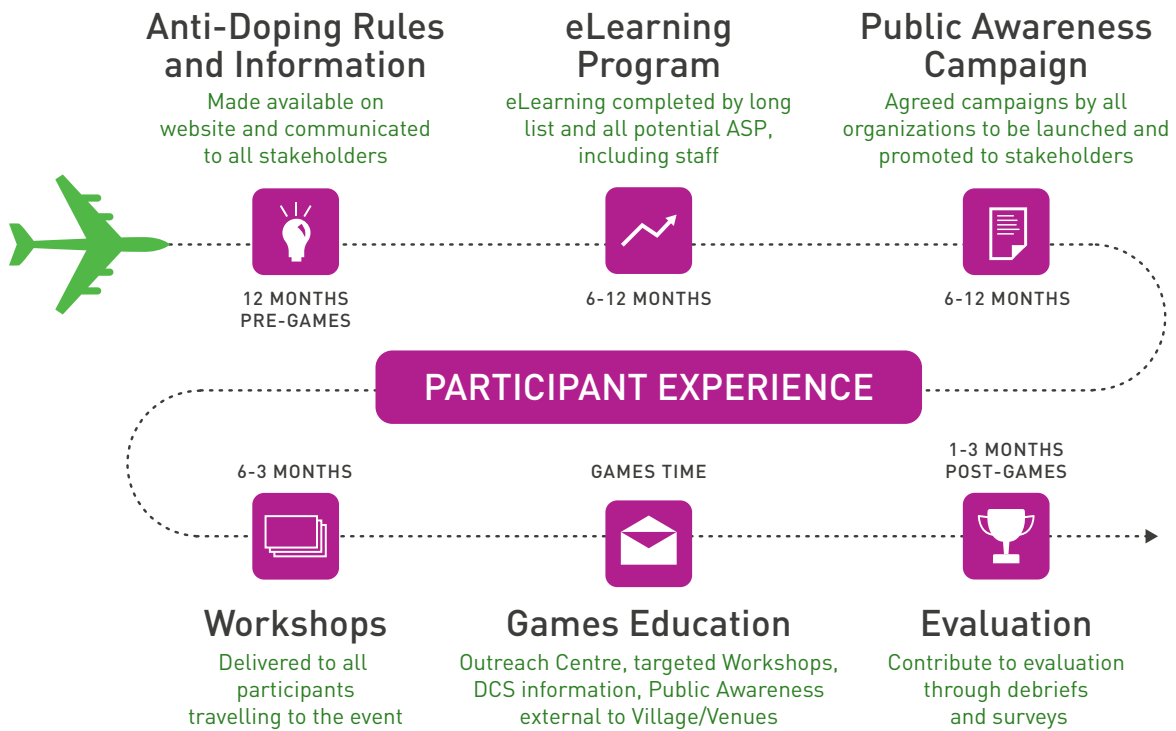


Figure 1: Suggested timeline for education activities

CHAPTER 6:

Project review and cooperation structure

GENERAL OVERVIEW OF AN ANTI-DOPING PROGRAM DURING MAJOR GAMES



PLANNING THE ANTI-DOPING PROGRAM FOR YOUR MAJOR GAMES



PRE-GAMES IMPLEMENTATION PERIOD



GAMES IMPLEMENTATION PERIOD



PROGRAM SUSTAINABILITY



Working on the project plan does not stop when you move from this initial phase to pre-games preparation. Regular reviews of the implementation and needed adaptation must be conducted by the MEO, the LOC and any other relevant partners. **Project reviews should continue up to the start of the games so the MEO is confident that the LOC has everything in place to deliver a successful anti-doping program.** If any major milestones are missed or delayed, the review process gives sufficient time for the issue to be escalated within the organization and for appropriate action to be determined.

Developing effective, flexible, and trustworthy cooperation agreements between the key actors involved in the implementation of the anti-doping program is fundamental. Many changes will occur throughout the games preparation and implementation period. Often these will be outside of the anti-doping team's control (e.g., changes to the competition schedule or venues), requiring flexibility in the planning of activities.

Cooperation can take different forms and the present document tries to present good practices from previous games experiences.

In this regard, addressing the following questions should help you design the most effective coordination structure:

- Expectations and scope of activities covered by the group
- Global coordination vs focus on specific topic(s)
- Composition of the group
- Core partners vs experts
- Format of cooperation
- Regular and general vs occasional and specific meetings

Depending on the identified needs and resources, two frameworks of cooperation are presented below to guide you in the exercise.

A. Model A. Pre-games anti-doping coordination committee

In this situation, the coordination committee gathers representatives from the core partners involved in the anti-doping program such as the MEO, the LOC, the local National Anti-Doping Organization (NADO)/Regional Anti-Doping Organization (RADO) (or other third party) to broadly discuss all aspects of the program. Members share individual expertise to plan, share and monitor progress, discuss issues as they arise and collaborate on solutions.

Roles and responsibilities must be defined and can be formalized with an agreement or a commitment letter including conflict of interest and privacy provisions. It is crucial to ensure that secure communication channels are put in place to create trust, allowing the safe exchange of personal and confidential information between members of the group. Initial discussion on the creation of a coordination group should start as soon as the host has been selected.

The scope and objectives of the coordination committee must be defined during the initial meeting. The coordination committee should start its activities at least 6 months prior to the start of games jurisdiction. Some key topics to be included on the agenda are the testing aspects (pre-games and during the games), education, cooperation with other Anti-Doping Organizations (ADOs) such as IFs and NADOs, Therapeutic Use Exemption (TUE) and Results Management procedures and the use of ADAMS.

The success of the coordination committee implies meeting on a regular basis. Representatives of other relevant stakeholders who are not directly included in the group such as IFs, NADOs/ RADOs, national authorities, athletes' groups or WADA can be invited on an ad-hoc basis to participate in the discussion. To reinforce the efficiency of the coordination group you could also consider creating subgroups focusing on important topics (e.g., testing or education) or on the implementation of specific agreements (e.g., intelligence, laboratory).



Good Practice: Pre-Games anti-doping coordination committee for the Kinshasa 2023 Francophone Games, Democratic Republic of Congo (RDC)

With the support of WADA Major Event Anti-doping Legacy (MEAL) program, a coordination group gathering representatives from the MEO (Comité des jeux de la Francophonie), the LOC (Kinshasa 2023) and the sample collection authority (SCA) (Democratic Republic of Congo NADO) was established seven months before the start of the games. The French NADO (AFLD) also participated as mentor organization and experts as well as WADA representatives to support the activities.

The coordination committee established a project plan and a timeline of activities with clear objectives to fulfill and met every two weeks until the opening of the games. The group acted as coordinating committee for the entire anti-doping program. The inclusion of the local NADO and the cooperation with experts from other NADOs of the region strengthened the event's legacy. Various topics were on the agenda including:

- Selection and training of the Sample Collection Personnel (SCP);
- Preparation and delivery of SCP training by AFLD;
- Test Distribution Planning (TDP) and cooperation with IFs and NADOs;
- Visit and preparation of venues and Doping Control Station (DCS);
- Sample collection equipment;
- Selection of the laboratory, transportation of samples;
- Pre-games and at games educational activities with the training of local educators;
- Results management including training of staff;
- TUE including training of staff;
- Use of ADAMS including training of staff;

During the Games, the coordination committee continued to be operational by acting as the operational team, supporting the CIJF anti-doping commission. The group met daily to discuss potential issues and provide recommendations to prepare the upcoming activities.

B. Model B. Pre-games taskforce acting as expert group on specific aspect(s) of the games

Traditionally used to deal with testing activities, a taskforce is focused on one specific aspect of the anti-doping program. The group is generally led by the MEO, with a central role for the SCA (when dealing with testing or intelligence) and the LOC (for education) representatives. It gathers experts from the relevant stakeholder groups (IFs, NADOs, public authorities) to coordinate the activities in specific area(s).

This taskforce model generally supports ambitious pre-games testing, requiring intense cooperation beyond the core group of ADOs involved in the preparation of the games. Testing pre-games task force notably play a major role when the MEO decides to extend its jurisdiction as coordination of out-of-competition testing and/or testing recommendations is necessary to tap the full potential of such a situation. Nevertheless, MEOs must bear in mind the restrictions on data sharing in Article 8 of the [ISPPPI](#). If access to additional data is justified, appropriate data sharing agreements between the MEO and all relevant parties must be carefully prepared (more information in Chapter 7.B [Protection of privacy and secured way of communication](#)).

For the success of the initiative, it is crucial that objectives and procedures are established well in advance, have buy-in from participating ADOs, are realistic given the resources and budget allocated to the taskforce and are shared between participants and beyond. Here again, WADA encourages you to have regular cooperation between participants and to make sure that secure ways of communication are in place.

Meetings of the group are less regular, focusing on defined objectives and linked to relevant needs and activities. Specific taskforces are often related to three main areas:

- Pre-games testing;
- Pre-games education;
- Collecting and sharing of intelligence (related to testing).

Good Practice: Pre-games testing taskforce during the Olympic Games Tokyo 2020

The International Testing Agency (ITA), on behalf of the International Olympic Committee (IOC) established and coordinated a [pre-Games expert group](#), consisting of a pool of 10 specialists from IFs (team and individual summer Olympic sports) and NADOs/RADOs.

These experts undertook an extensive Risk Assessment on a large population of athletes that were likely to qualify for the Tokyo Games from all 33 participating sport disciplines. It considered data such as participating countries, risk and history of doping, as well as country testing statistics, the physiological profile of the sport, individual athlete testing history data, intelligence received, and other relevant factors.

The outcome of this evaluation was over 25,000 test recommendations that the pre-Games expert group issued to NADOs, RADOs and IFs by the end of 2020, in order to close potential testing gaps for athletes of higher risk level in the lead-up to the games. In the individual sports, the test recommendations varied from one to six tests by athlete depending on the level of risk of the athlete's sport/discipline. For team sports, the pre-Games expert group recommended a number of tests for each team without providing specific athlete names to the relevant ADO due to the changing nature of the athlete members in these sports.

After the recommendations were shared with IFs, NADOs and RADOs in December 2020, the pre-Games expert group regularly came together (every two to three weeks) to monitor implementation of the recommendations via a digital sharing platform and continuous monitoring in ADAMS of the testing history of the relevant athletes/teams.

Following a final monitoring phase at the beginning of July 2021, the pre-Games expert group shared its testing recommendations with the ITA for more than 2,500 athletes across all sports and disciplines that were considered for the ITA's Games-time Test Distribution Plan to

More information can be found in the Independent Observer (IO) report for [Tokyo 2020 Olympic Games](#).



Good Practice: Pre-games exchange of intelligence taskforce, Olympic Winter Games Beijing 2022

The ITA, on behalf of the IOC developed a multi-stakeholder intelligence taskforce to promote the exchange of intelligence on athletes, athlete support personnel, delegations, sports, etc., that may require specific focus in the lead up to, or during, the Beijing 2022 Games.

The taskforce brought together ADOs with investigative capabilities, law enforcement and public authorities, as well as anti-doping experts from the seven winter Olympic IFs to establish a network through which information could be shared. WADA was also part of the taskforce.

An initial meeting was held in January 2022 to introduce the secure modes and methods that would be used to exchange information as well as the framework for handling, storing and retaining confidential information in order to launch the taskforce activities.

The decision was made to use ITA's secure communication platform (ADCOM) by providing online access to several partners, including all winter Olympic IFs.

Through ADCOM, IFs could share, for instance, any available intelligence relevant to athletes competing at the Beijing 2022 Games. The availability of these two mechanisms, as well as their intended use, were specifically highlighted in each Sport Specific Protocol (SSP) signed by the ITA with every winter Olympic IF.

The ITA also signed a collaboration agreement with governmental agencies in China to facilitate the exchange of information connected to potential doping in the lead up to, and during, the Games. This collaboration agreement was meant to ensure that measures could be taken promptly should the use or trafficking of banned substances or methods be discovered in the context of the Games.

More information can be found in the [IO Report for the Olympic Winter Games Beijing 2022](#).

Advice for a successful coordination committee or taskforce:

- Start as early as possible to identify the right partners and work on terms of references for the group;
- Define concrete objectives and timelines for the group;
- Clarify roles and responsibilities of all members;
- Guarantee that members have the mandate to speak on behalf of their organizations;
- Identify and develop early connections with relevant stakeholders outside of the group (e.g., IFs, NADOs, WADA's ADAMS team);
- Set-up secure internal and external means of communication;
- Ensure monitoring of activities.

SECTION 3

Pre-games implementation period

Section 3 focuses on the implementation of the project plan prior to the start of the games. The aim of this section is to guide you through:

- Transforming your project plan to concrete policies, procedures, and documentation (Chapter 7);
- Implementing testing (Chapter 8) and education (Chapter 9) activities;
- Planning of a test event program and readiness exercises (Chapter 10).



CHAPTER 7:

Policies, procedures and communication

GENERAL OVERVIEW OF AN ANTI-DOPING PROGRAM DURING MAJOR GAMES



PLANNING THE ANTI-DOPING PROGRAM FOR YOUR MAJOR GAMES



PRE-GAMES IMPLEMENTATION PERIOD



GAMES IMPLEMENTATION PERIOD



PROGRAM SUSTAINABILITY



A. Use of ADAMS

Properly planning the use of ADAMS is central when developing your testing program. Pre-games testing activities, out-of-competition or in-competition testing during games time requires meticulous preparation and substantial cooperation with National Anti-Doping Organizations (NADOs) and International Federations (IFs)..

! **WARNING:** The use of ADAMS is only possible for World Anti-Doping Code [Signatories](#)

1. Use of ADAMS in the duration of the game jurisdiction period

a. ADAMS major event module

As described in Chapter 1, the definition of the Major Event Organization's (MEO) jurisdiction is a central element of the anti-doping strategy as it will determine the access to athletes' information in ADAMS. **WADA has developed a clear process leading to the creation of a major event module in ADAMS.** Such a module grants the following access rights to the MEO and its delegated third party/parties to facilitate the test planning, sample collection and Results Management of the games:

- Athlete profiles;
- Therapeutic Use Exemptions (TUE) recognition;
- Whereabouts information;
- Results Management.

To [activate the major event module](#), your first action should be to **notify the ADAMS Team (adams@wada-ama.org) regarding the existence of the games, at least three months before the start of your jurisdiction. The following information must be shared:**

- Name of the MEO;
- Testing Authority (TA);
- Sample Collection Authority (SCA);
- Results Management Authority (RMA);
- List of sports and disciplines (additional information can be found [here](#));
- Start and end dates of the games;
- Start and end dates of testing;
- Country and city of the games.

Following a WADA internal review process, you will be informed that the account have been properly created in ADAMS and receive your access information.

The next milestone is **sharing the list of athletes to be included in the event module**. As soon as a first list of athletes is available, and at least one month prior to the start of the games, the information must be communicated to the ADAMS Team.



WARNING: The list of athletes must be sent in the correct format to guarantee the proper functioning of the event module. Please follow guidance provided on the [import athlete records file format](#) ADAMS Help page.

Engaging in regular communication with the ADAMS Support Team is key to guaranteeing the list of athletes is up to date at all different stages. Training with relevant staff can also be provided by the ADAMS Team.

Tip: Paperless Doping Control Form (DCF)

One recent innovation to facilitate the management of sample collection data and information is the development of platforms offering solution for secure and paperless data collection as part of sample collection. While requiring appropriate planning, including training Sample Collection Personnel (SCP) and ensuring the proper material is available in the Doping Control Stations (DCS) (e.g., laptop/tablets), paperless DCFs will ease the work of the SCP, limit possible misunderstanding or loss of paper DCFs, increase the security of the process and the communication with all involved actors and provide more certainty for athletes that their rights are adequately protected.

Experiences from recent games (e.g., Tokyo 2021 and Beijing 2022 Olympic Games, 2022 Commonwealth Games, 2022 World Games, etc.) showed positive outcomes from the use of paperless DCFs:

- The number of errors on DCFs is limited;
- The possibility of quickly analyzing DCF data for statistical purposes;
- The eco-friendliness of this solution for the environment and the anti-doping community.

Several paperless DCF platforms are currently available, including [WADA's ADAMS DCO Central Platform](#).

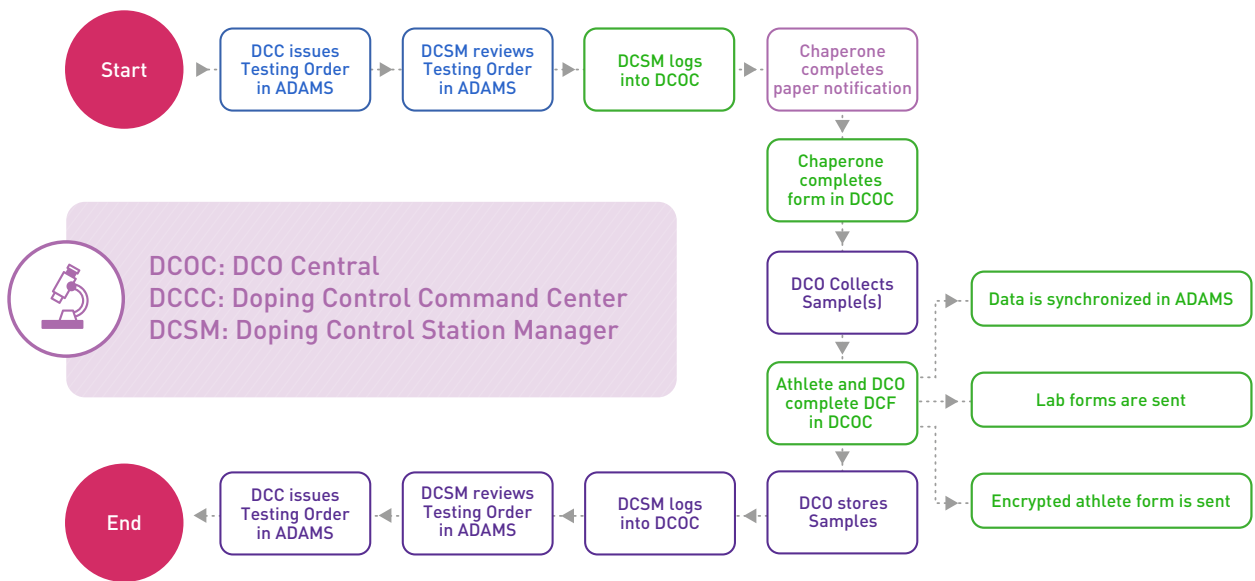


Figure 2: Paperless DCF operation diagram recently used during a major games

It is still important to plan back up paper DCFs and other forms to quickly react if technical challenges arise in a venue.

b. Collection of Whereabouts for out-of-competition testing

As described in [Chapter 5.D Testing strategy](#), an effective anti-doping program includes a combination of in and out-of-competition testing. Implementing out-of-competition testing during a major games requires the MEO to:

- Have procedures to gain access to athlete Whereabouts in ADAMS, for those athletes already included in a national or international Registered Testing Pool (RTP) or testing pool as described in [Code Article 5.5](#) and potentially reduce the amount of Whereabouts information needed to be collected;
- When no information is available, **you should request rooming lists from delegations at their arrival at the athlete village.** Requirements such as formats, languages and file types must be clearly outlined as managing this area can be extremely time-consuming and complex. Technological tools or platform should be considered to facilitate the provision and management of this information (as described in a good practice below);
- You should also work with relevant functional areas such as travel, accommodation and accreditation to collect information on athletes' arrival and departure schedule, accreditation recovery and use by athletes and support personnel. **Cooperation with head of delegation can also support the Whereabouts collection.**

Location information requirements must be outlined in the MEO anti-doping rules, communicated to the relevant organizations (i.e., IFs, NADOs, National Olympic Committees (NOCs)/National Paralympic Committees (NPCs)/National Federations (NFs)) and on your website in a timely manner. Consequences on failure to comply should be in place while management of missed tests must be coordinated with the IFs and NADOs that traditionally have jurisdiction over these athletes (see [Code Article 7.1.6](#)).

Good Practice: Tokyo 2020 Olympic Games



In Tokyo, the International Testing Agency (ITA) had the overall responsibility for the coordination and management of the anti-doping program on behalf of the International Olympic Committee (IOC) at the Olympic Games.

To assist with out-of-competition test planning and harmonize the provision of rooming information by National Olympic Committees (NOCs), the ITA developed a dedicated Whereabouts rooming application. With the assistance of the respective NOC, accurate rooming lists (including details such as the building and room number) for the games time period had to be provided within 24 hours of the athlete's arrival at one of the Olympic Villages. The app allowed NOCs to upload the rooming information of all athletes belonging to their delegation, which then permitted the ITA and the Tokyo Organising Committee to check the information submitted. Athletes who stayed outside of an athlete village (e.g., in a private accommodation) had to provide, via their NOC, detailed information about their overnight accommodations. Any changes/updates to this information had to be updated in the app as soon as possible. According to the IOC anti-doping rules, failure to provide this information may result in measures or sanctions in application of Rules 59.1 and 59.2 of the Olympic Charter without prejudice to any other consequences foreseen in the IOC anti-doping rules.

While the development of an app is clearly a good practice, a specific attention must be provided to athletes already in Anti-Doping Organizations' (ADOs) Registered Testing Pool (RTP) to limit the duplication of work. For this process to be effective, an early cooperation with NOCs is necessary including training on the use of the app or presentation of the expectations regarding sharing of rooming information.

2. ADAMS access during the pre-games testing program

When in place, the work conducted by testing pre-games taskforce to prepare testing recommendations requires cooperation with WADA and other ADOs to allow and coordinate access to the relevant athlete's data.

It is important to remind that using all available data (e.g., from previous games and recent events, rankings) should remain the preferred methods for analysis

Data access can happen directly through ADAMS if ADOs agree to grant the MEO relevant access permissions, or via reports provided by ADOs to the MEO that may include ADAMS data and data from other sources. The testing taskforce must develop secure processes to create trust and confidence with ADOs. The following steps should be undertaken:

- Internally define the scope of activities and the format of the testing recommendations (e.g., individual recommendations or global/teams recommendations according to the accuracy and availability of the data);
- Then, apply the principles and steps set out in Chapter 8 of the [International Standard for the Protection of Privacy and Personal Information \(ISPPPI\) Guidelines](#) to define the data that is necessary and proportionate to conduct these activities and the scope of athletes for which the data is needed (e.g., only athletes that are likely to participate in the games are relevant to a pre-games testing program);
- Prepare a workflow to adapt the access to the relevant datasets in case of update of the list of athletes likely to participate in the games (e.g., late registration, athletes' replacement);
- Consult with participating ADOs to align on the identified data needs of the taskforce;
- Contact the ADAMS Team to discuss ADAMS access permissions or ADAMS reports that will best meet the identified access needs;
- Prepare appropriate data sharing arrangements that document the taskforce's scope of activities and data processing, and that comply with the [ISPPPI](#) and applicable laws (e.g. formal agreements or [ADO Disclosure Request forms](#));
- Prepare a document for participating ADOs setting out any relevant ADAMS instructions.

B. Protection of privacy and secured way of communication

Organizing anti-doping activities during a major games implies the management of an important volume of personal data and multiple exchanges with various partners. Privacy and security considerations must be high on your agenda, with all activities being assessed from this perspective. [We recommend the use of confidentiality and data sharing agreements with all relevant stakeholders](#). Cooperation with IFs and NADOs through a working group or any other methods must be carefully prepared and regulated.

The responsibilities of [Code Signatories](#) are outlined in the [ISPPPI](#) and accompanying [Guidelines](#). WADA also prepared a [checklist of activities](#) to support your program.

Some key elements in the framework of a major games:

- Assess the personal information that must be collected for all activities (e.g., TUE, Results Management, testing) and apply the principles and steps set out in Chapter 8 of the [ISPPPI Guidelines](#) to define the data that is necessary and proportionate to conduct these activities;
- Create and maintain a record of the processing for each of activity;
- Prepare appropriate data sharing arrangements that document the scope of activities and data processing, and that comply with the [ISPPPI](#) and applicable laws.

**Tip: Privacy notice for athletes**

[ISPPPI](#) Article 7 refers to the obligation for ADOs to ensure participants understand how their personal information will be processed. You should be open and transparent about the processing of personal information. To achieve this, a privacy notice should be prepared and shared in due time with the athletes.

The notice must answer the following questions: Who (will collect/receive data), what (data will be processed), why, how (will data be handled), and what are the individual's privacy rights and choices. You should guarantee that the notice is easily understandable for athletes with different backgrounds. Use clear and plain language to achieve this objective. The notice should cover the data collection that occurs prior, during and after the event.

Make sure that the notice reaches the athletes by including it in the conditions of participation, by a direct communication to athletes and delegations and by a clear communication on your website. Use the [Template Anti-Doping Privacy Notices](#) (under Related Documents) as a starting point and as an example of good practice.

Further information can be found in Chapter 5 of the [ISPPPI Guidelines](#).

C. Gathering and sharing of intelligence

Setting-up a strategy to collect and use intelligence will allow you to fine-tune your testing plan and to increase the efficiency of your anti-doping strategy.

Intelligence gathering procedures and protocols should be agreed upon to ascertain how you will be able to receive and process information before and during the major games. All involved actors (MEO–LOC–NADOs) must have clear mechanisms in place, properly communicated, to guarantee a smooth sharing of intelligence by external ADOs, athletes and the public. Procedures should be established to manage and investigate the received information as well as disseminate relevant information after the games to the ADOs who have jurisdiction over the athlete.

If the local NADO has established relationships and protocols in place, the MEO should look to leverage these so that it too can access this information. As described in [Chapter 6: Project review and cooperation structure](#), a specific cooperation group can be established to ease the exchange of intelligence with other ADOs and beyond, while respecting safety and confidentiality concerns.



Tip: Recommended steps for setting-up an intelligence gathering strategy for a major event

Step 1: Consider developing a policy or procedures for information gathering and intelligence sharing.

Policy references:

[International Standard for Testing and Investigations \(ISTI\)](#) 11.1 ADOs must obtain, assess and process anti-doping intelligence in support of an effective Test Distribution Plan (TDP).

[ISTI](#) 11.2.1 ADOs have policies and procedures in place to ensure that anti-doping intelligence is handled securely and confidentially, that sources of intelligence are protected, that intelligence shared with them by law enforcement, other relevant authorities and/or other third parties, is processed, used and disclosed only for legitimate anti-doping purposes.

Step 2: Develop a hotline or encrypted email address for the purposes of receiving doping tips from the public. This email address or hotline should be advertised on the MEO's website and promotional material distributed to athletes, athlete support personnel, and the public.

Policy reference:

[ISTI](#) 11.2.1 ADOs will do everything in their power to ensure that they are able to capture or receive anti-doping intelligence from all available sources, including, but not limited to, athletes and athlete support personnel and members of the public.

Step 3: Identify a designated information and intelligence (I&I) representative to sit within the anti-doping taskforce/organizing committee/governing body as appropriate.

The I&I representative will be the principal point of contact for all incoming and outgoing intelligence, will manage the MEO's anti-doping hotline, liaise with appropriate law enforcement and government bodies, and will oversee application of the MEO's I&I policy/procedures.

Lastly, the I&I representative should attend regular testing plan meetings to ensure the intelligence they receive is appropriately integrated into the out-of-competition and in-competition testing plan.

Step 4: I&I representative should establish links with the appropriate law-enforcement organizations and government authorities within the host country (i.e. customs, local/state/federal police as appropriate)

Step 5: Issue a request for intelligence to all ADOs whose athletes (within their jurisdiction) are participating in the games.

D. Therapeutic Use Exemptions (TUEs)

Policies and procedures related to the delivery and recognition of existing TUEs must be defined in your anti-doping rules and implemented prior to and during the games and must be properly communicated to athletes and delegations.

All athletes requiring the use of a prohibited substance for therapeutic reasons and participating in a major games, must be able to have their existing TUE recognized or reviewed in advance of their participation. The MEO TUE Committee (TUEC) must assess whether the TUE meets the criteria set out in the [International Standard for Therapeutic Use Exemptions \(ISTUE\)](#), and if it is the case the MEO must recognize it.

In addition, according to [Code](#) Article 4.4.4, the MEO should ensure that a process is available for an athlete to apply for a TUE if he or she does not already have one.

A TUE granted by the MEO is only effective for the respective games

One component of TUE management is the setting-up of a TUEC. Defining the composition and the functioning of the TUEC is a priority. Several options are available:

1. The MEO has a permanent TUEC which can be used for the games;
2. The MEO establishes a TUEC for the games composed of local, regional, international experts (see [ISTUE Article 5.3](#)). Involvement of local and regional experts would increase cost-efficiency and contribute to the legacy of the games;
3. If the MEO does not have the capacity to establish a TUEC, the decision can be made to outsource TUE management to a third party. As previously described, an agreement must be signed.

Per [ISTUE Article 5.6](#), each IF and MEO must publish a notice in a conspicuous place on its website site that clearly explains:

- Which athletes are required to apply to it for TUEs, and when;
- Which TUE decisions from other ADOs it will automatically recognize, as per [ISTUE Article 7.1\(a\)](#);
- Which TUE decisions from other ADOs must be submitted for recognition, as per [ISTUE Article 7.1\(b\)](#).

The MEO must promptly report (in English or French) all decisions of its TUEC to grant or deny TUEs, and all decisions to recognize or refuse to recognize other ADOs' TUE decisions at any **games within 21 days of receipt of the decision**. Using ADAMS, granted TUE must be communicated to both WADA and the athlete's NADO. Handling TUE activities requires trained MEO staff with experience from previous events or using experts from the local NADO resources or contracting with a third party.

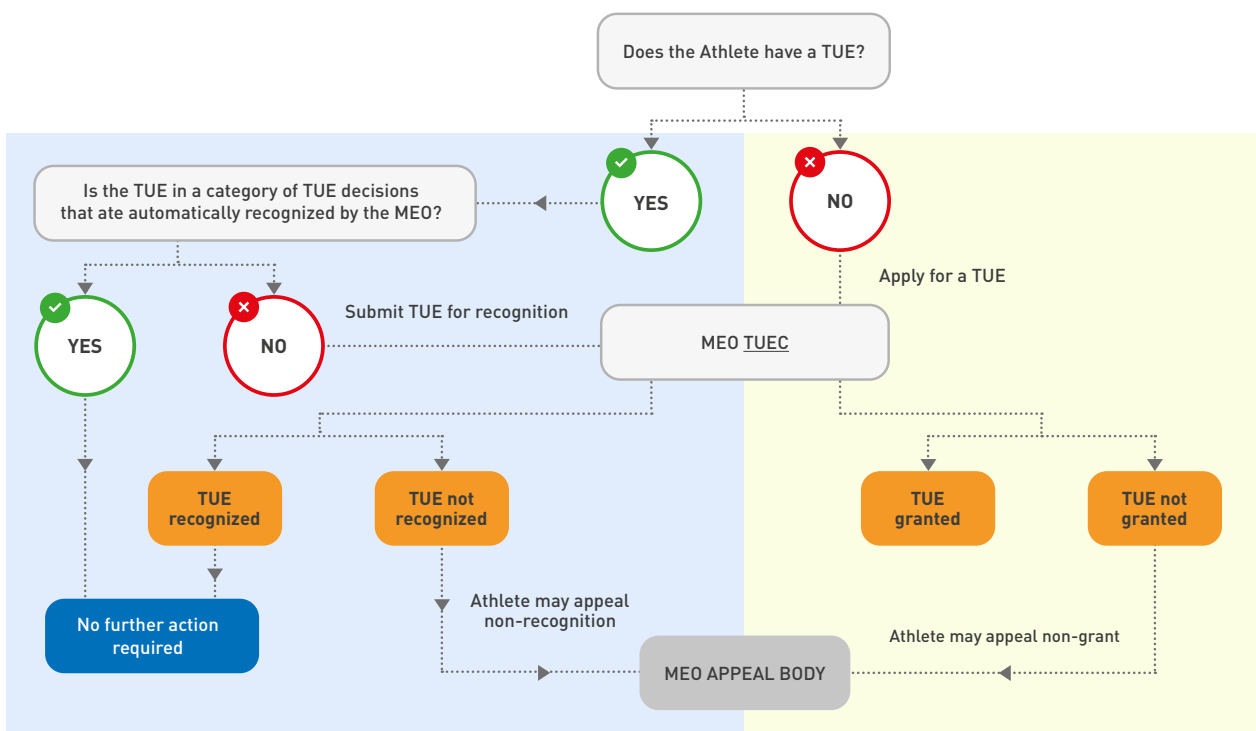


Figure 3: TUE process during Major event

More information regarding the TUE administration process, and ADOs' roles and responsibilities including procedures and templates, can be found in WADA's [ISTUE Guidelines](#).

E. Results Management

Another recurrent challenge for MEOs is related to the timing of ruling decisions as the MEOs' responsibilities is primary focusing on three aspects:

- Whether an Anti-Doping Rule Violation (ADRV) was committed, the factual basis for such determination, and the specific Code articles violated;
- Applicable provisional suspension and ineligibility for the event;
- Applicable disqualifications under [Code](#) Articles 9 and 10.1, with any resulting forfeiture of medals, points and prizes (see [Code](#) Article 7.1.4 and [International Standard for Results Management](#) Article 9.1.2).

MEOs can either decide to conduct the full Results Management process or only implement consequences limited to exclusion from the games and/or disqualification and then transferring the case to the relevant ADOs, which is the recommended option. In consequence, **you must establish policies and procedures allowing you to react expeditiously**, while staying in line with the [Code](#) and International Standard for Results Management ([ISRM](#)) requirements, if an Advert Analytical Finding (AAF) or non-analytical ADRV is discovered during the games time period and before.

The initial review must happen promptly and the notification process to the athlete, their NADO and WADA must follow rapidly. In the same vein, if required, a provisional hearing or hearings on the merit can be conducted on an expedited basis, meaning that the hearing will take place very soon after the athlete or other person is charged with committing an ADRV. This is in the interest of both the MEO (as results need to be revised quickly and competition schedules to be amended if an athlete is not eligible to compete) and the athlete or other person (will want the matter resolved quickly so that they can resume participation). Detailed information can be found in [ISRM](#) Chapter 7.3.

Where the MEO takes on limited Results Management responsibility, the MEO should invite the applicable IF to attend a possible hearing as an observer and should keep the IF abreast of the progress of the case under the MEO's Results Management responsibility. WADA must also be informed when a case arises. Results Management procedures must be clarified with IFs prior to the event.

In the past, Results Management activities at major games have been organized in different ways:

- The MEO Anti-Doping Team is composed of trained staff – potentially from the local NADO – proceeding with the initial review. A committee is appointed to organize disciplinary hearings of all potential ADRV cases. To guarantee a fair and impartial hearing, the panel of the disciplinary committee must be fully independent, with no involvement in the processing of the case or the MEO anti-doping activities;
- The MEO delegates the entire Results Management process to third parties such as a service provider that is taking care of Results Management (e.g. provisional suspension, defense of the case). Third party such as Court of Arbitration for Sport's Anti-Doping Division (CAS ADD) or Sports Resolution could be chosen for the adjudication part;
- A combination of both options with the MEO handling the initial review and delegating the other steps of the Results Management process or the opposite.

Once the MEO has rendered its decision further to its limited Results Management responsibility, it shall promptly refer the matter to the relevant IF for completion according to [Code](#) Article 7.1.4 (including a copy of the MEO decision and all supporting documents). The MEO shall also provide any reasonable assistance to the IF that the latter may require.

Further information and guidance may be found in the [ISRM](#) and the [ISRM Guidelines](#) and on WADA's Anti-Doping Education and Learning ([ADEL](#)) platform.

F. LOC policies and procedures

The LOC is required to have several policies and procedures ensuring that each functional area clearly understands its role in the anti-doping program. **Listed below are common anti-doping-specific procedures drafted for major games requiring other functional areas to deliver an anti-doping activity.** If you do not draft a specific procedure for each topic, you should consider addressing them directly with the relevant functional area:

Policies	Content
Doping paraphernalia discovered	List of actions to be taken when potential doping paraphernalia is discovered in a competition or non-competition venue including securing the item(s), maintaining personal safety, record-keeping, the handover to the anti-doping department, the analysis of the findings, and the follow-up action to be taken by the LOC and MEO. See Annex C: Discovery of Doping Paraphernalia .
Transport of athletes and SCP after doping control	Procedure when athlete/SCP is delayed in the doping control stations (DCS) and the last official transport back to the athlete village has departed.
Ceremonies	Post event sequence for medals ceremony and closing ceremony day policy
Maintaining, cleaning and restocking the DCS	Document outlining which individuals may be granted access to the DCS for facility maintenance and cleaning. Consideration should be made around the timing of any such work and the type of activities that must be conducted to ensure the smooth running of the DCS at the major games.
Evacuation procedures	Everyone's safety should be the first consideration should venue evacuation be required. However, the LOC should give careful thought to evacuation procedures, considering how to manage samples, athletes engaged in the doping control process and chaperoning.
Additional health policy	Procedure related to specific health situation (e.g., COVID-19).

Additional sport related policy can be found in [Annex D: Procedures Specific to Anti-Doping](#).

Finally, the LOC may consider producing a **venue operational planning manual** specific to each venue that covers the following:

- Field of play positions for Chaperones;
- Athlete notification points;
- Post-games sequence locations and routes for athletes and Chaperones;
- DCS location;
- SCP food and subsistence;
- Sport-specific procedures (e.g., repechages and how they may affect the timing of notification);
- Key in-venue contacts;
- Health and safety information, evacuation routes.

The principle should be to 'venue-ize' workforce so that they become experts in the venue and the sport(s) in which they will operate.

CHAPTER 8:

Preparation of testing activities

GENERAL OVERVIEW OF AN ANTI-DOPING PROGRAM DURING MAJOR GAMES



PLANNING THE ANTI-DOPING PROGRAM FOR YOUR MAJOR GAMES



PRE-GAMES IMPLEMENTATION PERIOD



GAMES IMPLEMENTATION PERIOD



PROGRAM SUSTAINABILITY



The period prior to the games serves to trial the necessary procedures related to testing activities as well as to conduct/supervise the workforce training.

A. Anti-doping operational team

The preparation period should be used by the MEO, the Sample Collection Authority (SCA) and all other relevant actors (LOC, local NADO, third party) to fix the games time strategy for the management of antidoping activities. While the size of the testing program will impact the composition of the anti-doping team, the setting-up of a Doping Control Coordination Center (DCCC) is highly recommended and must be budgeted by the LOC.

! Clarifying the division of tasks and responsibilities as well as the concrete functioning of the DCCC (e.g., communication between members and with the Sample Collection Personnel (SCP), food and transportation, material) is key to be operational as soon as when the games time period starts.

Experimenting the methodology during test events is a good way to identify potential loopholes and fix them prior to the event. Gathering the operational team a few days prior to the first competition could also be extremely beneficial for the smooth coordination of activities.

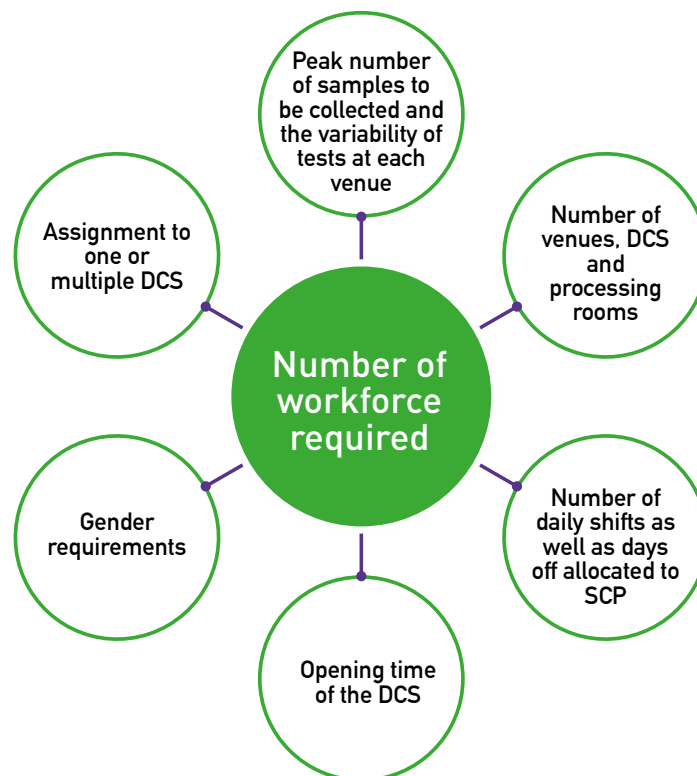
More information can be found in [Chapter 11: Implementation of testing activities of these Guidelines](#).

B. Sample Collection Personnel

A testing program is only ever as good as the doping control workforce used. The SCA should take the time to model the number of Doping Control Officers (DCOs), Blood Control Officers (BCOs) and Chaperones required, as often only finite resources are available.

1. Planning and recruitment

Many factors will impact the number of individuals required for your games:



Additional factors to consider:

- Unpredictable nature of doping control, particularly the length of time it may take an athlete to provide a sample;
- Geographical layout of venues and the distances from accommodation to the venues must be considered. If SCP are travelling for long periods, then this time may be considered part of their shift;
- Language skills required for SCP, and the need to recruit international SCP or provide individuals to act as volunteers;
- Potential issues with volunteers limiting the number of available chaperones.

The necessary number of SCP staff can be calculated by summing up the number of staff needed for each shift or day. Annex G of the [ISTI, Guidelines for Sample Collection Personnel](#) and Template DCO [Manual](#) are reference documents for SCP recruitment and training requirements.

The LOC needs to budget accordingly for the specialist workforce, and consider:

- Fees and expenses for each position;
- Accommodation and subsistence costs e.g., uniforms;
- Travel costs, local and flights for international workforce;
- Any other costs which may be the responsibility of anti-doping (e.g., food when not on a shift, accident insurance).

During the games, SCP is often composed of:

Role	Key elements
DCOs	<ul style="list-style-type: none"> • Responsible for the sample collection session; • Collect samples from athletes; • Complete doping control documentation for each test; • Manage the BCO responsible for collecting blood samples; • Prepare samples for shipment to the laboratory; • See WADA Template for DCO Position Description.
BCOs	<ul style="list-style-type: none"> • Collect blood or Dry Blood Spot (DBS) (could also be done by trained DCO) samples from athletes under DCO supervision; • Help DCO prepare samples for shipment to the laboratory;
Chaperones	<ul style="list-style-type: none"> • Notify athletes of their selection for doping control; • Escort athletes to the DCS; • Importance of language skills • See WADA template for Chaperone Position Description.

Depending on the available resources and the complexity of the testing program, additional roles should be considered:

- Doping Control Station Manager (DCSM): The DCSM is responsible for organizing the life of one (or more) DCSs by managing the DCOs, BCOs and Chaperones that will operate within the station. The DCSM is also responsible for ensuring that the doping control station is fully compliant with the Code and Standards and to be the contact point between the field and the DCCC. Having experienced DCSMs from previous major events or in a specific sport could be a real added value for the anti-doping team;
- Lead DCO;
- Chaperones' Coordinator.

Working conditions of SCP have often been neglected in the preparation of major games. DCOs and BCOs are specialized workforce and their status must be clarified during the recruitment period. Such clarifications should include the length of shift hours, number of days working and rest days, accommodation, meals and fee provided as compensation, should all be resolved before the start of the games.

Different options are available for the recruitment and training of SCP:

- Cooperation with the local NADO to benefit from local and experienced DCOs and BCOs and/or to train additional accredited SCP, also available for future NADO activities. **This option contributes to the positive legacy** of the games for the region. Cooperation with the local RADO and/or recruitment of international SCP to support the local group can also be considered. Coordination between the LOC and the local NADO/RADO must be undertaken to identify geographical needs to integrate newly trained SCP into the NADO post-games;
- Assistance of another ADO or service provider to manage the recruitment and training of international or

local accredited SCP.

While encouraging the use of the first option to better engage with regional experts, the quality of the recruited SCP has a substantial impact on the proper operation of the entire testing activities and must be thoughtfully planned.

Selection of Chaperones is another important element, often achieved by recruiting local volunteers. The LOC should start recruitment as early as possible, as it is recommended that volunteers attend training and test events at the venue/sport where they will be deployed during the major games.

See WADA [Template for Chaperone Position Description](#) for more information.

The Chaperone's role has regularly been underestimated at major games, leading to, in some cases, Chaperones' inability to communicate with athletes and fulfill their duties properly. **Communication skills of Chaperones (and ideally DCOs) must be verified during the recruitment process.** Chaperones are the athlete's first contact with doping control.

2. Training program for SCP

Good Practice: Sample Collection Personnel (SCP) recruitment for the Olympic Winter Games Beijing 2022

Acknowledging the importance of communication skills, Beijing 2022 established a partnership with seven Chinese universities to recruit Chaperones for the Games. This partnership meant that Beijing 2022 worked with an English professor from the universities to conduct interviews with interested candidates as a first step. These interviews included a Doping Control Officer (DCO) and assessed each potential Chaperone candidate using a predetermined scoring matrix. This strategy resulted in a high-level of performance by the SCP and especially Chaperones who demonstrated strong abilities to communicate clearly with all relevant actors.

In addition to language proficiency, other factors must be assessed when recruiting the SCP such as experiences with major events, knowledge of the anti-doping procedures or specific experience in sport on the program of the event.

It is crucial that SCP are adequately skilled, trained and accredited to carry out their duties during the games. To achieve this objective, the LOC/SCA (or third party) should develop an appropriate training program for each position within the workforce team, tailoring sessions so that each person is clear on their role and responsibility. Specific attention must be provided to DCO/Blood Control Officer (BCO) training (in accordance with their experience).

Training activities for local/international **experienced and accredited DCOs/BCOs** could focus on:

- Refresher on operational aspects of the sample collection process;
- Good practices/challenges from previous games;
- Sport or venues specificities related to the games;
- Paperless Doping Control Form (DCF) (if applicable).

It is recommended that all anti-doping workforce receive face-to-face training (onsite or virtual).

Four key components must be part of the training of **new DCOs/BCOs**:

- A comprehensive theoretical training on doping control activities relevant to the DCO position;
- Observing on-site during an actual sample collection session or participation in a mock sample collection session that is performed in-person or virtually during a training workshop;
- Fieldwork training, which includes satisfactory performance of one complete sample collection session on-

- site under observation of the trainers;
- Sport or venues specificities related to the games;
- Paperless DCF (if applicable).

Often done just prior to the games, Chaperone education should cover similar theoretical elements with a focus on the notification and post events sequences.

In the final days prior the start of the games, SCP preparation for the games must include clarifying expectations, revisiting general and sport specific procedures and familiarizing them with the different venues and Doping Control Stations (DCSs).

Chapter 3 of the [Guidelines for Sample Collection Personnel](#) and **Template Agendas** for [DCO](#), [BCO](#) and [Chaperone](#) training can guide you when developing training sessions.

C. Cooperation with other ADOs for efficient testing activities



Tip: Doping Control Manual

It is recommended to develop a Doping Control Manual that is compliant with the MEO's anti-doping rules, while providing SCP sufficient guidance to fulfill their duties. The manual should become the reference document embedded in the workforce training program and highlight any event specific procedures.

The manual should also include instructions on the use of all doping control documentation or paperless system that the MEO/ADO implements. The notification sequence is an example of procedure that should be described in the document. The scope of this procedure starts with the face-to-face notification of an athlete by a Chaperone and proceeds to the passage through the 'post- event sequence' up to the point the athlete enters the DCS.

Another element to be included in the Doping Control Manual is the sport specific procedures (see [Annex D: Procedures Specific to Anti-Doping](#) for further information).

Organizing cooperation using a coordination group is described in [Chapter 6: Project review and cooperation structure](#).

Below are a few additional elements to keep in mind during the implementation phase:

- Need for a regular update of the TDP based on information and intelligence received by IFs, NADOs or other ADOs. A mechanism must be set-up with ADOs and Athlete Passport Management Unit (APMU) concerning the reception of APMU's recommendations during the event;
- In a similar way, the coordination group or the MEO should closely work with WADA and the relevant ADOs to ensure that ongoing or planned **sample analysis will be concluded before the start of the MEO's jurisdiction** and that **no ADRVs are pending** on potential athletes participating in the games;
- Testing recommendations should be sent to IFs and NADOs in a timely manner (at the latest 2 months prior to the start of the MEO jurisdiction period) and it is recommended to set a follow-up mechanism to monitor the implementation of recommendations;
- Risky profiles identified by the testing taskforce or coordination group who are not part of an IF or NADO Registered Testing Pool (RTP) should be passed onto the relevant IF or NADO with a request that they be tested regularly leading up to the major games and/or put into an RTP leading up to and during the major games.

D. Doping Control Stations (DCS)

**Tip: Receiving APMU's recommendations around major games time**

Depending on the level of athletes participating at your games, you may want to coordinate the management of Athlete Passport Management Unit (APMU) recommendations. As described in WADA's [ABP Operating Guidelines](#), the Passport Custodian is responsible for ensuring the sharing of relevant passport-related information with the MEO to assist prioritizing their test distribution prior and during the Games. It can allow the MEO to conduct any follow up testing or additional analysis that may be required as a result of its testing.

In specific situations, an MEO can also choose to receive information directly from APMUs but WADA does not provide a model or template to do so. The cooperation should be organized directly between the MEO and APMUs but we invite you to contact science@wada-ama.org to receive additional information.

A DCS can have a significant impact on an athlete's experience during the games. Many elements must be considered when planning a suitable DCS within a venue. Extensive recommendations can be found in [Annex B: Doping Control Station Criteria and Checklist](#).

It is crucial that DCS are controlled by the operational team during tests events or preparation visits.

CHAPTER 9:

Pre-games education

GENERAL OVERVIEW OF AN ANTI-DOPING PROGRAM DURING MAJOR GAMES



PLANNING THE ANTI-DOPING PROGRAM FOR YOUR MAJOR GAMES



PRE-GAMES IMPLEMENTATION PERIOD



GAMES IMPLEMENTATION PERIOD



PROGRAM SUSTAINABILITY



According to the [International Standard for Education](#) (ISE), athletes and athlete support personnel should be educated before they travel for the event. This is where pre-games education comes into play. Cooperation with relevant stakeholders is key at this stage.

A. Clean sport education

One strategy often put in place by a MEO/LOC to promote pre-games education is that of a **mandatory education requirement/policy**. You could indeed request, in your registration criteria for the games, that participants or staff have completed anti-doping education, by for example, requiring all participants to upload an anti-doping education course certificate, in line with your criteria or requirements (e.g., recognition of other ADOs education program, list of topics to be covered) to your online registration platform.

Good Practice: Pre-Games e-learning in preparation of Beijing 2022 Paralympic Winter Games



In the lead-up to the Beijing 2022 Paralympic Winter Games, the International Paralympic Committee (IPC) decided to conduct several educational activities for athletes and their support personnel. The IPC notably required medical officials from participating National Paralympic Committees (NPCs) to complete a course for physicians on WADA's Anti-Doping Education and Learning (ADEL) platform prior to the Games. It was a prerequisite to accompany the delegation to the Games and it was monitored by the LOC.

While not mandatory, it was strongly recommended by the IPC for athletes and their support personnel attending the Games to complete a specific e-learning course, developed in collaboration with WADA. The aim of the course was to educate athletes, and their support personnel, on the different processes and requirements of the anti-doping rules related specifically to Beijing 2022. By completing the course, athletes were able to acquaint themselves with the relevant processes related to Therapeutic Use Exemptions (TUEs), providing Whereabouts information, rights and responsibilities during sample collection process, and matters related to the Prohibited List.

WADA's Anti-Doping Education and Learning Platform ([ADEL](#)) contains many different courses and resources that you can use in support of your pre-games education activities. ADEL is available via [web browser](#) as well as via the 'ADEL by WADA' mobile app that can be downloaded from the [Apple](#) and [Google Play](#) stores.

B. Sharing of information

The MEO/LOC are also responsible for sharing games-related information to all relevant stakeholders. Information must be easily accessible on your website and shared using any other regular communication tools such as intranet platform or newsletters.



Tip: Code Article 18.2 and ISE Article 5.2 website requirements

[Code](#) 18.2 and [ISE](#) Article 5.2 outline the topics that must be included in an ADO's education program and, at a minimum, on the ADO's website. This includes:

- Anti-doping rules and sport specifics;
- Principles and values associated with clean sport;
- Athletes', athlete support personnel's and other groups' rights and responsibilities under the Code;
- The principle of Strict Liability;
- Consequences of doping, for example, physical and mental health, social and economic effects, and sanctions;
- Anti-Doping Rule Violations (ADRVs);
- Substances and methods on the Prohibited List;
- Risks of supplement use;
- Use of medications and Therapeutic Use Exemptions (TUEs);
- Testing procedures, including urine, blood and the Athlete Biological Passport (ABP);
- Requirements of the Registered Testing Pool (RTP), including Whereabouts and the use of ADAMS;
- Speaking up to share concerns about doping.

Further information can be found in the [Guide for the Development of an ADO Clean Sport/Anti-Doping Website Section](#).

In addition, games specific education module(s) (e-learning/documents/athlete guide/workshops) must be considered to provide detailed information regarding the games' anti-doping rules, procedures, and requirements. This typically should include elements like:

- Key dates including the games time period and when jurisdiction changes;
- In-competition and out-of-competition periods;
- The testing process, who can collect samples, types of testing, testing equipment;
- What happens if an anti-doping rule is broken and potential consequences, including any specific consequences in team events;
- Rules, including the prohibited list and any sport-specific additions;
- TUEs – what to do beforehand and how to get one if needed during the competition;
- Where to report intelligence or suspicions of doping.

C. Value-based education

Values-based education is not about trying to instill values in athletes that they may not have, but about reinforcing, developing and promoting values that they likely already have and that are very much aligned with the values of sport. Values messaging can be communicated across all education activities related to games, from e-learning to an education booth to social media posts. This works most effectively if it has been built into previous education programs that athletes have experienced. This way values messages (like Play True for example) simply trigger learning that has already taken place and can be effective for athletes at moments of vulnerability or high stress such as at a major games.

CHAPTER 10:

Test event readiness exercise

GENERAL OVERVIEW OF AN ANTI-DOPING PROGRAM DURING MAJOR GAMES



PLANNING THE ANTI-DOPING PROGRAM FOR YOUR MAJOR GAMES



PRE-GAMES IMPLEMENTATION PERIOD



GAMES IMPLEMENTATION PERIOD



PROGRAM SUSTAINABILITY



Test events provide an invaluable opportunity for you to not only test all anti-doping operations but also to send out a strong deterrent message that doping will not be tolerated. Where possible, we recommend that all test events be subject to doping control.

The LOC will need to coordinate testing with the relevant IFs for international-level events and with the relevant NADO for national events. When possible, the games sample collection authority (SCA) must be used.

Test events represent a great opportunity for the sample collection personnel (SCP). It is important to explain any known differences between the test event and the major games (e.g. different testing authority (TA) when completing the Doping Control Form (DCF), different material used, use of Doping Control Officer (DCO) Central). If the TA permits, the SCP can either perform the actual notifications or shadow the SCA responsible for the test event as Chaperones. Time should be taken to develop sport-specific knowledge so that the SCP become experts in the post-event sequence for their sport (e.g., repechages, athletes competing again on the same day, athlete exit points from the field of play etc.). Training sessions can also be used to identify stronger volunteers to appoint to the more challenging venues such as those with a high volume of tests. You should also see these events as key opportunities to test the coordination with other functional areas.

In addition to testing, by the end of the final test event, all supporting policies and procedures should be tested including the in-venue courier collection locations, transport and storing of equipment at venues, vehicle accreditation and parking, courier or driver training and accreditation, chain of custody procedures, and delivery to the laboratory.

**Tip: Readiness exercise**

The major event is probably not the best environment to trial or operate a new system for the first time. Whether it be the introduction of new technology, new security systems or a new, unfamiliar procedure, everything should be tested before the event starts to identify and resolve any issues in advance.

Where attendance at a test event is not possible or there is no test event for a particular venue or sport, readiness exercises should be conducted by the LOC.

Often readiness exercises can be organized over several days with numerous scenarios played out across all functional areas.

- Anti-doping scenarios that can be built into readiness exercises include:
- Actions taken on an Adverse Analytical Finding (AAF) from the laboratory reporting to the MEO, and the subsequent communications strategy;
- Athlete refusal or failure to comply;
- Athlete injured during competition, and anti-doping's attempt to locate and test them;
- Discovery of doping paraphernalia in the athlete village.

SECTION 4

Games implementation period

This section covers the period of the games, when the MEO, the LOC, the local National Anti-Doping Organization (NADO) and any other parties involved become operational with the procedures beginning to be implemented. The games-time period, depending on the definition in the anti-doping rules, can be considered as starting with the opening of the athlete village and ending with the closing ceremony.

Tweaks in procedure can be made throughout the games-time period however, at this stage, **you should enter the games confident that all issues have been resolved and that all operations have been tested to everyone's satisfaction.** New, unforeseen challenges will certainly arise, but you should be ready to deal with them through the established policies and relationships with other stakeholders developed during the planning phase.



CHAPTER 11:

Implementation of testing activities

GENERAL OVERVIEW OF AN ANTI-DOPING PROGRAM DURING MAJOR GAMES



PLANNING THE ANTI-DOPING PROGRAM FOR YOUR MAJOR GAMES



PRE-GAMES IMPLEMENTATION PERIOD



GAMES IMPLEMENTATION PERIOD



PROGRAM SUSTAINABILITY



A. Anti-doping operational team

Having the necessary expertise in the anti-doping team set-up for the games is key to properly implementing the testing program established during the planning phase. With the need for flexibility and reactivity, the structure put in place will strongly impact the efficiency of your work. Composition and functioning of the team, including roles and responsibilities regarding the implementation of the Test Distribution Plan (TDP), management of sample collection personnel (SCP), education, ADAMS system or intelligence must be organized and tested prior to the games (see [Chapter 10: Test event readiness exercise](#)).

In this regard, cooperation between major stakeholders (MEO/LOC/third party) must continue with the start of the games. Members of the coordination group must play a central role in the proper implementation of the anti-doping program. To complete the team, staff from other NADOs can be conveyed to bring their expertise to the group while gaining experience for business-as-usual activities or future events.

With the doping control coordination center (DCCC) becoming the focal point for all matters, the core group should regularly meet to **discuss the previous day(s) anti-doping activities, the plan for the upcoming day(s) and potential changes**. Reports and observations from all stakeholders should be discussed in an open forum, with any opportunities for improvement agreed upon and implemented immediately. In addition, it will contribute to reporting and knowledge transfer activities after the games (see [Section 5](#) of these Guidelines).

**Tip: Cooperation with WADA's Independent Observer (IO) Team**

When a WADA IO Team is present for a games, an important task of the anti-doping operational team is to cooperate with members of the IO Team who are present to observe and provide guidance on the doping control process. It is strongly recommended to organize a common meeting prior to the start of the games to introduce teams' members to each other, present the different roles and responsibilities, to fix technical details and to describe the functioning of both teams.

Access to documents, and the requirement to observe doping control in venues must be facilitated for the IO Members. Regular briefings with the pre-games coordination committee or testing taskforce should be organized to allow them to provide recommendations and discuss the planning of activities at least every second day.

B. Doping Control Coordination Center (DCCC)

You should establish a DCCC to be always operational during the major games. The DCCC should be a secure and separate office or location only accessible by the relevant games anti-doping team members.

Activities in the DCCC may include:

- Daily briefings of the anti-doping team, SCP and observers;
- Adapt the TDP based on latest competition information, results, received and analyzed intelligence or APMU's recommendations;
- Centralized and fix on site challenges;
- SCP rescheduling and welfare;
- Deployment of mobile SCP teams;
- Replenishing and restocking of sample collection equipment;
- Entering DCFs into ADAMS (if not done directly at venues or via DCO Central);
- Planning and coordinating out-of-competition testing;
- Confirming in-competition testing;
- Receiving and analyzing SCP reports;
- (Potentially) acting as a transportation hub by receiving samples from venues and dispatching them to the laboratory;
- Liaising with the laboratory.



Good Practice: Doping Control Coordination Center (DCCC) during Central American and Caribbean Games San Salvador 2023

The Centro Caribe Sport (CCS) delegated the management of the games anti-doping program to the Panamerican Regional Anti-Doping Organization (PAN RADO). The PAN RADO selected experts from several experienced NADOs of the region (NADO Chile, NADO Colombia, NADO Mexico, NADO Panama, NADO Peru, NADO Salvador and Caribbean RADO) to compose the team operating in the DCCC. Each member brought its own expertise while learning from other individuals, building capacity for an important number of actors in the region.

Lead by the PAN RADO, the operational team was divided in three main divisions:

- **Testing** in charge of preparing the daily planning, adapting the TDP based on fresh intelligence and information, monitor the compliance with TDSSA requirements, reflect on and implement strategic decisions (e.g., multiple tests).
- **ADAMS** to manage mission order preparation, Doping Control Forms entry, support DCO central sample collection and TUE management.
- **Logistics and administration** which manage distribution of material (e.g., sample collection kits, DCFs), repartition of Sample collection personnel to the different missions, preparation of shipping samples to the laboratory.

Members of the operational teams met every day to debrief their activities and prepare the following days.

C. Testing

As already described in previous chapters, the testing program must be ready when the games are starting while remaining flexible to allow selection outside of the initial planning. You must have mechanisms in place to guarantee that you are ready to quickly react to all intelligence received. Final starting list of athletes, most recent performances and any other relevant information allowing you to better shape individual and specific tests must be properly channeled and used by the operational team.

CHAPTER 12:

Games-time education

GENERAL OVERVIEW OF AN ANTI-DOPING PROGRAM DURING MAJOR GAMES



PLANNING THE ANTI-DOPING PROGRAM FOR YOUR MAJOR GAMES



PRE-GAMES IMPLEMENTATION PERIOD



GAMES IMPLEMENTATION PERIOD



PROGRAM SUSTAINABILITY



The athlete's journey from pre-games education programs to games time education programs should be a positive experience, with the second phase focusing on addressing educational gaps and reinforcing of pre-games knowledge.

A. Clean Sport booth

Setting up an education (Clean Sport) booth with fun and interactive activities that athletes and their support personnel can engage in will strengthen your educational program. **Often positioned in the athlete village, the booth can contribute to clean sport awareness raising and sharing of information for athletes and athlete support personnel.** A booth is run by trained educators who have diverse language skills allowing them to reach the maximum number of athletes. The use of local/regional experts is encouraged to boost the dynamism of the region and increase the legacy component of the games.

A Clean Sport booth often includes leaflets, posters, videos, a picture wall allowing athletes to share messages on clean sport and visuals about anti-doping as well as interactive animation such as a quiz allowing participants to test their basic knowledge on the area and discuss the answers with the staff. Gifts are regularly used to encourage athletes to visit the booth.

WADA has developed several resources which can be used directly or as inspiration when developing the booth including:

- [Play True Quiz](#) and [Handouts](#) in several languages;
- At-a-Glance: [Anti-Doping Overview](#), [TUE](#) or [Whereabouts leaflets](#).

Additional resources can be found on [ADEL](#) in several languages.

In addition to trained educators from NADOs, involving athletes that are members of your Commission/Council/Committee or from the MEO, IFs or NADOs should be a key priority when planning booth activities.



Tip: WADA's Athlete Engagement and Outreach Program

WADA's Athlete Engagement and Outreach Program can be found at major international events to raise awareness about clean sport and speak directly with athletes from participating countries, to respond to their questions, and listen to their views. The aim of the Program is to increase athlete awareness about clean sport while engaging athletes and their support personnel to get involved in ensuring a level playing field and being part of the solution. The team leading the Program onsite is composed of athlete leaders who are current or former members of WADA's Athlete Council. To ensure post-games legacy, athletes from the local or sport commission and ADO staff may also be part of the team.

More information can be found on WADA's [Outreach Program](#) webpage.

B. Other activities

Other games-time awareness-raising activities could include:

- Developing a public awareness campaign to promote clean sport as part of your games, helping to raise awareness of clean sport and the importance of anti-doping with spectators;
- Engaging the media, if present, in clean sport and your anti-doping efforts, such as organizing a briefing session with any media personnel;
- Including some anti-doping content in participant welcome packages;
- Pinning posters and information in the athlete village DCS and polyclinic;
- Broadcasting videos (e.g., sample collection process) in DCS or athlete village;
- Being present on social media through taglines, hashtags or pledges to promote the sharing and spreading of clean sport messages and making anti-doping visible for participants. Social media friendly props like frames are effective for supporting this;
- Identifying countries or groups of participants that may need extra anti-doping education and organize and deliver workshops for them;
- Running a workshop for heads of delegation and/or athlete support personnel, including coaches, to explain the anti-doping procedures at your games.

SECTION 5

Program Sustainability

This final Chapter aims at guaranteeing the sustainability of your anti-doping program by helping you structuring reporting tools and knowledge transfer for future games.



CHAPTER 13:

Reporting and knowledge transfer

GENERAL OVERVIEW OF AN ANTI-DOPING PROGRAM DURING MAJOR GAMES



PLANNING THE ANTI-DOPING PROGRAM FOR YOUR MAJOR GAMES



PRE-GAMES IMPLEMENTATION PERIOD



GAMES IMPLEMENTATION PERIOD



PROGRAM SUSTAINABILITY



Reporting and knowledge transfer from one edition to the next is central for raising the level of your anti-doping program. Producing a report containing all challenges and adopted solutions by the Major Event Organization (MEO)/Local Organizing Committee (LOC) Anti-Doping Team could present the following benefits:

- **Allowing you to assess the strengths and weaknesses of the current program**, allowing for changes for future games preparation and help in setting-up requirements for the next LOC;
- **Guaranteeing continuity** in case your staff is evolving between games;
- **Ensuring a lasting legacy** by collecting and providing access to the relevant data for future host LOCs.

Depending on the length of the cycle between editions of the major games, future organizations might already be engaged in the games planning phase. Access to current edition operations will help develop a greater understanding of the requirements and resources required to stage a major games. In some cases, staff of future LOCs have been seconded to the anti-doping workforce of the current edition to gain an even deeper knowledge. If this is not possible future LOC staff should attend the event as observers. To increase the legacy of the major games for the sporting community, you may also invite other MEOs to attend as observers.

Setting-up a reporting mechanism must already be in your mind during the preparation phase of the games. Indeed, the skeleton of the final report can mirror the selected structure for the project plan of the games (see Chapter 5 of these Guidelines). Responsibilities to report must be clarified between the MEO and the LOC.

Another element to consider when planning the assessment of your activities is the presence or absence of the WADA Independent Observer (IO) Program or any other WADA programs (e.g., Athlete Engagement or Major Event Anti-Doping Legacy (MEAL)) during your games. The IO or the MEAL programs produce reports post-games, covering the vast majority of the MEO anti-doping program areas and can be used as a basis for your report of activities.

Even in the absence of the IO Program, we recommend you follow the IO Report methodology when building your own report. The document can contain the following elements:

- Global structure – division of tasks and responsibilities;
- Rules and regulations;
- Pre-games activities;
- Coordination mechanisms;
- Test Distribution Plan;
- Collecting Whereabouts;
- Intelligence strategy;
- Education activities;
- TUE management;
- Results Management;
- Samples collection personnel (including training and performance);
- Sample collection notification and process;
- Sample transport and cooperation with the laboratory;
- Remarks and analysis of strengths and weaknesses.

Once the report is produced, it may be an opportunity for a formal debriefing session with the previous LOC to explore its approach, policies, procedures, and experiences in depth.

Finally, having mechanisms in place to collect feedback from National Olympic Committee's (NOC's) staff, athletes and athlete support personnel can also be of benefit for future educational activities. Some common measurement tools to be included in education assessment:

- Number of athletes and/or athlete support personnel educated pre-games;
- Number of workshops delivered;
- Number of information resources shared;
- Number of visitors to your education/awareness (Clean Sport) booth.

More information on how to monitor and evaluate your education program can be found in the [ISE Guidelines](#).

The legacy for the local National Anti-Doping Organization (NADO) and the region must be highlighted in the report as the program would have contributed to increase sample collection personnel (SCP) knowledge and experience in a short space of time. With the games, newly trained Doping Control Officers (DCOs) have the chance to cooperate with experienced SCPs and to be engaged in testing high-profile athletes in what are often the most intense environments. In addition, DCOs who performed well during the games can be earmarked in the final report to be involved in SCP teams at other major games or national championships in the host country.

ANNEX A:

Guide for Partnering with a Delegated Third Party

The following guide summarizes the requirements under the Code and International Standards that must be met by a signatory when working with a Delegated Third Party (DTP). We have supplemented these requirements with practical implementation guidance where applicable. Generally, because the Anti-Doping Organization (ADO) remains the accountable entity under the Code, we recommend that you set out the complete details of a delegation by way of a delegation agreement covering the various obligations described in this annex.

Step 1: Document the delegation to a DTP

The 2021 [International Standard for Testing and Investigations \(ISTI\)](#) requires that an ADO documents its decision to authorize a DTP to conduct testing in accordance with its rules.

How?

WADA recommends that ADOs provide for the possibility of delegation of testing to a DTP in their rules and further specify specific delegation arrangements in separate agreements or documents that can be easily updated and adjusted.

What if ADOs want to delegate other anti-doping activities to a DTP?

Although not expressly required by the Code and International Standards, WADA recommends that ADOs provide for the possibility of delegating other aspects of Doping Control (e.g. Therapeutic Use Exemptions (TUE) management, education, etc.) in their rules.

Should you delegate Results Management?

If delegation does occur, the delegating ADO should pay particular attention to the requirement to ensure the case is heard by a fair, impartial and operationally independent hearing panel at first instance and that appeals are heard by a fair, impartial and operationally independent and institutionally independent hearing panel.

Step 2: Make sure the DTP respects the International Standard for the Protection of Privacy and Personal Information (ISPPPI)

The [ISPPPI](#) requires that ADOs assess their DTPs to ensure they have sufficient technical and organizational security measures in place, taking into account the nature of the processing of personal information being delegated to the DTP by the ADO.

How?

We recommend that ADOs review ISPPPI related resources on WADA's Anti-Doping Education and Learning (ADEL) platform for guidance.

Step 3: Enter into an agreement with your DTPs

The Code and International Standards require ADOs to subject their DTPs to certain contractual controls:

- The DTP must agree to comply with the Code and International Standards;
- The DTP must be required to notify any findings of non-compliance it is responsible for to the ADO;
- Subject to applicable law, the DTP must be obliged to require its board members, directors, officers, and employees to be bound by anti-doping rules as persons, in conformity with the Code for direct and intentional misconduct (or by comparable rules and regulations of the ADO);
- The DTP must be subject to appropriate contractual and technical controls to protect the confidentiality, privacy and security of the personal information processed by the DTP under the instructions of ADOs.

How?

Because each contract will be unique to the specific relationship between an ADO and a DTP, WADA does not plan to provide a template Delegation Agreement. We recommend that ADOs consult with their legal advisors to create an appropriate agreement. We also recommend that in drafting this agreement, ADOs consider issues such as:

- How they will meet their obligation to demonstrate the compliance of anti-doping activities delegated to a DTP (see Step 5 for guidance);
- The cost of the services to be provided by the DTP;
- The term of the agreement;
- Liability in the event of failures by a DTP (remember that when it comes to the use of ADAMS, ADOs are responsible for failures by their DTPs);
- The specific personal information processing activities that the DTP is authorized to conduct on the instructions of the ADO (including the ADAMS access permissions that the ADO plans to grant to the DTP);
- Whether the DTP must be made subject to additional requirements under data protection laws (for example, the European Union's General Data Protection Regulation contains requirements for processors that go beyond the ISPPPI in this regard);
- Laws that will govern the agreement and any relevant dispute mechanisms.

Step 4: Set up ADAMS access for your DTPs Specific instructions will be communicated to ADOs in due course.

For now, ADOs should keep in mind that even if they already work with DTPs in ADAMS, they will be asked to reconfigure all DTP contracts in ADAMS in the coming months.

ADOs' DTPs must have an active DTP account in ADAMS. Once that is done, the ADO will be able to select the relevant DTP, choose the ADAMS modules that should be accessible to the DTP (e.g. testing, Whereabouts, etc.) and set the duration of the delegation. ADOs are reminded that they are responsible for only granting the access permissions the DTP needs to carry out its functions. A number of access filters are available in ADAMS to enable ADOs to appropriately manage DTP access.

Step 5: Make the most of your partnership

To enhance partnerships with DTPs and facilitate the interaction of other anti-doping stakeholders with these partners, we recommend that Code [Signatories](#):

- Take steps to inform any concerned stakeholders of the delegation. This includes affected athletes, contracted laboratories and WADA; and
- Ensure a DTP tasked with testing responsibilities receives relevant intelligence and information to appropriately target athletes for testing.

ANNEX B:

Doping Control Station Criteria and Checklist

The purpose of this procedure is to describe the process for ensuring that a suitable Doping Control Station (DCS) is used for in-competition testing and out-of-competition testing.

Some general recommendations:

- An area or series of rooms that will be used solely for doping control, i.e., not shared with another functional area;
- A secure location, close to the field of play, that preserves athlete privacy and confidentiality implying that non authorized actors e.g. media, spectators, waiting athletes and support personnel cannot hear what is being discussed, nor can they see who is in the DCS. Specific provisions must be taken to protect minors athletes;
- Consider security safeguards at all locations where data is handled and where testing occurs;
- An area that has sufficient processing rooms and toilets to manage the peak collection of samples or the operational policy of the MEO/LOC. In addition, the area should allow any modification of the traditional process to happen e.g. additional observers for minors;
- A waiting area that can comfortably seat athletes and athlete support personnel linked to the number of tests and the nature of the sport/discipline in terms of the flow of athletes into the DCS and the competition schedule;
- A reception area that allows athletes to be quickly checked-in and seated where they can be properly observed by Chaperones;
- A secure area to store samples and doping control documentation;
- Appropriate technology and tools to support operations for example:
 - » Telephones or radios to coordinate SCP outside of the DCS or assist in translation services;
 - » Computers or tablets to allow the Doping Control Station Manager (DCSM) to access ADAMS and DCF/ paperless system as well as games results and athlete information;
 - » Refrigerators for drinks and sample storage;
 - » Air conditioning/heating where needed/appropriate;
 - » TVs to entertain athletes in the waiting area, etc.
- Appropriate furniture, tables and chairs to seat the maximum number of people permitted access the processing room;
- Accessibility requirements for athletes or support personnel with an impairment;
- Beds/cots for athletes who may experience difficulties following blood sample collection;
- Fire and safety equipment in case of an emergency.

In-competition testing criteria

- Members of the operational team and, when possible, the Doping Control Officer (DCO) should check the venue to determine whether a suitable DCS is available prior to the sample collection session.

Facilities should meet the following criteria for in-competition testing:



- One table for every DCO processing doping control documentation;
- Two chairs per athlete being tested and one chair for each member of the SCP;
- If necessary, access to dividers to ensure privacy/confidentiality, and division of processing areas;
- Appropriate lighting to conduct processing;
- Receptacles for each processing station to store waste generated;
- wheelchair accessibility.

If necessary:

- Security person outside of the DCS;
- Educational material or entertainment equipment (e.g., TV, radio) for athletes in the waiting area;
- Additional equipment may be requested to accommodate special testing needs (i.e. for blood collection, a chair with elbows, beds, separated fridge for blood storage away from urine blood collection).

The designated DCS, including toilets, may not be used as a public facility, office, team locker room, or shared with any Games operation.

If the DCO has determined that the facilities are not appropriate, they should consult whoever is necessary to obtain a suitable area and note this problem in the DCO report with details on how the problem was resolved.

If there is no suitable area within proximity of the competition venue and the DCO feels that the sample collection session would be compromised by using the proposed facility, the DCO must contact the DCCC for advice on how to proceed.

The DCO should not, without consultation with and approval of the TA, cancel the in-competition testing session. The DCO should document the deficiencies of the designated DCS in the DCO report.

Out-of-competition testing criteria

For out-of-competition testing, DCOs will be required to collect samples from athletes outside of a competition period and therefore outside of competition venues. While notification may occur at the athlete's room, inside or outside of the athlete village, training venue, again within a games designated area or outside or any other location where the athlete may be found. Ideally, sample collection and processing would take place at a designated DCS (e.g., within the athlete village, at or near the training venue), however this may not always be the case. Athletes may not be staying within the village or may be using a training facility outside of the games' facilities.

It is important that the anti-doping operational team identifies non-official venues (hotel, training venues) where out-of-competition testing may also take place and consider liaising with the Local Organizing Committee responsible functional areas to set up complementary ready to use DCS. The designated area must meet the following criteria:

- Private enough to preserve athlete privacy and confidentiality;
- Restricted access to the area (e.g., away from other athletes training at the venue, other individuals living at the residence, athlete support personnel, public, etc.);
- Sufficient area to complete the required sample collection documentation and process the sample(s);
- Ensures that the health and safety of the athlete and SCP are not compromised;
- Ensures that wherever the athlete may go, the DCO and/or Chaperone can always maintain sight of them.

If there are any significant deviations from these criteria, the DCO should make a record of this in the DCO report.

Ideally, athletes' samples should be collected where they are notified for out-of-competition testing. For example, if the athlete is notified at their training venue, they should be processed at the training venue, in the closest DCS.

Occasionally, a DCO will encounter a situation that will require them to relocate the testing area. This will require that the DCO, Chaperone (if applicable) and the athlete physically move (via automobile or other means) to another location with a suitable area for testing. Some example scenarios include:

- Training facility is closing, and the testing area is no longer available;
- The athlete has another previously planned activity (e.g., team meeting, therapy session, medal ceremony, media obligation) that they must attend, and cannot remain at the location where they were notified;
- There is no suitable area at the athlete's residence;
- The DCO does not feel safe in the athlete's residence;
- With reasonable justification, the athlete requests that the testing take place in another location.

Access to DCS:

The following individuals are authorized to be present at the DCS:

- a. On-duty DCO(s);
- b. On-duty Chaperone(s);
- c. Other SCP on duty (e.g., Blood Collection Officer);
- d. Athlete(s) being tested;
- e. Athlete representatives;
- f. Interpreter(s) if required;
- g. Representatives from relevant International Federation, and games representatives;
- h. Other individuals authorized by the ADO (e.g., auditors, Independent Observers, Delegated Third Party, etc.);
- i. ADO staff;

The DCO has authority to prohibit access to anyone otherwise entitled entry to the DCS if their presence is deemed by the DCO to be disruptive or interfering with the sample collection session. Members of the media should never be allowed to enter the DCS at any time.

Summary Checklist

The DCO should consider the following questions when identifying a suitable DCS:

- Is the area identified private and available for the sole use of doping control?
- Is the space identified appropriate for the number of individuals who may be present? Remember: The athlete may be accompanied by an athlete representative.
- Are there sufficient chairs and tables for the number of samples to be processed?
- Can the room be arranged so that the waiting area and processing area are separate?
- Is there a wash basin for athletes and DCOs to wash their hands?
- Is there suitable storage space for partial samples, completed samples and sample collection documentation?
- If applicable, are there suitable facilities for athletes with a disability (e.g., ramps, accessible toilets etc.)?
- Is the facility secure (e.g., lockable or with an individual available to act as security)?

ANNEX C:

Discovery of Doping Paraphernalia

The purpose of this procedure is to ensure a safe working environment for all staff, volunteers and athletes at all games venues and identify potential Anti-Doping Rule Violations (ADRVs), target testing or investigations.

Once anti-doping personnel are made aware of the discovery of needles and/or any paraphernalia by medical or cleaning staff, or any other individual that has not been secured within a sharps bin provided by medical services, the following protocol should apply:

- a. The area in which the needle(s) and/or any paraphernalia are found should be cordoned off with nothing being removed for staff safety and preservation of area for doping control purposes;
- b. The needle and/or any paraphernalia shall not be moved from or touched at its initial location;
- c. A photograph should be taken if possible and relevant venue anti-doping personnel should be contacted;
- d. The date, time and location of the needle and/or any paraphernalia should be ascertained by doping control services and documented accordingly;
- e. Log the exact location/date/time/any other relevant medication, substances, containers or packets found/ who found the items and if anyone else was nearby at the time;
- f. Doping control services, with the appropriate support of medical and/or cleaning staff will remove the needle(s) and/or any paraphernalia securely and in accordance with relevant medical practice to be sent to laboratory or doping control command center as appropriate and as soon as possible;
- g. Once all needle(s) and/or paraphernalia have been removed, doping control and venue personnel will instruct the relevant functional area (housekeeping, competition etc.) that the area can now be thoroughly cleaned by staff in a safe manner.

ANNEX D:

Procedures Specific to Anti-Doping

The purpose of the specific procedures for anti-doping operations is to prepare your workforce to handle extraordinary situations in a consistent way. Some examples of policy which can be addressed:

1. Testing policy for a record

The procedure should cover the following scenarios:

- a. Athletes not selected for testing who break a world, continental, national or games record, or where a team breaks such a record and all athletes require testing (e.g. relay records in athletics);
- b. Athletes who present themselves to a doping control station (DCS) following a national or continental record and suggest that they need to be tested for the record to stand.

Sample collection personnel (SCP) need to be provided with guidance on how to deal with these unplanned scenarios and have a chain of command in place to seek approval for testing and invoicing (should costs be assumed by the athlete or by the international federations).

Nothing in the Code or International Standards requires that an athlete who breaks any type of record must go through doping control for this record to stand. Such testing does not demonstrate that an athlete is 'clean,' but rather indicates that none of the prohibited substances tested for following competition are in the athlete's system at that point in time. Various International Federations (IFs) and National Olympic Committees (NOCs) include such policies in their competition rules so it is important to consider those aspects to avoid that large amount of replanning and tests being used not as originally scoped.

If you accept requests for such 'record' testing, departures from the ISTI are not permitted (i.e. with a Chaperone present at all times)

2. Sport specific procedures

Athlete selection when there is a tie/draw or impact of repechages on the timing of notification are examples of sport specific procedures to prepare the workforce for. For example, if athlete selection is based on finishing position and two athletes finish in the same position SCP require guidance on what to do (e.g., will all athletes be tested, will athletes who finish in a lower position not be selected to maintain the planned number of tests, specific athletes' shower policy etc.).

3. Athlete selection when an athlete is injured

A procedure may be required to guide SCP on how to proceed with or cancel a test on an injured athlete. For example, if a cyclist selected for testing crashes 50 miles from the finish area, what is the SCP instructed to do? Similarly, if an athlete engaged in the doping control procedure becomes ill and requires medical treatment, what guidance are sample collection personnel given?