



## **WORKING GROUP ON THE REVIEW OF WADA GOVERNANCE REFORMS**

### **Interim Report to the WADA Executive Committee**

*April 2021*

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## Introduction

The Working Group on the Review of WADA Governance Reforms (Working Group) has been created in November 2020 by WADA Executive Committee. Its Terms of References define its mission as follows:

*The tasks of the Working Group on the Review of WADA Governance Reforms will include:*

1. *Assess the status of the implementation of the 70 recommendations for reform made by the Working Group on WADA Governance Matters in November 2018.*
2. *Develop the process for conducting an open consultation with stakeholders on the implementation of the reforms. [The objective of the consultation is not to repeat the same work conducted by the Governance Matters Working Group in 2017-2018, rather to reflect on whether they have been appropriately implemented and are fit for purpose].*
3. *Consolidate the views and input of stakeholders and consider their appropriateness, taking into consideration the foundation and structure of the Agency.*
4. *Suggest any new concepts or other general areas of improvements not otherwise presented by stakeholders, based on Working Group members' own expertise and/or experience.*
5. *In consideration of the stakeholder and Working Group member contributions, compile a report of the recommendations. The timing of reporting will at least include a preliminary report in May 2021 and a final report as soon as possible thereafter.*
6. *Give preliminary consideration to the impact on the Agency, financial and/or otherwise, and feasibility thereof, of any new governance recommendations.*
7. *Consider and recommend whether the mandate of the Working Group should continue or not, beyond the delivery of their report in 2021.*

In line with these objectives and with the timeline which foresees a final report to be presented to the Executive Committee in November 2021, the Working Group presents an interim report which includes four elements: an assessment of the implementation of the recommendations from the 2018 Governance Working Group, an analysis of the outcomes of the public stakeholders' consultation conducted over the period of 11 February to 29 March 2021, a position paper on the Code of Ethics and a presentation of benchmarks that the Working Group considers relevant in assessing WADA's governance.

Furthermore, the list of meetings held by the Working Group, the public stakeholders' consultation questionnaire and the submissions to the consultation are included as annexes to this report.

**1) Assessment of the implementation of the recommendations  
from the 2018 Governance Working Group**

| #  | <u>Recommendations</u>   | <u>Status – April 2021</u>  | <u>Comments by the Governance Review Working Group (WG)</u>  |
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| 1. | That an ongoing governance review process should be installed by WADA to assess the proposed changes hereunder (should they be agreed to by the FB), to reflect whether they have been appropriately implemented and are fit for purpose, and to consider any new concepts or ideas put forward to continually improve the governance program of WADA. | The Working Group (WG) on the Review of WADA Governance Reform has been appointed by WADA Executive Committee on 11 November 2020. Per its terms of reference, the WG is tasked <i>"to assess the applicability of the reforms that have been implemented since the end of 2018, and to consider any new concepts or ideas with the objective of further enhancing the Agency's governance model"</i> .   | The WG considers that this recommendation has been implemented. As per its mission, the WG will look into possible further improvements if relevant.   |
| 2. | The review process should take place in cycles of three years.   | The WG is to make a final report to the Executive Committee on November 2021, three years after the set of governance reforms were approved in November 2018.<br>The WG is to make a recommendation in their final report as to whether it should become a permanent group who meets regularly or at least annually, or whether they should be convened every three years to consider the status and effectiveness of WADA's governance structure.  | The WG notes that there is no fundamental opposition by WADA to implement this recommendation. Instead, discussions are still ongoing and will be addressed by the WG how to best enact this recommendation (e.g. regular review by a WG, establishment of an internal auditor, etc.).   |
| 3. | That WADA should look into a comprehensive policy for all its organs regarding diversity and gender equality.  | Article 11 of the Statutes provide that <i>"the composition of committees shall ensure appropriate membership from regions, public authorities, and Olympic Movement and that there be gender and culture balances."</i><br>WADA continues to consider diversity each year in its Standing Committees and Expert Groups. The two new Independent Members of the Executive Committee bring some elements of added diversity to the table and the Nominations Committee was conscious of this in their work. However, a formal policy has not been initiated. | The recommendation needs more clarification on what is to be understood by "comprehensive policy". Furthermore, the terms "diversity" and "gender equality" need further clarification and their relationship with other important aspects like skills, experience, etc. must be further explored. The issues will be addressed by this group. |

| 1. | <b>Criteria/Guidelines of Independence</b>   |   |  |
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| 4. | That defining a process for identifying and maintaining independence is necessary.   | By-Laws on independence have been introduced in WADA Regulations. The purpose of these By-Laws is to set out standards of independence to be observed by all individuals serving as members of WADA's bodies and committees (such as the Foundation Board, the President and Vice-President, the Executive Committee, the Nominations Committee, Standing Committees and Expert Groups, as well as the Director General).           | The WG considers that this recommendation has been implemented. As per its mission, the WG will look into possible further improvements if relevant. |
| 5. | That two different concepts for independence criteria be applied: 1) the application of a general definition <sup>1</sup> ; and 2) a more pragmatic approach with levels, criteria or flags. The WG agreed to recommend to have a flexible approach, similar to that used by the International Bar Association for resolving conflicts of interests for arbitrators, i.e. a general definition and an implementation by a non-exhaustive list of examples (red flags) and that the number of the red flags could vary according to the position within the organisation. | The By-Laws on Independence define a General Standard of Independence which applies to all individuals covered by WADA Regulations. Stricter independence criteria apply to (i) the President and Vice-President of WADA, (ii) the Chair and the members of the Nominations Committee, (iii) the independent members of the Executive Committee, and (iv) the Chair and the independent members of the Compliance Review Committee. | The WG considers that this recommendation has been implemented. As per its mission, the WG will look into possible further improvements if relevant. |
| 6. | That no "one size fits all approach" is possible. Depending on the position, there could be the application of the general definition only, and for others, there might be the general definition and the red flags approach.  | The By-Laws establish that <i>"the standard of independence required to be met by an Individual may vary in relation to the different facts and circumstances which may occur and the respective position of the Individual in the</i>  | The WG considers that this recommendation has been implemented. As per its mission, the WG will look into possible further improvements if relevant. |

<sup>1</sup> The general definition to be: "An individual is considered independent when he/she is independent in character and judgment and there are no relationships or circumstances which to an informed third party could affect, or could appear to affect, the individual's judgment".

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|            |   | WADA organization" (WADA Regulations article IV.1.3.1).  |  |
| <b>2.</b>  | <b><u>WADA's Governing Structure</u></b>  |  |  |
| <b>2a.</b> | <b><u>Working Groups and Expert Groups</u></b>  |  |  |
| 7.         | That the details for the Expert Groups and Working Groups was not a matter for the Governance WG to be looking at, and that the WADA Executive Committee and WADA Management should have the discretion to recommend and decide what is needed to make best use of the Expert Groups and Working Groups.                                  | WADA Management has conducted a review of the Expert Groups and Working Groups in 2020, including a consultation with the Chairs of these groups. The review led to a set of proposed modifications which have been approved by the Executive Committee on 11 November 2020.   | The WG considers that this recommendation has been implemented. As per its mission, the WG will look into possible further improvements if relevant. |
| 8.         | That the Executive Committee should be tasked with reviewing the current number and terms of reference and deciding if the Committees and Groups were effective and efficient. When taking its decisions, the Executive Committee should be guided by the principles developed by the Working Group and annexed to these Recommendations. | The Executive Committee approved on 11 November 2020 the report and changes to the way in which Expert Groups and Working Groups are managed. The reform aims at harmonizing the status and reporting lines of these groups, which, as of 1 January 2021, will be Expert Advisory Groups or Working Groups. Overview papers for Expert Groups and Working Groups have been drafted and are available. Much of the information will be made public on the website for 2021. | The WG considers that this recommendation has been implemented. As per its mission, the WG will look into possible further improvements if relevant. |
| <b>2b.</b> | <b><u>Standing Committees</u></b>   |  |  |
|            | <b><u>General Principles</u></b>  |  |  |
| 9.         | That all Standing Committees are important expertise pools to WADA and that their primary function is "field work" and there is the need to find the right expertise. Expertise should not be compromised. Expertise/quality is first and foremost.   | The By-Laws on Standing Committees provide that " <i>the Standing Committees support WADA's mission by serving as a forum for detailed and expert deliberation on specific families of issues, to develop recommendations for decisions by the Executive Committee or Foundation Board, as appropriate. The expertise and skills of members are therefore of utmost importance</i>   | The WG considers that this recommendation has been implemented. As per its mission, the WG will look into possible further improvements if relevant. |

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|     |  | <i>when approving the creation and composition of the committees.” (WADA Regulations article VI.1)</i>  |  |
| 10. | That the Standing Committee Chairs could <u>not</u> also be WADA Executive Committee members.  | The By-Laws on Standing Committees provide that <i>“a member of the Executive Committee may not also be a Standing Committee Chair”</i> (WADA Regulations article VI.4.1).  | The WG considers that this recommendation has been implemented. As per its mission, the WG will look into possible further improvements if relevant. |
| 11. | That the term limits for Chairs and members would be a maximum of three x three-year terms (i.e. maximum nine years). There would be no possibility of stepping out for a term and returning.  | The By-Laws on Standing Committees provide that <i>“each member, including the Chair, shall be appointed for a period of 3 years. They may be reappointed for a maximum of 2 further terms of 3 years provided that they continue to meet all relevant eligibility criteria; they cannot serve for more than 9 years in aggregate for the same committee in any capacity.”</i> (WADA Regulations article VI. 2).<br>They can serve on another Committee if their expertise is deemed applicable, provided that, for each committee, they cannot serve for more than 9 years in aggregate (WADA Regulations article VI.2). | The WG considers that this recommendation has been implemented. As per its mission, the WG will look into possible further improvements if relevant. |
| 12. | That the process needed to be transparent and reflected in the Statutes or in bylaws as deemed relevant/required.  | The By-Laws on Standing Committees are included in WADA Regulations.  | The WG considers that this recommendation has been implemented. As per its mission, the WG will look into possible further improvements if relevant. |
| 13. | That not all Standing Committees are to be treated as identical – there are three common ones (Education, Finance and Health, Medical, Research). The CRC and Athlete Committee are different. | The By-Laws on Standing Committees provide for specific rules for the CRC and Athlete Committee, in particular for the members selection process (WADA Regulations article IV.4).   | The WG considers that this recommendation has been implemented. As per its mission, the WG will look into possible further improvements if relevant. |
| 14. | That the status of the Athlete Committee is currently more that of an expert body than that of a representational one.   | The WADA Athlete Committee, with the support of WADA Management, has established a Representation Working Group to present recommendations on how to develop Athlete  | The WG considers that this recommendation has been implemented. As per its mission, the WG will look into possible further improvements if relevant. |



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|     |  | <p>representation at WADA. The Representation Working Group has been established in April 2020 and has reported regularly to the Executive Committee and Foundation Board since then. The last report made in November 2020 presented three different models (models A, B and C).</p> <p>The aim of the Working Group is to deliver a proposal for endorsement to the Executive Committee and Board in May 2021.</p>   |   |
|     | <p><b><u>Principles applicable to all Committees, excluding the CRC</u></b></p>  |  |   |
| 15. | <p>That there should be no red flags approach in terms of independence applied to the positions of Committee or Group Chairs; just the general definition of independence would apply to them, which means that they would not necessarily need to give up other positions. Ensuring they have the right expertise was paramount.</p>  | <p>The By-Laws on Standing Committees provide that <i>"the Chair of each committee (with the exception of the Chair of the CRC) shall meet the requirements of the General Standard of independence"</i> and that <i>"all Standing Committee members, including the Chairs, shall abide by, and comply with, the Conflict of Interest Policy [...] issued by the Executive Committee (as amended from time to time)"</i> (WADA Regulations article VI. 3).</p>   | <p>The WG considers that this recommendation has been implemented. As per its mission, the WG will look into possible further improvements if relevant.</p> |
| 16. | <p>That the process for selecting Standing Committee Chairs (see Annex) should include the Nominations Committee vetting candidates and presenting to the Executive Committee, for approval, the candidates which have fulfilled the vetting criteria. The Nominations Committee would not actively search for candidates, but could put forward names should they become known. With respect to the Athlete Committee Chair, the candidate should be proposed by the Athlete Committee members, and then for the rest of the process, the first sentence (above) would apply.</p> | <p>The By-Laws on Standing Committees provide that <i>"the candidates [for Standing Committee Chairs] shall be assessed, reviewed and vetted by the Nominations Committee in accordance with its processes. Only candidates who satisfy the vetting criteria as determined by the Nominations Committee may be recommended for election as Chair of a Standing Committee."</i> (WADA Regulations article VI. 3).</p> <p>The Regulations on the Nominations Committee provide that <i>"the Nominations Committee is given the authority to:</i><br/>(...)</p> | <p>The WG considers that this recommendation has been implemented. As per its mission, the WG will look into possible further improvements if relevant.</p> |

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|    |  | <p><i>b) advise the Executive Committee on the suitability of persons to serve as Chairs of Standing Committees;</i><br/>(...)<br/><i>d) ensure that all those seeking election or appointment as Independent members of the Executive Committee, as members of the Nominations Committee and as Chairs of the Standing Committees, as well as the Director General are vetted.”</i> (WADA Regulations Article III. 1).</p> <p>The Nominations Committee does not actively search for candidates. It is to be noted however that the Nominations Committee has indicated in its report to the Executive Committee dated May 2020 that it believes that changes to the Regulations should be made to <i>“cover the nomination process for candidates, activities to encourage nominations, and remedies where appropriate numbers of candidates are not forthcoming.”</i></p> |   |
| 17 | <p>That for the Chairs of the common Standing Committees, proposals may not just come from the Sports Movement and Public Authorities.</p> | <p>The first process for the selection of new Standing Committee Chairs was carried out in 2019. The call for interest can be found here - <a href="https://www.wada-ama.org/en/media/news/2019-09/wada-seeks-nominations-for-2020-standing-committee-chair-vacancies">https://www.wada-ama.org/en/media/news/2019-09/wada-seeks-nominations-for-2020-standing-committee-chair-vacancies</a></p> <p>Candidates for Chair of a Standing Committee shall provide letters of endorsement from at least 2 members of the Foundation Board, one representing the Olympic Movement and one representing the Public Authorities (WADA Regulations article VI.4.1).</p>  | <p>The WG considers that this recommendation has been implemented. As per its mission, the WG will look into possible further improvements if relevant.</p> |

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| <p>18.</p> | <p>That as regards Standing Committee members, they should be selected first and foremost on the basis of their expertise. But due consideration should also be given to other diversity factors such as gender balance and regional representation. All memberships would need to be approved by the Executive Committee. The process needs to be transparent and reflected in the Statutes or in bylaws as deemed relevant/required.</p> | <p>With respect to Standing Committee members other than Members of the Compliance Review Committee and the Athlete Committee, the By-Laws on Standing Committees provide that <i>"the Director General shall consult with the President of the Executive Committee and with the Chairs of the relevant Standing Committees to try and develop a consensus list (..) of candidates for the vacant positions, in an effort to ensure that: (i) the best candidates are put forward for each Standing Committee; (ii) collectively, the members of each Standing Committee aim to represent a balanced diversity, such as regional, gender and cultural; and (iii) Athlete Members of Standing Committees collectively represent a cross-section from the sports movement, but a sport and a nation shall not be represented more than once. The Executive Committee will be provided with the names and dossiers of the proposed candidates, which will then be formally voted by the Executive Committee."</i> (WADA Regulations article VI.4.2).</p> <p>Article 11 of the Statutes also provide that <i>"the composition of committees shall ensure appropriate membership from regions, public authorities, and Olympic Movement and that there be gender and culture balances."</i></p> <p>The 2021 Standing Committees comprise 28 females and 26 males from 33 different countries.</p> | <p>The WG considers that this recommendation has been implemented. As per its mission, the WG will look into possible further improvements if relevant.</p> |
| <p>19.</p> | <p>That the common Standing Committees must include at least one representative of the NADOs and Athletes, so long as their nominees have the applicable expert skills.</p>  | <p>The By-Laws on Standing Committees provide that <i>"all Standing Committees, other than the Compliance Review Committee and the Athletes Committee, must include at least 1 representative of the athletes and at least 1 representative of the National Anti-Doping"</i></p>   | <p>The WG considers that this recommendation has been implemented. As per its mission, the WG will look into possible further improvements if relevant.</p> |

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|            |  | <p><i>Organizations (NADOs) provided their nominees meet the requirements for the position and have the necessary skills and expertise.” (WADA Regulations article VI.2).</i></p> <p>In 2021, there are 11 NADO representatives on the Committees (excluding the CRC and Athlete Committee), and an athlete on each Committee. Those chosen have the subject matter expertise for the relevant Committees.</p>  |   |
|            | <b><u>Principles applicable to the CRC</u></b>   |   |   |
| 20.        | <p>That as concerns the CRC, and its particularities, the independent members (which include the Chair) would be subject to the most stringent independence criteria including the search, vetting, and recommendation processes by the Nominations Committee.</p> | <p>The By-Laws on Standing Committees provide that <i>“the Chair of the Compliance Review Committee and the independent members of the Compliance Review Committee shall be required to meet the General Standard of Independence set out in Section 1.2 and the Strictest Independence Criteria set out in Section 2 of the By-Laws on Independence.”</i> (WADA Regulations article VI.3).</p> <p>They also provide that <i>“the Nominations Committee shall be responsible for recruiting, reviewing and vetting the candidates for the position of Chair and independent members of the Compliance Review Committee, and for setting the processes related thereto.”</i> (WADA Regulations article VI.4.2 and VI.4.3).</p> | <p>The WG considers that this recommendation has been implemented. As per its mission, the WG will look into possible further improvements if relevant.</p> |
| <b>2c.</b> | <b><u>Executive Committee</u></b>  |   |   |
|            | <b><u>Election of Chair and Vice Chair (including application of independence criteria)</u></b>  |   |   |
| 21.        | <p>That for the 2019 Chair and Vice Chair elections (so-called “first process”, seats commencing 1 January 2020), the rotation</p>   | <p>As provided for in the current WADA Statutes, the President and Vice-President who inaugurated their mandates on 1 January 2020</p>  | <p>The WG considers that this recommendation has been implemented. As per its mission, the WG</p>   |

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|     | between nominations from the Sports Movement and the Public Authorities would remain in place and terms would be for two x three-years (total six years).   | have been nominated following the rotation between nominations from the Sports Movement and the Public Authorities. Their mandate is valid for three years and can be renewed once.<br><br><i>[It has been determined that President and Vice President will be the terminology used, in place of Chair and Vice Chair. This is reflected in the Statutes.]</i>   | will look into possible further improvements if relevant.   |
| 22. | That in the event that the candidate elected as WADA's Chair or Vice Chair in November 2019 is unable or unwilling to run for a second term (i.e. commencing in 2023), the 2022 election would be conducted under the rules applicable for the "second process".  | The By-Laws on the election of the President and the Vice-President of the Foundation Board clearly provide that they will apply to elections as from January 1 <sup>st</sup> 2020.<br><br>The current President and Vice President will be required to confirm their interest, or not, for a second term by May 2021 so that if required, the election process can start. The rules state that applications are to be received no later than 30 November of the year preceding the election year (which would be in 2021). | The WG considers that this recommendation has been implemented. As per its mission, the WG will look into possible further improvements if relevant.                    |
| 23. | That for the nomination of the Chair, 1) the first process would cover the rules for the November 2019 election, whereby to that effect, a document detailing the process (including the recommendations made by this WG) would be tabled for approval by the WADA Foundation Board at the November 2018 Board meeting; and 2) the second process would be used for elections thereafter. | The first process was approved by the Foundation Board at its November 2018 meeting (with some exceptions, see below under point 24) and the By-Laws on the election of the President and the Vice-President now clarify the process applicable to elections as from January 1 <sup>st</sup> 2020.<br>The by-laws provide for this process, however a practical/simplified outline may be required to support the implementation of the bylaws.   | The WG considers that this recommendation has been implemented. As per its mission, the WG will look into possible further improvements if relevant.                    |
| 24. | Specifically concerning the <u>first process</u> in November 2019, that:  | For the November 2019 election, it was decided by the Executive Committee in November 2018 that the Nominations Committee would not be involved in the first process. The Executive   | The Working Group notes that this recommendation was not implemented as the Nominations Committee was not established in time to perform the vetting of the candidates. |

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|  | <p>a) the Nomination Committee would be required to vet the candidates and make sure that they met all relevant requirements;</p> <p>b) the candidates would have to comply with the general definition of independence and also with the independence criteria (red flags)<sup>2</sup>; candidates would be required to have no current links with public authorities and/or with sport institutions; and</p> <p>c) there would be "no cooling off" period required, but if the candidate elected to be WADA's next Chair has a link (i.e. position) with a public authority and/or with a sports institution within the meaning of the red flag criteria, he or she would have to leave that position or positions by 1 January 2020 (i.e. by the time they assume their new role).</p> | <p>Committee would perform the function of reviewing the candidates and confirming that they met the relevant criteria. It was just for the first process that this was proposed.</p> <p>The candidates still had to comply with the general definition of independence and with the independence criteria (red flags): candidates could have no links with public authorities/sport institutions as soon as their mandate would begin; and the candidates elected did not have any position contravening the red flag criteria by 1 January 2020.</p> |  |
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<sup>2</sup> No current connections with governments and sport institutions

*The individual holds no duty or responsibility to, and no office or relationship with, a sports institution, or government or public corporation (includes corporations funded by the State but which operate autonomously from the State).*

*Government:*

- *Must not hold any senior position (Head of State/Cabinet Ministers/Ministers & Secretary of State/Deputy Minister/heads of departments/Executive officers of Public corporation).*
- *Must receive no personal benefits (salaries, honoraria etc..) from any governments or public corporations;*
- *Must not report to, be directed by, seek guidance of official or political party on matters related to WADA.*

*Sport institution:*

- *Must not serve on the Board of Directors or any elected/appointed position;*
- *Must hold no senior position or position of authority (paid or unpaid);*
- *Must not report to, be directed by, seek guidance of any sport organization.*

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| 25. | That for the first process (2019), the Nominations Committee would not have the ability to recruit candidates for the position of Chair and Vice Chair. They would only be able to assess candidates put forward by the relevant stakeholder.   | See above, point 24.   | The WG considers that this recommendation has been implemented. As per its mission, the WG will look into possible further improvements if relevant.                         |
| 26. | That as concerns <u>future elections (second process)</u> , that the first two conditions mentioned above (a and b) would remain but the third condition would be modified to read as follows:<br><br>c) <i>A moderate cooling off period of up to six months would be required.</i>  | The By-Laws on the election of the President and the Vice-President of the Foundation Board provide that <i>"the elected President and Vice-President shall have to meet the requirements of the Independence Criteria as set out in Sections 1.2 and 2 of the By-Laws on Independence (as amended from time to time) at least 6 months prior to the beginning of their office"</i> (WADA Regulations Article 5.2.3).<br><br>The independence criteria has been raised by the Nominations Committee as requiring review as to its applicability. This view was presented in particular during their work on the appointment of the independent members of the Executive Committee. | The WG considers that this recommendation has been implemented. As per its mission, the WG will look into possible further improvements if relevant.                         |
| 27. | That for future elections, that is, in 2025 (for positions starting on 1 January 2026) and thereafter, the Nominations Committee would be responsible for recruiting, reviewing and verifying (including vetting) the candidates for Chair and Vice Chair subject in particular to the applicable independence criteria. This process however, would not prevent others from submitting suggestions to the Nominations Committee. | The By-Laws on the Nominations Committee provide that it is given the authority to <i>"review and verify (including vetting) the candidates for the election of WADA President and Vice-President"</i> (WADA Regulations Article III. 1).<br><br>The Regulations do not provide for the Nominations Committee to be responsible for recruiting the candidates. This element was changed during the consultation of the Statutes/Regulations with members in 2019. <i>The Foundation Board takes its decisions by an absolute majority of the votes cast by the members present at the time of the vote; in the event of a tie, the President has the casting</i>                   | The WG is not aware of the reasons why this recommendation was not implemented /with respect of "recruiting"). The WG will look into this issue further as part of its work. |

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|     |  | <p>vote. However, a decision taken by a two-thirds majority of the votes cast by the members present at the time of the vote is required to transferring the site of the Agency and to appoint and remove members of the Foundation Board or of the Executive Committee. Furthermore, any proposal requesting the removal of any member of the Foundation Board will only be submitted for voting if it is supported by a majority of all the Foundation Board members, representing a minimum of fifty percent of the members nominated by the public authorities and fifty percent of the members nominated by the Olympic Movement.</p> |   |
| 28. | <p>That for both processes (2019 election and subsequent ones), there would be the requirement for a letter of support from one WADA Foundation Board member to be submitted to qualify as a candidate.</p>  | <p>The By-Laws on the election of the President and the Vice-President of the Foundation Board require candidates to provide nomination forms signed by two WADA Foundation Board members, one representing the Olympic Movement and one representing the Public Authorities (WADA Regulations Article V.2.1).</p> <p>The addition to have two letters of support, one from each side, was included during the consultation of the Statutes/Regulations with members.</p>  | <p>The WG considers that this recommendation has been implemented. As per its mission, the WG will look into possible further improvements if relevant.</p> |
|     | <p><b><u>Remuneration of Chair and Vice Chair</u></b></p>  |  |   |
| 29. | <p>That the position of Chair of WADA is a position which requires skills and independence, demands a strong commitment and generates a significant volume of work. For these reasons, among others, there should be remuneration for the Chair and the amount requested for approval by the Swiss Supervisory Authorities should be up to 100,000 CHF</p> | <p>The By-Laws on the Foundation Board provide that "<i>subject to acceptance by the Swiss Supervisory Authority and given that the position of chair of the Executive Committee is a position which requires high skills and independence, demands a strong commitment and generates a significant volume of professional work, the President, acting in his/her capacity as chair of the Executive</i></p>   | <p>The WG considers that this recommendation has been implemented. As per its mission, the WG will look into possible further improvements if relevant.</p> |



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|     | per annum. The most appropriate reference term, whether it is referred to as remuneration or another term, is to be considered.  | <i>Committee, is entitled to receive a gross annual indemnity of up to CHF 100,000. The actual indemnity for each year shall be decided by the Foundation Board when adopting the budget for such year.</i> " (WADA Regulations Article I.4.6).  |  |
| 30. | That the Vice Chair would not be compensated unless under special circumstances. If the Vice Chair were to assume the responsibilities of the Chair in the event of prolonged incapacity or death, then a mechanism to ensure that the same remuneration for the provision of Chairmanship services was transferred to the Vice Chair would be required. The WG does not recommend that the Vice Chair receive compensation when replacing the Chair for a short duration. | <p>The Foundation Board decided in May 2020 that an indemnity should be granted to the Vice-President, in an amount of 50,000 CHF per annum, and to the two Independent Members of the ExCo, in the amount of 20,000 CHF each per annum.</p> <p>This decision was based on the recognition that the Vice-President was required to perform activities that go beyond the normal duties of a Board Member and is held to the same independence requirements asked of all the Independent Members of the Executive Committee, who will receive an indemnity.</p> <p>The Nominations Committee made the recommendation that the two Independent Executive Committee Members receive a nominal remuneration.</p> | The WG notes that the original recommendation was not implemented. However, the Working Group also acknowledges that there are good reasons for the solution adopted by WADA (in particular, the need to incentivise people to take over these important tasks). The WG will look into this issue further as part of its work. |
| 31. | That no other remuneration (with the exception of the reimbursement of expenses) be provided to the Chair and Vice Chair.  | No other remuneration (with the exception of the reimbursement of expenses) is foreseen.   | The WG considers that this recommendation has been implemented. As per its mission, the WG will look into possible further improvements if relevant.   |
|     | <b><u>Performance Evaluation of Chair and Vice Chair</u></b>   |  |  |
| 32. | That there was not a need for a formal annual metric success system (performance evaluation) to be put in place for the Chair and Vice Chair. Feedback to be provided to the Chair in the context of a   | A process to review the work of the Executive Committee has not yet been developed.  | The WG notes that there is no fundamental opposition by WADA to implement this recommendation. Discussions are still ongoing how to implement this recommendation. The WG will follow up on this.  |

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|     | review of the work of the Executive Committee every three years would be a suitable mechanism.   |   |   |
|     | <b><u>Removal from Office of Chair</u></b>   |   |   |
| 33. | <p>That the Chair could be removed from office if at least two-thirds of the Members of the Foundation Board lost faith in his or her capacity to properly lead the organisation. The recommended process to remove the Chair from office would be as follows:</p> <p>a) The submission of a motion to the Foundation Board requesting the removal of the Chair would have to be supported by a majority of the Foundation Board members, representing a minimum of 50% of the public authorities and 50% of the sport movement.</p> <p>The motion would then have to be submitted to a vote and be approved by a two-third majority of the Foundation Board members to take effect.</p> | <p>Article 8, para 5 of the Statutes includes a new reference to the removal of Board, which includes the President and Vice President:</p> <p><i>The Foundation Board takes its decisions by an absolute majority of the votes cast by the members present at the time of the vote; in the event of a tie, the President has the casting vote. However, a decision taken by a two-thirds majority of the votes cast by the members present at the time of the vote is required to transferring the site of the Agency and to appoint and remove members of the Foundation Board or of the Executive Committee. Furthermore, any proposal requesting the removal of any member of the Foundation Board will only be submitted for voting if it is supported by a majority of all the Foundation Board members, representing a minimum of fifty percent of the members nominated by the public authorities and fifty percent of the members nominated by the Olympic Movement.</i></p> | <p>The WG considers that this recommendation has been implemented. As per its mission, the WG will look into possible further improvements if relevant.</p> |
|     | <b><u>Independent Members</u></b>  |   |   |
| 34. | <p>That independence is the cornerstone of good governance. The WG acknowledged that the concept of an Independent Member and of members that fulfil certain independence criteria is different. Independent Members are persons with no ties to the sports movement and the government.</p>   | <p>Specific By-Laws of the Foundation Board on Independence have been included in WADA Regulations. They provide that "<i>the requirement for all WADA officials to be independent and free of undue influence when fulfilling their duties is the cornerstone of WADA's good governance</i>" (WADA Regulations Article IV.1.1).</p>  | <p>The WG considers that this recommendation has been implemented. As per its mission, the WG will look into possible further improvements if relevant.</p> |

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| 35. | <p>That WADA’s Executive Committee would benefit from the inclusion of Independent Members with full voting rights. It would add to the reputation of the organisation, be in compliance with internationally recognized standards of good governance (for foundations, non-profit organizations, public-private partnerships and mission-based corporations at large), help to reduce gaps in the skills map of the Executive Committee, and can also be a tool for greater diversity and more gender equality in its membership.</p> | <p>Two independent members have joined WADA’s Executive Committee as of 1 March 2021. They have full voting rights, ensure greater diversity and better gender equality in its membership.</p> | <p>The WG considers that this recommendation has been implemented. As per its mission, the WG will look into possible further improvements if relevant.</p> |
| 36. | <p>That as a first step, the principle of Independent Members on the Executive Committee is accepted by the WG, and two Independent Members should be appointed. That the two Independent Members shall be respectively proposed by the Public Authorities and the Sports Movement.</p>  | <p>The two independent Members have been proposed by the Public Authorities and the Sports Movement.</p>   | <p>The WG considers that this recommendation has been implemented. As per its mission, the WG will look into possible further improvements if relevant.</p> |
| 37. | <p>That the following process would apply:</p> <ul style="list-style-type: none"> <li>a) The current membership is maintained;</li> <li>b) After the appointment of the representatives of the Public Authorities and the Sport Movement on the Executive Committee, the Nominations Committee will conduct a skills mapping exercise to identify the missing skills on the Executive Committee;</li> <li>c) The Public Authorities and the Sports Movement will propose candidates as Independent</li> </ul>                          | <p>The process detailed here has been applied.</p> <p>The Nominations Committee has suggested that the process be reviewed for the future.</p>   | <p>The WG considers that this recommendation has been implemented. As per its mission, the WG will look into possible further improvements if relevant.</p> |

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|     | <p>Members that fill the gaps in the skills map and coordinate their proposals accordingly.</p> <p>d) All proposed candidates will have to meet the applicable independence criteria/guidelines (requiring the highest levels of independence) and undergo vetting by the Nominations Committee. Once the vetting has been successfully completed, the Nominations Committee will make its recommendations on the proposed candidates for appointment by the Foundation Board. The Public Authorities and Sports Movement may propose more than one candidate as Independent Members to the Nominations Committee but only one candidate per side would be submitted to the Foundation Board for approval.</p> <p>e) NADOs and the WADA Athlete Committee can make suggestions to the Public Authorities and Sports Movement.</p> |  |   |
| 38. | <p>That the first step process for applying Independent Members to the Executive Committee be reviewed as part of the ongoing governance review to consider its effectiveness.</p>  | <p>As mentioned above in point 37, the Nominations Committee has expressed their view that it should be reviewed, and accordingly the Working Group on the Review of WADA Governance Reforms will be tasked with conducting such review.</p> | <p>The WG considers that this recommendation has been implemented. As per its mission, the WG will look into possible further improvements if relevant.</p> |
| 39. | <p>That the Chairs of the Standing Committees could not fill the role of an Independent Member on the Executive Committee, given the earlier recommendation that the Chairs</p>   | <p>Article V 4.1 of the Regulations states that:<br/>A member of the Executive Committee may not also be a Standing Committee Chair.</p>   | <p>The WG considers that this recommendation has been implemented. As per its mission, the WG will look into possible further improvements if relevant.</p> |

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|     | be selected for their expertise and not their independence.   | No Chairs of the Standing Committees were put forward as candidates for Independent Member on the Executive Committee.  |  |
|     | <b><u>Standing Committee Chairs – Observers to the EC</u></b>   |   |  |
| 40. | That the Chairs of the Standing Committees should be invited to report to the Executive Committee on their relevant subject areas, and could be invited by the WADA Chair to contribute their views to other subject areas. It would be at the discretion of the WADA Chair as to what and when their contributions were suitable. It was also noted and agreed that the subject areas of different Standing Committees have varying degrees of scope, with some very broad and others more narrow. | <p>The By-Laws on the Standing Committees provide that <i>“the standing and ad hoc committees shall report on their activities to the Director General and, via the Chair of the Standing Committee, to the Executive Committee upon request of the President of the Executive Committee. The Chairs of the Standing Committees may be invited by the President of the Executive Committee to present their report to the Executive Committee meetings verbally and may, at the discretion of the President of the Executive Committee, be invited to contribute their views on other matters before the Executive Committee if it is considered to be of assistance to the Executive Committee.”</i> (WADA Regulations Article VI.5).</p> <p>Standing Committee Chairs are invited to attend each Executive Committee meeting, but they are not required to unless a report of their work is expected. When at meetings, the President has the discretion to allow them to speak on other agenda items where relevant.</p> | The WG considers that this recommendation has been implemented. As per its mission, the WG will look into possible further improvements if relevant. |
|     | <b><u>Terms</u></b>   |   |  |
| 41. | That the term limits for Executive Committee members would be three x three-years (nine years total) with no possibility of stepping out for a term and returning.  | WADA Statutes and Regulations of the Foundation Board provide that <i>“members of the Executive Committee are appointed for a term of 3 years and may be reappointed for 2 further terms of 3 years, provided that they continue to meet all relevant eligibility criteria; they cannot</i>   | The WG considers that this recommendation has been implemented. As per its mission, the WG will look into possible further improvements if relevant. |

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|     |  | <p><i>serve for more than 9 years in aggregate in the Executive Committee, with a maximum of 12 years of presence as member or deputy of the Foundation Board or of the Executive Committee” (WADA Regulations Article I.4.5).</i></p> <p>In order to implement a rotation policy given terms are now three years (see below point 42), the article also includes a clause enabling a transition (exception) to these new limits until 2023.</p>  |  |
| 42. | That a staggered rotation system would be required and that a transition plan to effect the change would be needed.  | WADA Management presented a proposal to the Executive Committee in September 2020 to stagger the lengths of the first group of Executive Committee Members so as to have about one-third of the Committee renewed every year, thus allowing for continuity in terms of knowhow and work. This proposal has been approved by the Executive Committee and will be initiated as of 1 January 2021 per members suggestions. The Sports Movement has staggered their member terms, but WADA Management still awaits the input of the Public Authorities. | The WG notes that this recommendation has not yet been fully implemented. The WG will look into this issue further as part of its work.              |
| 43. | That the same term limits would need to apply to individual Deputies/Alternates to members.  | WADA Regulations provide that the same term limits apply to individual Deputies/Alternates to members.  | The WG considers that this recommendation has been implemented. As per its mission, the WG will look into possible further improvements if relevant. |
|     | <b><u>Meeting Quorum</u></b>   |   |  |
| 44. | That no specified quorum should be required for members present at meetings to make decisions. This means no change would be required to the current practice/Statute reference. | WADA Regulations provide that there is no quorum for the Executive Committee meetings.  | The WG considers that this recommendation has been implemented. As per its mission, the WG will look into possible further improvements if relevant. |

|            | <b><u>Public Statement of Independence - Chair and Vice-Chair</u></b>  |   |  |
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| 45.        | That the annual Statement of Independence for the Chair and Vice Chair should be published by WADA, in accordance with statutory provisions on privacy.                                    | This had not been enacted in 2020, due to an administrative oversight. The annual Statements of Independence for WADA President and Vice-President have been published on <a href="#">WADA website</a> as of 13 January 2021.   | The Working Group notes that this recommendation was not implemented in 2020 but that it has been done as of 13 January 2021.                        |
| <b>2d.</b> | <b><u>Foundation Board</u></b>   |   |  |
|            | <b><u>Independence Criteria of Members</u></b>   |   |  |
| 46.        | That the Foundation Board would not be selected/appointed on the basis of applying an independence process.  | WADA Statutes have not been amended regarding the appointment process of the Foundation Board members.<br><br>The Regulations provide however that members must meet the general criteria when in office: <i>"the members of the Foundation Board must meet the requirements of independence as set out in Section 1.2 of the By-Laws on Independence. These requirements on independence must be satisfied at the time they take office and remain applicable for the entire term of their office"</i> (WADA Regulations article I.2.2.1). | The WG considers that this recommendation has been implemented. As per its mission, the WG will look into possible further improvements if relevant. |
|            | <b><u>Composition: Other Representatives on Foundation Board</u></b>   |   |  |
| 47.        | That at the current time, the composition of the Foundation Board remains unchanged. There was no consensus to change or expand the current composition/structure of the Foundation Board. | The composition and structure of the Foundation Board have remained unchanged.  | The WG considers that this recommendation has been implemented. As per its mission, the WG will look into possible further improvements if relevant. |

| <b><i>Terms</i></b> |   |   |   |
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| 48.                 | That a limit of three x three-year terms on the Foundation Board should be applied.   | The amended Statutes include a three x three-year terms limit for the Foundation Board members.   | The WG considers that this recommendation has been implemented. As per its mission, the WG will look into possible further improvements if relevant.  |
| 49.                 | That an overall limit of total 12 years of service or presence in the institution, should be applied. This would apply only to terms on the Foundation Board and Executive Committee. | An overall limit of 12 years of services is applied for both the Foundation Board (see WADA Statutes article 6) and the Executive Committee (see WADA Regulations article I.4.5). | The WG considers that this recommendation has been implemented. As per its mission, the WG will look into possible further improvements if relevant.  |
| <b>3.</b>           | <b><u>Independent Ethics Board</u></b>  |   |   |
| 50.                 | That the principle of having an Independent Ethics Board is necessary as part of good governance.   | The proposal for a Code of Ethics / Independent Ethics Board is currently being discussed by the Foundation Board and Executive Committee.  | The WG notes that the respective rules and regulations are being developed at the moment. The WG notes the importance of this work and will look into this issue further as part of its work. |
| 51.                 | That there is the need for a new set of rules of ethical conduct that set out the high standards of conduct required of WADA Officials.   | See above, point 50.  | See above, point 50.  |
| 52.                 | That there is the need for an Independent Ethics Board to be established to ensure the compliance of WADA Officials with the new set of ethical rules.                                | See above, point 50.  | See above, point 50.  |
| 53.                 | That the Independent Ethics Board would be set up to operate independently of WADA.   | See above, point 50.  | See above, point 50.  |
| 54.                 | That the members of the Independent Ethics Board would be appointed by the Foundation Board on the recommendation of the Nominations Committee for an initial                         | See above, point 50.<br><br>It is to be noted that the current draft (models A and B) foresees that the members of the Independent Ethics Board would be appointed                | See above, point 50.  |



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|     | term of five years with possible re-election for a further term.  | by the Foundation Board on the recommendation of the Nominations Committee for an initial term of five years with possible re-election for a further term.   |                      |
| 55. | That the Nominations Committee would be responsible for identifying and vetting candidates for the Independent Ethics Board. The Chair of the Independent Ethics Board should be a senior personality of impeccable reputation with experience in the chairing of boards.   | See above, point 50.<br><br>It is to be noted that the current draft (models A and B) foresees that the Nominations Committee would be responsible for reviewing and verifying (not identifying) candidates for the Independent Ethics Board.  | See above, point 50. |
| 56. | That Panels of the Independent Ethics Board appointed to sit on cases would comprise one person (ordinarily the Chair) or three persons, depending on the nature and complexity of the case. The decisions on breaches of the new ethical rules should be published in the interests of transparency. That the decisions would be subject to appeal to CAS. | See above, point 50.<br><br>It is to be noted that the current draft (models A and B) foresees that:<br><ul style="list-style-type: none"> <li>- Panels of the Independent Ethics Board (IEB) appointed to sit on cases would comprise one person or three persons, depending on the nature and complexity of the case (model A foresees that the decision is then made by the Executive Committee based on the recommendation of the IEB).</li> <li>- The decisions on breaches of the new ethical rules <u>may</u> be published by the Executive Committee (models A or C) or by the Panel (model B).</li> <li>- The decisions would be subject to appeal to CAS.</li> </ul> | See above, point 50. |
| 57. | That no consensus was reached on whether or not to attribute decision making powers to the Independent Ethics Board (as proposed by the Experts) or that it should simply serve as a rapporteur to the Executive Committee.   | See above, point 50.<br><br>It is to be noted that the current draft offers the two options (models A or B), and that a third model has been put forward (model C), which includes utilizing an Independent Ethics Officer rather than an Independent Ethics Board.  | See above, point 50. |

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| 58.                             | That the Ethics Board would, subject to reasonable budgetary limitations imposed by the WADA Executive Committee, be allocated the necessary financial resources to fulfill its functions.  | See above, point 50.<br><br>It is to be noted that the current draft (models A and B) foresees that the Ethics Board would, subject to reasonable budgetary limitations imposed by the WADA Executive Committee, be allocated the necessary financial resources to fulfill its functions.  | See above, point 50.   |
| <b>4. Nominations Committee</b> |   |  |  |
| 59.                             | That there is the need for a Nominations Committee to help ensure that the right people serve in senior governance roles within WADA (in terms of the requisite level of skills and independence).  | An inaugural Nominations Committee was established in September 2019. At the expiration of its mandate in May 2020, the members were confirmed as the permanent Nominations Committee. Regulations of the Nominations Committee have been added within WADA Regulations.   | The WG considers that this recommendation has been implemented. As per its mission, the WG will look into possible further improvements if relevant. |
| 60.                             | That the key roles of a Nominations Committee would be in particular:<br><br>(i) to conduct a gap analysis of the skills on the Executive Committee and make recommendations to the Foundation Board to fill the gaps with Independent Members (up to the agreed limit);<br>(ii) to recommend to the Foundation Board persons to serve as members of the Independent Ethics Board;<br>(iii) to recommend to the Executive Committee persons to serve as Chairs of the Standing Committees;<br>(iv) to ensure that all those seeking election or appointment as WADA | Regulations of the Nominations Committee provide that <i>“the Nominations Committee is given the authority to:</i><br><br>a) <i>review and verify (including vetting) the candidates for the election of WADA President and Vice-President<sup>3</sup>;</i><br>b) <i>advise the Executive Committee on the suitability of persons to serve as Chairs of Standing Committees;</i><br>c) <i>review and verify the skills of persons to be appointed as Independent Members of the Executive Committee;</i><br>d) <i>ensure that all those seeking election or appointment as</i> | The WG considers that this recommendation has been implemented. As per its mission, the WG will look into possible further improvements if relevant. |

<sup>3</sup> This does not apply to the 2019 President and Vice President elections (for the term 2020-2022), or to the re-election of the President or Vice President appointed in 2019 if re-elected in 2022 for a further three-year term (2023-2025).

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|            | <p>Officials (including the Chair and Vice-Chair) are vetted to a strict standard.</p>   | <p><i>Independent members of the Executive Committee, as members of the Nominations Committee and as Chairs of the Standing Committees, as well as the Director General are vetted."</i></p> <p>(WADA Regulations Article III.1).</p> <p>The Nominations Committee has proposed a review of their mandate to ensure it is clear and aligned with other relevant sections/parts of the Regulations.</p>   |   |
| <p>61.</p> | <p>That the Nominations Committee would be composed of five members appointed by the WADA Executive Committee: One independent Chair, two members put forward by stakeholders (one x Sport and one x the Public Authorities) and two independent ordinary members. The Chair of the Nominations Committee should be a senior personality of impeccable reputation with experience in the work of nominations committees.</p> | <p>Regulations of the Nominations Committee provide that <i>"the Nominations Committee shall consist of 5 persons appointed as follows:</i></p> <ul style="list-style-type: none"> <li>• <i>1 Chair (independently recruited);</i></li> <li>• <i>1 Member (nominated by the Olympic Movement);</i></li> <li>• <i>1 Member (nominated by the Public Authorities);</i></li> <li>• <i>2 Members (independently recruited).</i></li> </ul> <p><i>The independently recruited members shall have no current allegiance to the Olympic Movement or the Public Authorities and shall meet the Stricter Independence Criteria set out in Section 2 of the WADA By-Laws on Independence (as they may be amended from time to time).</i></p> <p><i>The members put forward by the Olympic Movement and the Public Authorities shall not hold any current position within WADA.</i></p> <p><i>The Chair of the Nominations Committee shall be an experienced personality of impeccable reputation with experience in nomination processes."</i> (WADA Regulations Article III.2).</p> | <p>The WG considers that this recommendation has been implemented. As per its mission, the WG will look into possible further improvements if relevant.</p> |

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|     |   | The Members of the current Nominations Committee are as described/required.  |   |
| 62. | That decisions by the Nominations Committee must be taken unanimously.  | <p>Regulations of the Nominations Committee provide that <i>"unanimous decisions shall be sought whenever possible. In the event of divergence of opinion or disagreement concerning recommendations or decisions, the decisions of the Nominations Committee shall be taken by a majority of 2/3 of the votes cast. Each member has one vote. Abstentions and blank or spoiled votes shall not be taken into consideration in the calculation of the required majority. Voting by proxy is not allowed. Voting is held by secret ballot if the Chair so decides."</i> (WADA Regulations Article III.6).</p> <p>The Nominations Committee are operating by the rules.</p>  | The WG notes that the original recommendation was not implemented. The WG will look into this issue further as part of its work.          |
| 63. | That the members of the Nominations Committee would be appointed for an initial term of three years with possible re-election for a further term. | <p>Regulations of the Nominations Committee provide that <i>"with the exception of members of the inaugural Nominations Committee, members of the Nominations Committee are appointed for a term of 3 years and may be reappointed for a further term of 3 years provided that they continue to meet all relevant eligibility criteria. Terms may be staggered."</i> (WADA Regulations Article III.6).</p> <p>The Nominations Committee suggested in May 2020 that a rotation/stagger within the membership be applied so that not all five members would conclude their mandate at the same time. After the first one, two- or three-year term, all members would have three-year terms. One member was allocated one-year, two x two-years and two x three years. The first one-year term comes due in May 2021.</p> | The WG notes that the original recommendation was not implemented verbatim. The WG will look into this issue further as part of its work. |

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| 64. | That the inaugural Nominations Committee would be appointed by the Executive Committee following the recommendation by an external agency with expertise in such appointments (such agency being appointed by the WADA Executive Committee). | The inaugural Nominations Committee was appointed by the Executive Committee on September 2019. The members were identified, recruited, vetted and recommended to the Executive Committee by Korn Ferry, an external agency that WADA had engaged for this purpose upon approval by the Executive Committee in May 2019.  | The WG considers that this recommendation has been implemented. As per its mission, the WG will look into possible further improvements if relevant.   |
| 65. | That the inaugural Nominations Committee would be operational in time for the elections of the Chair and Vice-Chair in 2019.   | As mentioned in point 24 above, it was decided that the Nominations Committee would not be involved in the first process.   | The WG notes that the Nomination Committee was not created in time to perform the tasks for the elections of the Chair and Vice-Chair in 2019. The WG will enquire to the reasons for this to ensure any learnings are taken forward for any future changes. |
| 66. | That the Nominations Committee would, subject to reasonable budgetary limitations imposed by the WADA Executive Committee, be allocated the necessary financial resources to fulfill its functions.  | <p>Regulations of the Nominations Committee provide that <i>"the Executive Committee shall allocate to the Nominations Committee the necessary financial resources to permit the Nominations Committee to fulfill its functions. The members of the Nominations Committee shall not receive any remuneration for their duties, but their costs incurred shall be reimbursed."</i> (WADA Regulations Article III.8).</p> <p>The Nominations Committee receives indemnities in the same way as WADA's Compliance Review Committee.</p> <p>An external vetting agency (Control Risks) supports the work of the Nominations Committee. They are paid for by WADA.</p> | The WG considers that this recommendation has been implemented. As per its mission, the WG will look into possible further improvements if relevant.   |
| 67. | That the applicants for the Nominations Committee put forward by Sport/Public Authorities be in fact and in appearance independent. The general principle of   | <p>The applicants for the inaugural Nominations Committee put forward by Sport/Public Authorities were validated and ratified by Korn Ferry.</p> <p>Regulations of the Nominations Committee</p>  | The WG considers that this recommendation has been implemented. As per its mission, the WG will look into possible further improvements if relevant.   |

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|           | Independence must be met. No cooling off period would be required.  | provide that <i>"the members of the Nominations Committee shall carry out their duties independently of WADA and any WADA stakeholders (Olympic Movement and Public Authorities) and must avoid third party influence at all times. Members of the Nominations Committee shall immediately disclose to the Chair any attempted third-party influence or any circumstances likely to affect their independence. They shall comply with the General Standard of Independence set out in Section 1.2 of the By-Laws on Independence (as they may be amended from time to time) and, in the case of the Independent Members, with the Stricter Independence Criteria set out in Section 2 of such By-Laws."</i> (WADA Regulations Article III.10). |  |
| <b>5.</b> | <b><u>Matters for Ongoing Review Process</u></b>  |  |  |
|           | <b><i>Athletes:</i></b>   |  |  |
| 68.       | That there was no consensus on the proposal from the WADA Athlete Committee, dated 30 September 2018 (annexed). However consideration should be given to the subsequent points:<br><br>a) That Athletes are an important and separate constituency of stakeholders. This holds true irrespective of the fact that a definition of Athletes/Stakeholders is difficult to establish.<br><br>b) That the voice of the Athletes shall be strengthened beyond the existing means of representation, only if there is mechanism of sufficient representation. | See above point 14.  | The WG duly notes the points made by the Governance Working Group in 2018. The WG will look into this issue further as part of its work. |

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|     | c) That once the representational matter has been solved, an open discussion should be held to determine at which existing and/or new levels within WADA the Athletes voice could be strengthened.   |  |  |
|     | <b>NADOs:</b>  |  |  |
| 69. | That there was no consensus that NADOs be members of the WADA Foundation Board. However, it was noted that the NADO representatives' view is that NADO's should be represented at a decision making level as a key stakeholder (as per their submission on 12 October 2018, annexed), and they requested that this be kept on the agenda for the next governance review. | To be put on the agenda of the Working Group on the Review of WADA Governance Reforms. | The WG duly notes the points made by the Governance Working Group in 2018. The WG will look into this issue further as part of its work. |
|     | <b>WADA Management:</b>  |  |  |
| 70. | That the item of WADA Management in the context of good governance be looked at and assessed by the follow up review process.  | To be put on the agenda of the Working Group on the Review of WADA Governance Reforms. | The WG duly notes the points made by the Governance Working Group in 2018. The WG will look into this issue further as part of its work. |

**2) Outcomes of the stakeholders' consultation**

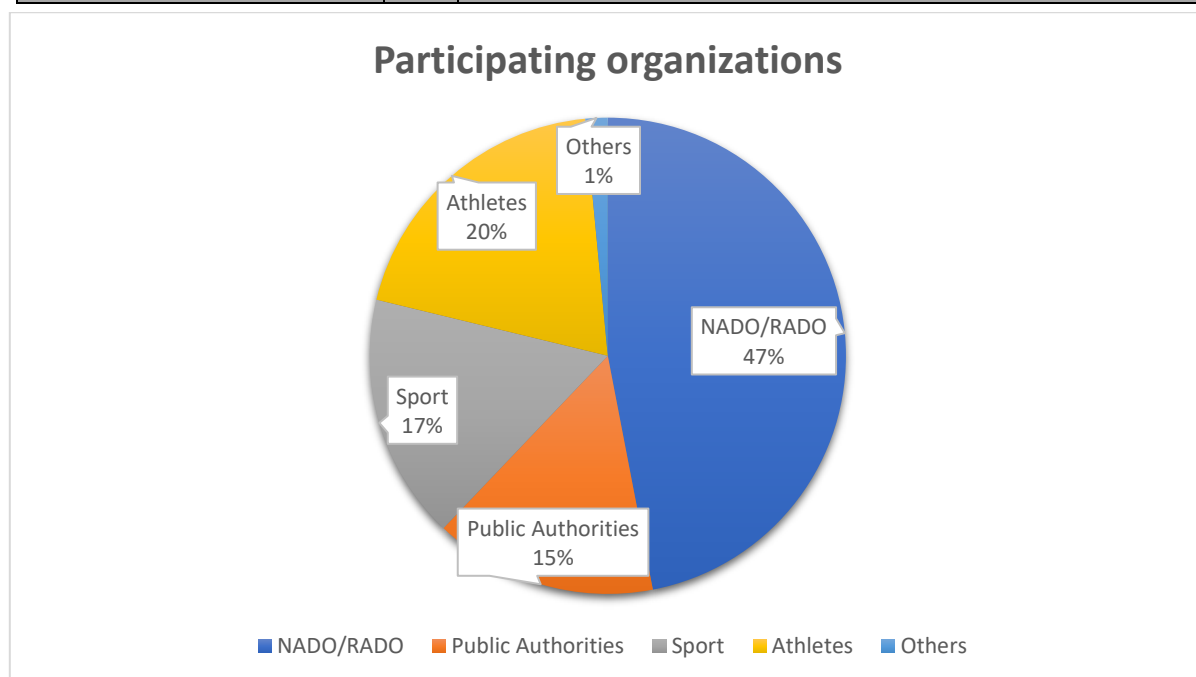


## **Introduction**

This document provides an overview of the outcomes of the stakeholder consultation process conducted between 11 February and 29 March 2021. The document consolidates the views expressed by the stakeholders on certain key issues and contains the WG's assessment concerning which of those views merit further consideration. The WG requests guidance from its steering committee, the Executive Committee, on the direction the WG is heading with respect to these key issues.

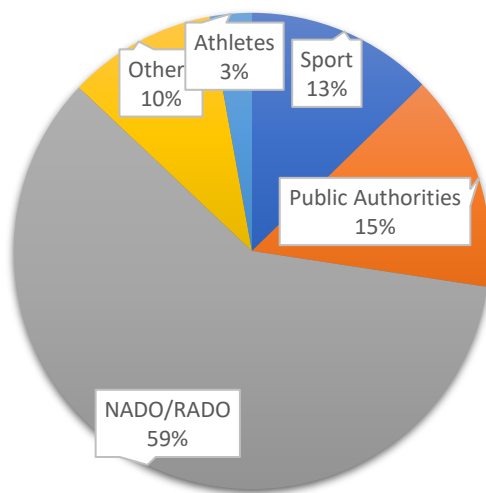
a) Statistics on the governance consultation

| <b>Participating organizations</b> |                  |  |
|------------------------------------|------------------|--|
| <b><u>NADO/RADO</u></b>            | <b><u>31</u></b> | Azerbaijan, Bahrain, Brazil, Canada, CEADO (Austria, Croatia, Czech Republic, Hungary, Poland, Serbia, Slovakia, Slovenia), Denmark, Ecuador, Finland, France, Germany, Greece, iNADO (registered as other), Ireland, Japan, Monaco, Netherlands, New Zealand, North Macedonia, Norway, Palestine, Russia, San Marino, Singapore, South Africa, Sweden, Switzerland, Spain, Turkey, Uruguay, UK, USA |
| <b><u>Public Authorities</u></b>   | <b><u>10</u></b> | Australia, Denmark, Germany, IADA (the UK, Finland, Denmark, Norway, the Netherlands, Sweden, Japan, New Zealand, Australia, Canada), Japan, Luxembourg, Netherlands, New Zealand, Norway, USA   |
| <b><u>Sport</u></b>                | <b><u>11</u></b> | AFL, Cabo Verde NOC, CPISRA, FINA, GAISF, ICC, IOC, ITF, New Zealand NOC, USOPC, World Rugby   |
| <b><u>Athletes</u></b>             | <b><u>13</u></b> | Athleten Deutschland, AthletesCAN, Ben Sandford, British Athletes Commission/British NOC Athletes Commission British NPC Athletes Commission, The Athletics Association / Global Athlete / NOC AC of Denmark/Netherlands/Norway, UKAD AC, USOPC Athlete Advisory Council.  |
| <b><u>Others</u></b>               | <b><u>1</u></b>  | Chris Milne (Sport Physician)  |
| <b><u>Total</u></b>                | <b><u>77</u></b> |  |



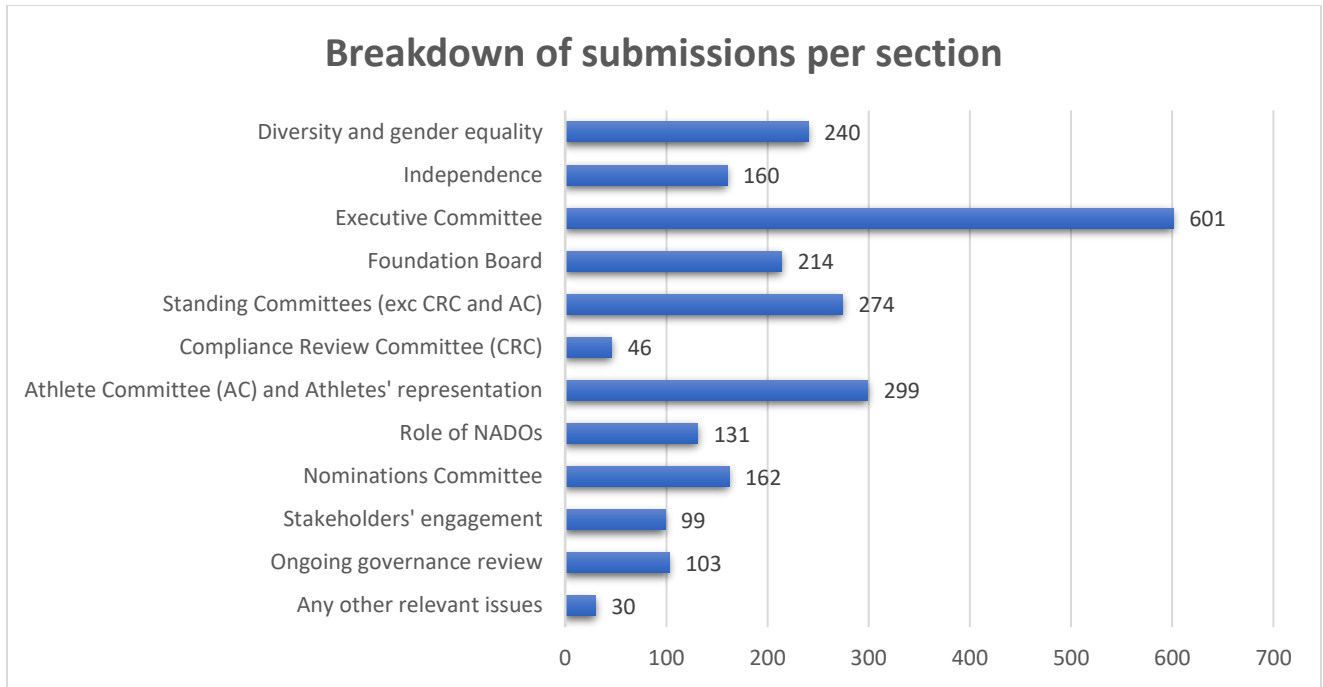
| <b>Organization type</b>                  | <b>No. of comments submitted</b> |
|---|----------------------------------|
| <b>SPORT</b>                              | <b>360</b>                       |
| <i>Sport - Athlete Representative</i>     | 66                               |
| <i>Sport - IF - Summer Olympic</i>        | 115                              |
| <i>Sport - IF - IOC Recognized</i>        | 12                               |
| <i>Sport - IF - Other</i>                 | 25                               |
| <i>Sport - National Olympic Committee</i> | 73                               |
| <i>Sport - IOC</i>                        | 61                               |
| <i>Sport - Other</i>                      | 51                               |
| <b>PUBLIC AUTHORITIES</b>                 | <b>341</b>                       |
| <b>NADO/RADO</b>                          | <b>1381</b>                      |
| <b>OTHERS</b>                             | <b>234</b>                       |
| <b>TOTAL</b>                              | <b>2359</b>                      |

### Breakdown of submissions per organizations



■ Sport ■ Public Authorities ■ NADO/RADO ■ Others ■ Athletes

|    | <b>Section</b>  | <b>No. of comments submitted</b> |
|----|---|----------------------------------|
| 1  | Diversity and gender equality   | 240                              |
| 2  | Independence  | 160                              |
| 3  | Executive Committee   | 601                              |
| 4  | Foundation Board  | 214                              |
| 5  | Standing Committees (with the exception of the Compliance Review Committee and Athlete Committee) | 274                              |
| 6  | Compliance Review Committee (CRC)   | 46                               |
| 7  | Athlete Committee and Athletes' representation  | 299                              |
| 8  | Role of NADOs   | 131                              |
| 9  | Nominations Committee   | 162                              |
| 10 | Stakeholders' engagement  | 99                               |
| 11 | Ongoing governance review   | 103                              |
| 12 | Any other relevant issues   | 30                               |



## b) Methodology of the WG

- Acknowledging Diversity of stakeholders

Many stakeholders have taken part in the consultation process and have given in-depth consideration to the issues raised in the questionnaire. When assessing and classifying the individual contributions, it should be borne in mind that the various stakeholders are very different in nature. For example, the contributions of umbrella organisations (GAISF or iNADO), which summarize the view of many members, cannot easily be compared to the view of a stakeholder acting individually (e.g. NADO or a single sports organization). Because of these differences between the individual stakeholders, the WG will refrain from referring to "majority" or "minority" views on specific issues, except in very clear cases.

- "Significant Trends"

From the individual contributions of the stakeholders, certain trends can be derived in relation to the issues raised in the questionnaire. The WG designates a trend as "significant" ("Significant Trend"), if there is significant support for it from several stakeholder groups and the majority of the WG considers this trend worthy of further consideration in the context of this governance reform.

- Weight of the consultation process

In the context of the Governance Reform process, the proposals of the stakeholders represent a very important, but, however, only one of several sources of knowledge. The WG will also draw on its own expertise, commonly accepted benchmarks and on the insights gained through interviews when deciding if and to what extent to implement the so-called Significant Trends. So far, the WG has conducted interviews with the following bodies/persons: the Compliance Review Committee and two of its former members (former Chair Jonathan Taylor and former member Bente Kristensen), the Nominations Committee and the WADA NADO Expert Advisory Group. The WG plans to conduct further interviews with bodies/persons/stakeholders after the Executive Committee meeting in May. The WG may also include issues that were not addressed by the stakeholders in the consultation process.

### c) Process

Overall, the stakeholders perceived the consultation process positively. The questionnaire addressed the relevant issues, since the stakeholders addressed only a few additional topics. However, the stakeholders expressed a feeling that they should also be heard on the Ethics Code and the Independent Ethics Board, since these topics are an integral part of the governance structure. There was individual criticism with respect to:

- the tool used by the WG in the consultation process (WADACONnect). The latter was described as cumbersome and not user-friendly;
- the way the questionnaire was formulated/framed<sup>4</sup>.

Overall, however, the reaction to the consultation process as such and to the questions asked was positive.

### d) Additional Topics

Some submissions by stakeholders proposed to include in the governance review process topics such as a reform of the Court of Arbitration for Sport (CAS) or the impact of anti-doping on Human Rights.

The WG proposes not to incorporate the reform of the CAS in the governance review process, because this topic clearly falls outside the WG's mandate. As for the issue related to Human Rights, the WG was informed that the WADA AC sent a letter to WADA Director General to invite WADA to conduct a human rights impact assessment. Whether such assessment may have an impact on the internal governance structure of WADA remains to be seen. Thus, also for reasons of timing, the WG will not address the issues of Human Rights in its governance reform. The WG notes that WADA as a Swiss foundation operates within the clear legal framework and protections of Swiss law.

### e) Developing the existing model instead of starting from scratch

Some stakeholders suggested to base WADA governance on a completely "new model" and to set up a "new organization" detached from its historical origins. The WG proposes not to follow such path. The WG already in the consultation questionnaire advised stakeholders that the governance review consultation will be based on the "fundamental founding construction and the limitations of Swiss foundation law".

The WG is of the view<sup>5</sup> that this starting point leaves sufficient flexibility (see below) to optimize and adapt the existing governance structure in a meaningful way and according to relevant international benchmarks.

### f) Diversity

With respect to the topic of diversity different trends could be detected in the consultation process:

*aa) Diversity is an integral part of the governance structure*

Some stakeholders proposed not to include the topic of diversity in the governance review process, but to leave this topic to external expert advisers.

The WG proposes to deal with diversity in the context of its governance reform, since diversity is an important pillar of governance that needs to be addressed.

*bb) Limited versus broad approach*

<sup>4</sup> The WG notes that the questionnaire contained a series of "open questions", which enabled stakeholders to submit whatever views they had without being limited to specific questions.

<sup>5</sup> A majority of, but not all, WG members hold this view.

While some stakeholders prefer a narrow approach in relation to diversity (mainly concentrating on gender and nationality / geographical origin), other stakeholders favor a broader approach to diversity.

The WG proposes to follow a broader approach in relation to diversity and will consider how to ensure diversity in the context of the various bodies. This, however, does not exclude that one provides different mechanisms to stimulate diversity. Furthermore, this does not exclude different criteria for appointments to the various WADA bodies.

*cc) Not limited to certain organs / levels within the organization*

A Significant Trend suggests applying diversity across all organs and levels of WADA, including organs with representatives from shareholder or stakeholder groups.

The WG proposes to incorporate this Significant Trend into the governance reform. The WG will study in detail to what extent a nuanced approach is possible and needed in relation to the organs in questions, their mandate and the legal instruments available to stimulate diversity.

## **g) Independence**

The current concept of independence in WADA's governance structure is based on the idea that there is not a one-size-fits-all approach in relation to independence and that – in particular - a differentiation is needed in relation to whether the organ has managerial / decision-making powers or whether it fulfils an advisory function only. Furthermore, the current concept differentiates between an organ that is constituted with representatives of a stakeholder / shareholder community or not.

The submissions of the stakeholders are split on whether the above concept is to be followed or whether there should be only one standard of independence for all of WADA. Within the stakeholder group that favors the current concept, one can find NADOs, Public Authorities, the Olympic Movement and organizations representing athletes. The one-size-fits-all approach is advocated mainly by NADOs and organizations representing athletes only.

The WG is aware that the concept of independence may have different meanings in different jurisdictions.

The WG proposes<sup>6</sup> to follow a nuanced approach, in which the criteria of independence play a different role whether the organ fulfils an advisory, legislative or executive function and depending on whether an organ is constituted with representatives of a stakeholder / shareholder community.

## **h) Executive Committee (EC)**

*aa) Composition*

As for the composition of the EC, the following Significant Trends could be detected<sup>7</sup>:

- not to reduce the number of EC members;
- to increase the number of "Independents" on the EC;
- to include (more) Athletes representatives on the EC;
- to include Athletes that are independent from other stakeholders on the EC , i.e. not holding duty / responsibility / office with a sport institution, NADO, government, etc. (no "double-hatting").

*bb) EC members*

In relation to the EC members, the following Significant Trends could be detected:

- to strengthen the independence criteria for the President and Vice-President;

<sup>6</sup> A majority of, but not all, WG members hold this view.

<sup>7</sup> With respect to NADOs, please refer to the section dedicated to NADOs below.

- to strengthen the independence criteria for other Members;
- to strengthen the independence criteria for Independent Members;
- that all EC members undergo vetting;
- that all EC members be under a duty to take decisions that are in the best interest of WADA.

The WG proposes to consider these Significant Trends further and, based on an in-depth review, to elaborate concrete proposals for WADA's governance reform.

### **i) Foundation Board (FB)**

#### *aa) Composition*

In relation to the composition of the FB, the following Significant Trends could be detected:

- the FB stay representative in character;
- the FB include NADOs;
- there be more representation of Athletes not holding duty / responsibility / office with a sport institution, NADO, government, etc. (no "double-hatting").

The WG proposes to consider these Significant Trends further and, based on an in-depth review, to elaborate concrete proposals for WADA's governance reform<sup>8</sup>.

#### *bb) Conduct of FB meetings*

A majority of the stakeholders finds that there is an "overlap" of roles and agendas between EC and FB meetings.

The WG would be interested to hear the views of the EC on this topic.

### **j) Standing Committees (excluding the Compliance Review Committee and Athlete Committee)**

The following Significant Trends could be detected in relation to Standing Committees:

- the institution of Standing Committees is adequate and helpful to provide expertise on certain topics to the EC/FB. A few stakeholders find Standing Committees to be "bureaucratic" and "not composed of "true technical experts";
- agreement with the general standard of independence applicable to the Chair and wishes the general standard to be applied also to ordinary members;
- would like to see EC members excluded not only from being a Chair of the Standing Committee, but from Committee membership altogether;
- wishes a more flexible standard of independence in relation to the members of the Finance Committee;
- wishes that aspects of diversity be better reflected in the composition of the Standing Committees

The WG proposes to consider these Significant Trends further in the context of WADA's governance reform.

### **k) Compliance Review Committee (CRC)**

No clear trends could be detected in respect of this topic. Suggestions included:

- to strengthen athlete representation on the CRC;
- to include NADOs on the CRC;
- to strengthen independence within the CRC;

<sup>8</sup> With respect to NADOs please refer to the section dedicated to NADOs below.

- to grant the CRC decision-making powers and not only the power to submit recommendations to the EC.

The WG has not determined whether to incorporate any of the above into WADA's governance reform and would be interested to receive input from the EC on any of the above.

## **I) Athlete Committee and athletes' representation**

The 2018 Governance WG expressed:

- that athletes be considered an important and separate stakeholder;
- that the voice of the Athletes within WADA should only be strengthened if the Athlete Committee has adopted a mechanism that achieves sufficient representation;
- and that once achieved, an open discussion should take place to determine if and how the athletes voice should be strengthened.

On this central question of athletes' representation, the following trends could be detected in the consultation process:

### *aa) Steering of the process*

Some stakeholders submitted that the WG should not address this issue but leave it to the athletes to decide.

The WG proposes not to follow this suggestion. The WG supports the concept that athletes lead athlete representation within WADA. However, the WG also finds that athlete representation is a central part of WADA's governance reform and therefore must be addressed in its recommendations.

The WG has two athlete representatives proposed by the WADA AC within its group in order to ensure that the athletes' perspective is respected and incorporated in the governance reform. The WG notes that the WADA AC has set up a working group tasked with specifically reviewing the WADA AC composition. The WG will work hand in hand with the WADA AC and its working group on all the topics below related to athlete representation within WADA and expects the athletes' representatives in the WG to update it on all important developments.

### *bb) Criteria to be an athletes' representative within WADA*

Significant Trends in relation to conditions to qualify as an athletes' representative on WADA AC were that the person:

- (i) be an international level athlete;
- (ii) be bound to the WADC;
- (iii) and must have fulfilled (i) and (ii) within the last 3 to 12 years (or beyond).

The WG proposes to elaborate on eligibility criteria to be an athlete representative based on the above Significant Trends.

### *cc) Representation*

The stakeholders agree, in principle, that there must be some legitimacy from the respective stakeholder community in order to qualify as athletes' representative on WADA AC.

There is no clear tendency among the stakeholders whether such legitimacy should be sought:

- through elections in existing networks of athletes' committees of IOC, IPC, IFs, NOCs;
- through elections from networks of athletes' committees from NADOs;
- through some other election process outside existing structures;
- through nominations from – e.g. – the Nominations Committee;
- or some combination of the above.



The WG proposes to consider the above ideas further and based on an in-depth review to elaborate concrete proposals on how legitimacy of athlete representation can be best achieved.

*dd) Independence*

There is no clear tendency among the stakeholders whether all or some athletes' representatives are entitled to double-hatting, i.e. sitting on WADA AC and holding duty / responsibility / office with a sport institution, NADO, government, etc.

The WG proposes<sup>9</sup> to consider this question further and, based on an in-depth review, to elaborate concrete proposals on the question of independence of WADA AC members.

*ee) Competence of the AC*

There is a Significant Trend that finds that WADA AC:

- should be entitled to elect its own chair;
- and to appoint the athletes' representative for the other Standing Committees

The WG proposes to consider this Significant Trend further and, based on an in-depth review, to elaborate concrete proposals on the question of competence of the WADA AC.

## **m) Role of NADOs**

The 2018 Governance WG noted that "the NADO representatives' view was that NADOs should be represented at a decision-making level as a key stakeholder; and they requested that this be kept on the agenda for the next governance review."

The stakeholders agree that NADOs provide important and relevant expertise that should be incorporated within WADA on the level of Standing Committees, Working Groups, etc. The stakeholders, however, are divided as to whether NADO representation should be included at the:

- Legislative / strategic / budgetary level of WADA (FB) and/or
- Executive level of WADA (EC).

The main reasons forwarded in the consultation process for the inclusion of NADOs at the legislative and/or executive level are:

- Legitimacy reasons;
- A matter of inclusion (of all stakeholder interests);
- Their important function on a national level in the fight against doping;
- Their expertise.

The stakeholders accept that there is no forum or other structure that allows for elections of representatives among NADOs at present.

The WG recognizes and acknowledges the valuable role and contributions of NADOs as experts in the field of anti-doping (nationally and internationally).

The WG observes that its proposals on governance reform will depend on the proper roles attributed to NADOs within WADA's structure (expert, decision-maker on legislative, budgetary and/or strategic issues) and the roles and responsibilities of the various organs in the WADA structure.

However, the WG also notes that there is a Significant Trend to include NADOs on the FB (see supra), while no such trend exists in relation to the EC.

<sup>9</sup> A majority of, but not all, WG members hold this view.

**3) Position paper on the Code of Ethics**

## 1. Preliminary remarks

The Executive Committee (EC) mandated the Working Group on the Review of WADA Governance Reforms (WG) – *inter alia* – with the task of reviewing the draft on the WADA Code of Ethics and provide input/comments to the EC.

As a preamble the WG would like to insist upon the importance of the adoption of a Code of Ethics and the establishment of an Independent Ethics Board for the enhancement of WADA's governance. The WG shares the views already expressed in 2018 by the WADA Working Group on Governance in that respect.

Unfortunately, the work of the WG has been hampered by the COVID-19 pandemic. No personal meetings could be held since the constitution of the WG. The WG could only convene by video conference. Meetings by video conference, however, cannot truly substitute for face-to-face discussions and deliberations of complex issues. In addition, the members of the WG are located in different time zones, which further limits the possibilities to convene by video conferencing, since the time windows available are rather short.

Despite these difficulties, the WG studied the draft on the Code of Ethics and wishes to provide the below input to the EC. Most of the discussions of the WG concentrated around the various adjudication models (A-C), since the WG deems this question to be the most important issue within the WADA Code of Ethics. The WG's view on the various models can be found under section 2. The WG could also reach consensus on a limit number of points that are summarised as "recommendations" under section 3. Finally, individual members of the WG also suggested other points for discussion that, due to the lack of time, could either not be discussed at all or not in sufficient depth. These issues are brought to the EC's attention under section 4.

In light of the different elements listed above, the WG would like to invite the EC to consider joining any decision on the Code of Ethics to the wider deliberation on WADA's governance reforms. In other words, the WG recommends that the adoption of the Code of Ethics be discussed together with the other governance recommendations to be made by this WG in November 2021. This recommendation stems from the following reasons:

1. It has been made apparent through the contributions received from stakeholders to the governance consultation that they consider the Code of Ethics an important topic and would like to be able to share their views.
2. The adoption of a Code of Ethics is an integral part of WADA governance reforms and should therefore be assessed in the more global context of the governance review.
3. Due to limitations in time and meetings' format as described above, the Working Group could not go further in its recommendation than what the present position paper contains. More time would be necessary should the EC require further guidance from the WG.

## 2. Models

The WG discussed the three models being put forward for the WADA Code of Ethics (models A, B and C). Members agreed that the fundamental question is which entity should be the adjudicatory body.

A majority of the members (5) expressed preference for model B based on the following arguments:

- Model B better reflects the necessary separation of powers;
- It better protects WADA's credibility by ensuring a more independent process;
- As ethics matters do not directly relate to anti-doping and to WADA's mandate, the Executive Committee (EC) is not the best placed organ to take such decisions and does not have the required expertise and experience;
- Giving such authority to the EC would put ethics-related matters into the political realm;
- For the EC to exercise its full adjudicatory power, it would require another full hearing and therefore make the process more complex (status of the charged person as a party to the proceedings, right to be heard, right to present (new) evidence, challenge of adjudicators, etc.).

Of course, some of these deficiencies can be cured at the level of CAS. However, the goal should be to dispose of these matters already at the first instance as far as possible.

A minority (2) of the members expressed preference for model A or C (which were considered as similar in nature) based on the following arguments:

- It was acknowledged that, from an adjudicatory perspective, Models A and C leave room for improvement. However, Models A or C appear less bureaucratic and easier to implement;
- The fact that the EC is the adjudicatory body is balanced by the fact that there is the possibility to appeal to CAS and the EC would not be in a position to reject a recommendation made by the Independent Ethics Board (IEB) if based on reasonable grounds;
- There is no reason not to trust the EC members to make enlightened decisions and they hold stronger accountability than the IEB members.

It was also suggested that, in order to take account of the concerns of the minority, one could possibly provide within model B the opportunity for the EC or Foundation Board (FB) to express their view during the procedure and grant them some kind of official status in the proceedings, thereby giving these organs a right to be heard.

### **3. Matters of consensus / recommendations**

Members discussed several other aspects of the drafts that are common to all three models and recommend the following.

#### **a. General principle (section 1)**

- The 2<sup>nd</sup> paragraph of sec. 1.1. should be broadened. The purpose of the WADA Code of Ethics is not only to "establish" clear ethical standards, but also to implement and enforce these standards as well as to monitor the adherence of all WADA officials to these standards.
- The first paragraph of sec. 1.2 should be broadened to reflect that (i) conduct prohibited under the Code of Ethics may also amount to disciplinary offences under other rules and regulations (not just criminal offences). Furthermore, (ii) either in sec. 1.2 or in sec. 4 (Rules of procedures) it should be stated that proceedings under the WADA Code of Ethics and other criminal and/or disciplinary proceedings may be conducted concurrently.
- Sec. 1.2 deals with the relationship between the WADA Code of Ethics and other laws and regulations. The WG suggests that the link with other regulatory instruments such as the World Anti-Doping Code, WADA Statutes and Regulations be clarified in this provision or in a separate section.

#### **b. Scope of application (section 2)**

- The scope of application of the Code of Ethics should be extended to individuals applying to one of the positions covered. The individual must be bound to the WADA Code of Ethics as from the moment of application.
- The WG notes the two-tiered approach (officials are deemed to have agreed but shall also execute a written undertaking to comply with the WADA Code of Ethics). The WG considers that it would be preferable for officials to formally and knowingly agree to be bound by the WADA Code of Ethics (in particular in view of the arbitration clause) and that such written undertaking must be obtained whenever possible. However, the "deemed provision" could be helpful as a catch-all clause, in case (for whatever reasons) no formal agreement was (yet) signed.

**c. Fundamental principles (section 3)**

- The WG considers that key terms used should be clearly defined so that officials can fully and easily understand the rules by which they have to abide and the standards can be easily enforced. For instance, "fundamental ethical principles" or "professional abuse" (article 3.1) should be clarified or deleted. In particular, an Official shall abide with all ethical standards and not just the fundamental ones.
- The WG notes that the need to refer to "fundamental principles", which are not easy to understand or apply, is not as acute as in other types of regulations because the revised version now clarifies that subsidiary law (in this case, Swiss law) applies. The WG notes that this makes sense also in view of the fact that appeals will be finally dealt with at the level of the CAS. The latter will apply – in many instances – Swiss law. It appears advisable that the legal framework applicable be identical on the first and the second adjudicatory level. Since Swiss law includes all of the commonly accepted fundamental principles, the need to refer to such principles is less urgent.
- The WG suggests adding a "catch-all" duty in section 3 to protect the reputation of WADA, for instance "not act in a way that adversely affects the reputation of WADA".
- Sec. 3.1: The WG suggests adding "unlawful" when referring to "discrimination" in order to ensure that lawful discrimination such as discrimination on the basis of gender, to promote gender equality, is not prohibited.
- Sec. 3.2: The WG suggests adding acting "in good faith and not outside their authority" to the provision.
- Sec. 3.3: The WG assumes that the Conflict of Interest Policy adopted by the FB also addresses that conflicts of interests are disclosed and explain how they are to be managed.

**d. Implementation and rules of procedure (section 4)**

- The WG observes that there is a special provision on publication of the decision once the case has been closed. It may be helpful, however, to have more flexibility in relation to confidentiality in case the procedure is still ongoing, e.g. to leave the possibility for the Chair of the Ethics Board to inform the public about an ongoing investigation (e.g. in case of provisional measures being taken).
- With respect to the Ethics Officer (EO) and the members of the Independent Ethics Board (IEB), the WG recommends that qualifications/criteria be specified. Furthermore, it should be made clear in sec. 4.4.3 that expertise comes before diversity.
- With respect to publication (sec. 4.8.1.5), the WG recommends that – in principle – all decisions "should" be disclosed, including in an anonymized form.

**e. Sanctions and measures (section 5)**

- The WG recommends listing explicitly all potential sanctions and therefore deleting the notion of "any other appropriate sanction".

**4. Other issues**

Members discussed also further aspects of the drafts. The following ideas were tabled. However, no final opinion could be reached (either because there was insufficient time to discuss the matter in depth or

because no consensus could be reached). In order, however, to give the EC the full picture, a non-exhaustive list of suggestions tabled are listed below:

- To change the name of the IEB to "Ethics Tribunal" in order to better reflect its role and that qualifications/criteria for applicants be added (e.g. qualified practising lawyers or judicial officers with experience in ethical or legal issues in sport).
- That the Nominations Committee makes a single recommendation to the Independent Ethic Board (IEB) or nominates itself the EO in order to ensure stronger independence between the EO and IEB.
- That, for both the EO and IEB, the stricter independence criteria be required and that a cooling off period be added if a previous role has been held within WADA, the Olympic Movement or the Public Authorities.
- To add a duty for officials (including prospective officials) to conduct their candidacy for any elected or appointed positions fairly and honestly and with respect for other candidates, and then refer to the applicable policies/regulations which set this out (section 3).
- That consideration be given to provide flexibility in case the term of office of the IEB Chair or EO occurs during an ongoing complex case.
- That the term of office for the EO (max. 2 terms of five years) was rather long.
- That the Nomination Committee be "required" to publicly advertise for the positions on the Ethics Board and the Ethics Officer so it is an open process (instead of leaving it open to discretion with the current use of "may") (section 4.4.2/4.4.3).
- That clarification in sec. 4.4.6 on the reporting mechanisms is added if the WADA President is involved in a case.
- To lower the threshold for referring a case to the IEB.
- To clarify with respect to sec. 4.6.3 why an explicit prohibition has been made to report a case to criminal authorities and its compatibility with Swiss criminal law.
- To add further clarification on the "legal secretary who is independent from WADA" (sec. 4.8.1.2) in order to specify the profile, appointment process and remuneration of such individual.
- To incorporate a provision on standard and burden of proof.
- That decisions of the IEB shall not be taken (under any circumstances) by secret ballot (sec. 4.8.1.3 third paragraph).

- 4) Presentation on the relevant benchmarks to assess WADA's governance**

## Introduction

In order to fulfill its task of conducting an assessment of WADA's governance and of the reforms implemented to date, the Working Group (WG) endeavored to consider the various existing benchmarks in the field of governance with the aim of identifying those that would prove relevant for WADA's structure and mission.

In light of the *sui generis* nature of WADA, benchmarks from various sectors have been considered, ranging from the sports sectors to public governance<sup>10</sup>. The starting basis are the 50 criteria enacted by the International Partnership against Corruption in Sport (IPACS)<sup>11</sup>, from which criteria that have been deemed not to be applicable to WADA have been taken out<sup>12</sup>. Additional criteria have been added where the WG believed that important areas were not covered. Different views are held within the WG on whether further criteria should be retained and the WG decided by majority not to include further ones. However, the criteria listed below have been considered by the WG as a useful benchmark to assess the governance of WADA and will be used as source of inspiration by the WG to pursue its work.

In total, 58 criteria have been retained and organized within the same 5 categories identified by the IPACS table:

- Transparency (A1-A11)
- Integrity (B1-B8)
- Democracy (C1-C16)
- Development and Solidarity (D1-D9)
- Checks and balances / control mechanisms (E1-E14)

## A. TRANSPARENCY

A.1 - The organisation makes public its Statutes, rules and regulations

A.2 - The organisation makes public an explanation of its organisational structure including staff, officials, committee structures and other relevant decision-making groups

A.3 - The organisation makes public its vision, mission, values and strategic objectives

A.4 - The organisation makes public a list of all its member organisations, with appropriate information for each

A.5 - The organisation makes public details of officials on its governing body with biographical information

A.6 - The organisation makes public an annual activity report, including institutional information, and main events reports

<sup>10</sup> Considered benchmarks include the following: International Partnership against Corruption in Sport (IPACS) recommendations, UK Code of Sports Governance, Australian Sports Commission – Sports Governance Principles, G20/OECD Principles of Corporate Governance, "Towards a framework for modern sports governance" by the Council of Europe (2018), "Assessing the Quality of Democracy" by the International Institute for Democracy and Electoral Assistance (2008), "Sports Governance Observer" by Play the Game.

<sup>11</sup> [https://stillmed.olympic.org/media/Images/Ipac/Task-Force/IPACS\\_Sport\\_Governance\\_Benchmark.pdf](https://stillmed.olympic.org/media/Images/Ipac/Task-Force/IPACS_Sport_Governance_Benchmark.pdf)

<sup>12</sup> Five criteria which are relevant only to sports organisations and not to WADA were not included:

- the organisation has anti-doping rules which comply with the World Anti-Doping Code and designated responsibility for ensuring implementation (B.2);
- the organisation complies with the Olympic Movement Code on the Prevention of the Manipulation of Competitions (and/or national regulations where applicable) (B.3);
- the organisation has legacy programmes to assist communities in which events are hosted (D.8);
- the organisation dedicates appropriate resources to inclusive sport, including disciplines for those with a disability (D.10);
- the organisation has adopted rules which comply with competition law / anti-trust legislation in eligibility of athletes and sanctioning of events (E.5).



A.7 - The organisation makes public annual financial reports following external audit

A.8 - The organisation makes public the allowances and financial benefits of officials on its governing body, commissions and senior executives

A.9 - The organisation makes public the agenda of its General Assembly with relevant documents (before) and minutes (after) with procedure for members to add items to agenda

A.10 - The organisation makes public a summary of reports/decisions taken during meetings of governing body and commissions, as well as all other important decisions of the organisation

A.11 - The organization regularly conducts public and stakeholder consultation to inform its decision-making processes

## **B. INTEGRITY**

B.1 - The organisation recognises the IOC Code of Ethics and/or has its own Code of Ethics with designated responsibility for ensuring implementation

B.2 - The organisation has confidential reporting mechanisms, including for "whistle-blowers" with a protection scheme for individuals coming forward

B.3 - The organisation provides for appropriate investigation of incidents affecting sports integrity

B.4 - The organisation makes public all decisions regarding breaches of rules or codes including sanctions, as well as pending cases where applicable

B.5 - The organisation has programmes in place regarding safeguarding all persons in, or dealing with the organisation, from harassment and abuse

B.6 - The organisation is compliant with applicable laws regarding data protection and takes measures to ensure IT security

B.7 - The governing body of the organisation has committed to a policy of zero tolerance for unethical behavior

B.8 - The organisation has adopted an anticorruption Code of Conduct/Charter or policy

## **C. DEMOCRACY**

C.1 - The organisation elects the President and a majority of members of the governing body

C.2 - The organisation has rules on campaigning to ensure election candidates can campaign on a balanced footing including opportunity for candidates to present their vision/programmes

C.3 - Election process takes place with secret ballot under a clear procedure/regulation and independent supervision

C.4 - The organisation makes public all open positions for elections and non-staff appointments including the process for candidates and full details of the roles, job descriptions, required skills and experience, application deadlines and assessment

C.5 - The organisation has established and makes public eligibility rules for candidates for election/appointment together with due diligence assessment

C.6 - The organisation has established a Nominations Committee, which include independent members, to review and verify candidacies and appointments to key positions within the organisation

C.7 - The organisation has term limits for elected officials, with a maximum of either a) four terms of two years, b) two terms of four years or c) three terms of three years

C.8 - The organisation provides for the representation of all key stakeholders (including "active" athletes as defined in the Olympic Charter) in its committee structures and other relevant decision-making groups

C.9 - The governing bodies are of an appropriate size to meet the requirements of the organisation and have the appropriate balance of skills, experience, independence and knowledge

C.10 - The organisation maintains an up-to-date matrix detailing the skills, experience, independence and knowledge required of its governing bodies.

C.11 - The organisation ensures that any new member of its bodies receive a full, formal and tailored induction on joining the organisation

C.12 - The organisation has adopted policies and practices that foster openness and debate among members of its governing bodies and set out clear expectations with respect to the running of meetings and members' behaviour.

C.13 - The organization has established a clear and democratic process for amending its constitution

C.14 - The organisation has a conflict of interest rules identifying actual, potential and perceived conflicts with exclusion of members with an actual conflict from decision making

C.15 - The organisation has a programme for promoting gender equality and diversity in and through sports

C.16 - The organisation has programmes designed to ensure that the members function in accordance with all Code of Ethics and ethical principles recognised by the organisation

## **D. DEVELOPMENT AND SOLIDARITY**

D.1 - The organisation has a programme in place to determine transparent allocation of resources in declared development objectives

D.2 - Information is published on financial redistribution activity for main stakeholders, including figures

D.3 - The organisation has established a monitoring / audit process for the use of distributed funds for development purposes

D.4 - The organisation respects principles of sustainable development and regard for the environment

D.5 - The organisation has a social responsibility and participation programmes targeting hard to reach areas

D.6 - The organisation has education programmes (on topics other than integrity) and provides assistance to coaches, judges, referees, athletes and others as appropriate

D.7 - The organisation has put in place integrity awareness/education programmes

D.9 - The organisation has anti-discrimination rules covering a range of characteristics, such as racial, religious or sexual orientation

## **E. CHECKS AND BALANCES / CONTROL MECHANISMS**

E.1 – The organization has a clear division of responsibilities between its constitutional bodies

E.2 – The organisation manages changes to the composition of its bodies (including that of its committees) without undue disruption

E.3 – The organisation ensures that no single individual has the unfettered ability to take a decision within its governing bodies and that the roles of Chair and Chief executive of the organisation are not exercised by the same individual

E.4 – The organisation conducts an annual evaluation of its governing bodies' skills and performance and of individual members when appropriate, and that of its committees (committee evaluation need not be undertaken annually). The organisation ensures that such evaluation is conducted externally at least every four years and that an action plan is established to take into account the outcomes of the evaluations.

E.5 - The organisation's governing bodies regularly reviews progress against defined measures, including elements from the organisation's strategic plan, as well as the financial performance of the organisation and performance of its key organs and management staff.

E.6 - The organisation has established an ethics committee with independent representation

E.7 - The organisation has an internal audit committee that is independent from its governing body

E.8 - The organisation has an accounting control mechanisms and external financial audit including some anti-corruption specific measures

E.9 - The organisation conducts risk assessment including corruption-related risks

E.10 - The organisation observes open tenders for major commercial and procurement contracts (other than events)

E.11 - Decisions can be challenged through internal appeal mechanisms with final recourse to the Court of Arbitration for Sport or an appropriate independent body ensuring the right to a fair trial

E.12 - The organisation exercises due diligence and effective risk management in bidding requirements, presentation, assessment and allocation of main events

E.13 - Awarding of main events follows an open and transparent process

E.14 - The organisation has procedures for assessing third parties (protection against external risks), such as clients, service providers, intermediaries, subcontractors, etc.

**5) Annexes**

## **Annex A - List of meetings held by the Working Group**

- Meeting #1 – 10 December 2020
- Meeting #2 - 14 January 2021
- Meeting #3 – 28 January 2021
- Meeting #3 bis – 3 February 2021
- Meeting #4 – 9 February 2021  
Exchange with Jonathan Taylor and Bente Kristensen (Former CRC Chair and Member)
- Meeting #5 – 24 February 2021  
Exchanges with:
  - the Compliance Review Committee
  - the Nominations Committee
- Meeting #6 – 1 March 2021
- Meeting #7 – 29 March 2021  
Exchange with the NADO Expert Advisory Group
- Meeting #8 – 8 April 2021
- Meeting #9 – 19 April 2021

## **Annex B - Public stakeholders' consultation questionnaire**

### **Introduction**

The World Anti-Doping Agency (WADA) was established in 1999 as an independent international agency composed and funded equally by the Olympic Movement and Public Authorities. WADA's mission is to lead a collaborative worldwide movement for doping-free sport by developing, harmonizing, coordinating and monitoring anti-doping rules and policies across all sports and countries.

WADA's role has grown and the fight against doping has significantly evolved since the Agency's governance model was formed in 1999. In [November 2016](#), WADA's Foundation Board (Board) recommended the formation of a Governance Working Group to study WADA's governance model and recommend reforms (hereafter 2018 Governance WG). In [November 2018](#), the Board approved a series of reforms that were recommended by the 2018 Governance WG – some that were fully implemented by early 2020; and, some that are still underway.

When the reforms were approved by the Board in 2018, it was also agreed that an ongoing governance review process would be implemented by WADA to assess the reforms; to reflect on whether they have been appropriately implemented and are fit for purpose; and, to consider any new concepts or ideas to continually improve the governance of WADA. Accordingly, a smaller Working Group of governance experts was established by the WADA Executive Committee at its [November 2020 meeting](#).

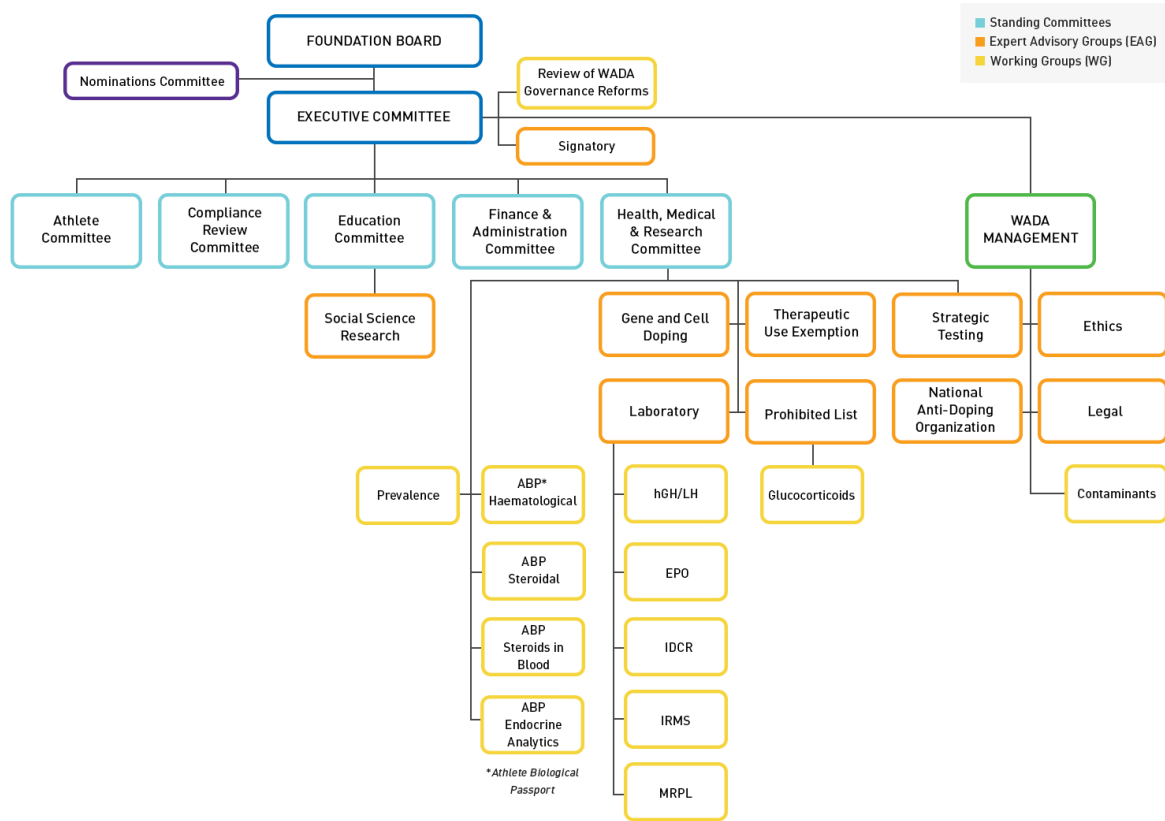
The composition of this new [Working Group on the Review of WADA Governance Reforms](#) (hereafter the Working Group) includes six governance experts (two proposed by Public Authorities, two by the Sport Movement, one nominated by WADA's Athlete Committee, and one independent Chair), with the possibility of expanding the Working Group to include another member nominated by WADA's Athlete Committee.

An essential part of the work of this Working Group is to consult stakeholders in order to collect their views and suggestions on WADA's governance. To achieve this task, the Working Group has prepared a consultation, to which all stakeholders are invited to contribute. In order to guide stakeholders in their contributions, the Working Group has prepared a list of questions, which can be found below. The stakeholders are of course free to address other governance issues not listed below. The Working Group has deliberately not included questions in relation to a Code of Ethics and an Independent Ethics Board, which will be addressed at a later stage.

Based on the feedback received from stakeholders and on its own expertise, the Working Group will examine if and to what extent the governance structure of WADA may be improved within its fundamental founding construction and the limitations of Swiss foundation law.

The consultation will remain open until 26 March 2021.

**Overview of WADA Structure**



## **Consultation Questionnaire**

### **Diversity and gender equality**

The 2018 Governance WG proposed that WADA should look into a comprehensive policy of all its organs regarding diversity and gender equality. Please provide input on:

- a) What criteria should be applied under the term "diversity" (e.g. geographical locality, nationality, ethnicity, race, background, age, etc.)?
- b) Should the criteria (diversity and gender equality) apply to all organs and levels alike or should the application depend on the organ in question? If so, how?
- c) How should the criteria (diversity and gender equality) be implemented and measured?
  - Through mandatory thresholds (e.g. minimum percentages);
  - Through transparency of the decision of the competent organ appointing members (e.g. comply with the directions or explain why the competent organ has deviated from the criteria);
  - By obliging the competent appointing organ to apply the criteria and/or take them into account;
  - Any other means?
- d) Should there be flexibility for an individual position? If so, what justification might apply for such deviation?
- e) What should be the weight or priority given to diversity and gender equality compared to that of skill, expertise, experience, democratic legitimation, etc.? How could these different criteria be ranked?
- f) How can diversity and gender equality be ensured in organs that have a representational element, i.e. where stakeholder constituencies nominate their representatives?
- g) Should you have any further comments on diversity and gender equality, please provide them here.



## **Independence**

The 2018 Governance WG proposed that the independence of persons within WADA's organs (Executive Committee, Foundation Board, Standing Committees, Working Groups, Expert Advisory Groups) be strengthened. Based on this proposal, WADA enacted two standards of independence for members of WADA organs specified in the WADA Governance Regulations (By-Laws)<sup>13</sup>:

### General Standard of Independence (By-Law IV 1.2.1)

*Every individual shall remain free of undue influence and independent in character and judgement and shall avoid any relationships or circumstances which, to an informed third party, could affect, or could appear to affect, the Individual's judgement. Membership of a sport organization or of a Public Authority is not against the General Standard of Independence.*

### Stricter Independence Standard (By-Law IV 2.1 to 2.3)

*The Individuals to which the Stricter Independence Criteria apply shall hold no duty or responsibility to, and no office or relationship with, a sport institution or government or public corporation (including corporations funded by a State, but which operate autonomously from the State). In particular, the Individuals must not:*

- *hold any senior position (Head of State/ Cabinet Ministers/Ministers/ Secretary of State/ Deputy Minister/ heads of government departments/Executive Director/Senior Officers of Public corporations);*
- *receive personal benefits (salaries, honoraria etc.) (except for pension or other indemnities paid for their past activity for governments or public corporations) from any government or public corporation for the performance of their duties for WADA;*
- *be directed by any government, political party or public corporation on matters related to WADA and WADA's activities;*
- *serve on the Board of Directors or occupy any elected/appointed position in any sport organization which is a Code Signatory or an Umbrella organization overseeing Code Signatories;*
- *hold senior position or position of authority (whether paid or unpaid) in any sport organization which is a Code Signatory or an Umbrella organization overseeing Code Signatories. Membership on athletes' commissions is not against the principle of independence;*
- *receive personal benefits (salaries, honoraria etc.) (except for pension or other indemnities paid for their past activity for international or national sport organizations) from any sport organization which is a Code Signatory or an Umbrella organization overseeing Code Signatories for the performance of their duties for WADA;*
- *be directed by any sport organization which is a Code Signatory or an Umbrella organization overseeing Code Signatories.*

The above standards were based on the following reasons presented by the 2018 Governance WG:

- there is not a one-size-fits-all approach in relation to independence;
- a differentiation is needed in relation to whether the organ has managerial / decision-making powers or whether it fulfills an advisory function only;
- a differentiation is needed in relation to members of organs that are representatives of a stakeholder constituencies and;

<sup>13</sup> WADA Governance Regulations are attached to this consultation as resource document. They have been approved by the WADA Foundation Board on 7 November 2019. Some limited changes may be made to ensure alignment with the final version of the WADA Statutes, once approved by the Swiss Authorities and the Foundation Board.

- a differentiation may be needed depending on the specific task entrusted to an organ (e.g. Compliance Review Committee that – unlike other Standing Committees – must fulfill the highest criterion).

In light of the above, please provide input on the following:

- a) Whether you agree or disagree with any of the above standards and reasons, and why?
- b) Can the representational criterion be combined and reconciled with the notion of independence? If so, please explain how this could be achieved.
- c) Currently, with the exception of WADA President and Vice-President, the independence standard must be met on the date of commencement of the position. Should there be a cooling off period for prospective members of all or certain WADA organs who have previously held positions in the Olympic Movement or Public Authorities? In case you answer in the affirmative, please explain the reasons and provide ideas regarding the length of the cooling off period.
- d) Should you have any further comments on independence, please provide them here.

Please note that there are further questions as to independence in relation to individual organs below.

## **Executive Committee (EC)**

Currently the EC is competent to take all decisions which are not reserved by the WADA Statutes<sup>14</sup> to the Foundation Board (FB). The EC is responsible for the management and running of WADA. The EC has 14 members and its current composition is as follows<sup>15</sup>:

- President and Vice-President (2), who are independent
- Ordinary Members (10), a majority of whom are appointed from amongst the Foundation Board Members, with an equal number of representatives from the Olympic Movement and Public Authorities. Members are appointed by their respective constituency groups.
- Independent members (2), one Member proposed by the Olympic Movement and one Member by the Public Authorities.

According to the current By-Laws, the Ordinary Members need to fulfill the General Standard of independence at the time of taking office (see supra section 2). The President, the Vice-President and the two Independent Members must fulfill the Stricter Standard of independence (in addition to the General Standard, see supra section 2). Furthermore, the President and the Vice-President must fulfill the above requirements no later than six months prior the beginning of their office. The Independent Members shall meet the above standards as from the time of their application.

a) Questions related to the criteria of independence:

- (i) Should the Strict Standard of independence applicable to the President, Vice-President and/or the Independent Members, be further strengthened (if yes – in what respect and why)?
- (ii) Is more flexibility needed in applying the Strict Standard of independence to the President, Vice-President and/or the Independent Members (if yes - in what respect and why)?
- (iii) Should the General standard of Independence applicable to Ordinary Members be strengthened (if yes - in what respect and why)?

b) Questions relating to composition and appointment:

- (i) Is there a need to increase the number of Independent Members in the EC? If yes, why?
- (ii) If (i) is answered in the affirmative, who should propose such Independent Members?
- (iii) Should the representative element in the EC be strengthened? If yes, should this apply to constituencies already represented in the EC and/or additional constituencies? If a representative from a new constituency is to be added, please explain which one and why?
- (iv) The applicable regulations provide that any member of the EC must disclose any facts of circumstances from which a reasonable third person could deduce that the member of the EC may be influenced in fulfilling his/her duties by factors other than the interests of WADA (cf. Art. IV.1.2.4 of the WADA Governance Regulations). Do you agree with the premise that all EC members must act solely in the best interest of WADA? If the office is held in a personal capacity, to what extent do EC members that act as representatives of their constituencies have reporting obligations vis-à-vis them? If you think that EC members should hold office in a personal capacity, what instruments are there to ensure compliance in practice?

<sup>14</sup> WADA Statutes are attached to this consultation as resource document. The version attached has been approved by the WADA Foundation Board on 7 November 2019 in Katowice. It is to be considered a draft version as some amendments will be made after consultation with the Swiss Authorities.

<sup>15</sup> <https://www.wada-ama.org/en/who-we-are/governance/executive-committee>.

- (v) Should all prospective members be vetted and assessed by the Nominations Committee or only the Independent Members, the President and the Vice-President?
- (vi) Are there any other changes to the composition and appointment of the EC you would like to be considered?

c) Other questions:

- (i) Should the conduct and content of EC meetings be modified and if yes, how?
- (ii) Experience of members is key in fulfilling the functions entrusted to the EC. Frequent changes of members may result in loss of experience. Is there a way to balance the benefits of change of membership with a possible loss of experience? How can the impact of changes of membership within the EC be mitigated with respect to experience loss and quality of the decision-making process?

Would it be helpful:

- to have (mandatory) preparatory courses/introductions for new members offering them a thorough presentation of the organization, its constitution, the role and responsibilities (also under Swiss law) of members and the anti-doping ecosystem?
- to extend it also to the advisors / deputies?

- (iii) Should there be a performance evaluation of the EC as a whole and of the individual members?

If the above is answered in the affirmative:

- What should be the criteria of such evaluation?
- How often should such performance evaluation be undertaken?
- Who should undertake such performance evaluation?
- What consequences should follow from such evaluation (e.g. publishing, submitting to the Foundation Board, etc.)?

- (iv) WADA President and Vice President are elected for a period of three years and may be re-elected for a further three-year period. The maximum number of terms for either position is, thus, 2 x three years (cf. art. V.1. of the WADA Governance Regulations). Do you consider these term limits appropriate and if not, what alternative model would you suggest and why?
- (v) According to the WADA Statutes (Art. 11), EC members (other than the President and the Vice-President) are appointed for a term of three years and may be reappointed for a maximum of two further terms of three years (in total 3 x three years). Do you consider these term limits appropriate and if not, what alternative model would you suggest and why?
- (vi) Should limitations related to age (upper or lower limits) be introduced for EC members?
- (vii) Should any member of the EC be entitled to an annual indemnity? If answered in the affirmative, please specify the position and the amount you deem appropriate.
- (viii) Are there any other changes to the EC you would like to be considered?

d) Should you have any further comments on the EC, please provide them here.

## **Foundation Board (FB)**

Article 7 of the WADA Statutes provides that the FB is an equal partnership between the Olympic Movement and the Public Authorities (see also Article 6 which provides for a maximum of 18 members each). The WADA Statutes also provide that at least four athletes (as part of the Olympic Movement quota) shall sit on the FB. The current functions of the FB are in particular:

- Regulatory: propose amendments of the WADA Statutes and the WADA Governance Regulations;
  - Supervision: supervise the Committees or persons entrusted with the running and representation of the Foundation;
  - Appointing authority: for the Executive Committee, the Independent Ethics Committee and the auditing body of the Foundation;
  - Budgetary responsibility: approve the annual budget and ensure that profit and loss account and balance sheet are established in conformity with the applicable provisions;
  - Fundamental operations: such as adopt and amend the World Anti-Doping Code and acquisition & transfer of all real estate.
- a) Please provide your views on the composition and the manner of appointment of the members of the FB. If you consider there should be changes to it, please specify why and what those changes might be.
- b) Please provide your views on the responsibilities of the FB. If you consider there should be changes to them, please specify why and what those changes might be.
- c) Is there a sufficiently clear separation of powers between the FB and the EC (please see Art. 10, 13 of the WADA Statutes and Art. I.3.1 of the WADA Governance Regulations)? If not, what changes should be made to the composition, roles, responsibilities/tasks and powers of the EC and the FB to achieve this?
- d) Should the conduct and content of FB Meetings be modified and if so, how?
- e) Are there any other changes to the FB you would like to be considered (the nature and number of seats; the correlation between financial contribution and voting or representation rights; or the process for appointment of members)? If so why, and how?
- f) Should you have any further comments on the FB, please provide them here.

**Standing Committees (with the exception of the Compliance Review Committee and the Athlete Committee)**

- a) The primary function of Standing Committees is “field work”, i.e. to provide expertise on certain topics to the EC / FB. At the moment, putting aside the Compliance Review Committee and the Athlete Committee, there are three Standing Committees (Education; Finance; Health, Medical and Research). In order to provide independent expertise, the rules provide for all Standing Committees – inter alia – that the Chairs of the Standing Committees cannot be at the same time WADA Executive Committee members. Please provide input on the following:
- (i) Whether you consider this provision satisfactory;
  - (ii) Whether this incompatibility should be extended to all members of the Standing Committees;
  - (iii) Unlike the other Standing Committee, the Finance Committee exclusively deals with internal matters in preparation for the decisions of the EC and FB on planning and implementation of WADA’s budget (which is currently funded by the financial shareholders Public Authorities and Olympic Movement). In view of this specificity, should special rules apply to the Finance Committee?
- b) Members of the Standing Committee are selected first and foremost on the basis of their expertise. But due consideration should also be given to diversity factors and gender balance as well as regional representation. All memberships need to be approved by the EC. Please provide input on if and to what extent you agree with these requirements. If not, please provide alternative suggestions.
- c) The By-Laws on Standing Committees provide that “*all Standing Committees, other than the Compliance Review Committee and the Athletes Committee, must include at least 1 representative of the athletes and at least 1 representative of the National Anti-Doping Organizations (NADOs) provided their nominees meet the requirements for the position and have the necessary skills and expertise.*” (cf. WADA Governance Regulations article VI.2). Please provide your assessment of this provision.
- d) Chairs of the Standing Committees are currently required to fulfill the following General Standard of independence standard (which is examined by the Nominations Committee):  
*Every Individual shall remain free of undue influence and independent in character and judgment and shall avoid any relationships or circumstances which, to an informed third party, could affect, or could appear to affect, the Individual’s judgment. Membership of a sport organization or of a Public Authority is not against the General Standard of Independence.*

Please provide input on:

- (i) Whether this independence standard should be strengthened and in what respect (in relation to all committees or only certain committees);
- (ii) Whether this independence standard should be extended also to ordinary members of standing committees;
- (iii) Whether a Chair should need a letter of endorsement / reference from two Foundation Board members, one representing the Olympic Movement and one representing the Public Authorities (which is the current situation), or by a recognized WADA stakeholder group, or other, when applying for this position;

- (iv) Whether an ordinary member of a standing committee should need a letter of endorsement / reference from a Foundation Board member (which is the current situation), or by a recognized WADA stakeholder group, or other, when applying for this position;
  - (v) Whether the above independence standard is appropriate? Is "membership of a sport organization or of a Public Authority" incompatible with the requirement of independence?
- e) Should you have any further comments on the Standing Committees, please provide them here.

**Compliance Review Committee (CRC)**

The CRC was established by WADA in 2015, initially as an Expert Group. In November 2016, the CRC was made a WADA Standing Committee by WADA's Foundation Board. The CRC is an independent, non-political body tasked with monitoring Anti-Doping Organizations' compliance with the World Anti-Doping Code (Code). It provides advice, guidance and recommendations to WADA's EC on compliance matters. The CRC is currently composed as follows:

- One Independent Chair;
  - Two independent Experts;
  - Two members nominated by the founding members (i.e. one by the Olympic Movement and one by the Public Authorities);
  - One athlete representative.
- a) Please provide here any comment you may have on the CRC (composition, responsibilities, any other remark).



## **Athlete Committee (AC) and athletes' representation**

Currently Athletes are represented within WADA as follows:

- One athlete (nominated by and part of the Olympic movement quota) sits on the Executive Committee.
- At least four athletes (nominated by and part of the Olympic movement) sit on the Foundation Board.
- As for the Standing Committees:
  - o The Athlete Committee is composed of members with relevant background and experience (athletes – current/retired; coaches/athlete entourages, etc.);
  - o The Education Committee, Finance & Administration Committee and the Health, Medical & Research Committee must include at least one representative of athletes and at least one representative of National Anti-Doping Organizations.
  - o The Compliance Review Committee includes one athlete representative.

The 2018 Governance WG expressed:

- That athletes be considered an important and separate stakeholder;
  - That the voice of the Athletes within WADA should only be strengthened, if the Athlete Committee has adopted a mechanism that achieves sufficient representation;
  - And that once achieved, an open discussion should take place to determine if and how the athletes voice should be strengthened.
- a) What essential criteria should be applied to be an athlete representative within WADA (e.g. must be selected/elected by current athletes; legitimacy must be through direct election by athletes; legitimacy through indirect election by athletes; level of participation; anti-doping expertise; falling under the jurisdiction of the World Anti-Doping Code; not representing other stakeholders, etc.)? Should an athlete be eligible to represent the athletes' constituency after finishing his/her sporting career? Should there be a time limit?
- b) Which relevant athlete community should be represented within WADA (international-level athletes, all athletes registered in ADAMS, all athletes bound by the World Anti-Doping Code, etc.)?
- c) How should the athlete representatives be chosen in order to represent the constituency defined under (b)?
- (i) Because they hold office in a different athlete committee / commission / council etc. (with sufficient democratic legitimacy) within relevant sports organizations:
    - What is a relevant sports organization (IOC, IPC, etc.)?
    - When does the athlete committee have sufficient democratic legitimacy?
    - Any other criteria that the athlete committee must fulfill (e.g. decision making-/consultative authority in the relevant sports organization)?
  - (ii) Through election by delegates that have themselves sufficient democratic legitimacy:
    - Who would be appropriate delegates eligible to vote?
      - o Could they be members of athlete groups of anti-doping organizations?
      - o Could they be members of athlete groups of various sports organizations?
      - o What would be the relevant anti-doping or sports organizations (national / international)?
      - o What criteria would these athlete groups need to fulfill in order for its members to be entitled to vote?
  - (iii) Through direct election by the members of the relevant constituency defined in 7.b.?

- How could this be managed?
  - How could it be ensured that only eligible athletes (cf. supra b) would vote?
  - How could adequate balance be ensured between countries with a large athlete community and countries with a small one?
- (iv) Through nomination/appointment by a special appointing authority?
- Who would be a competent nomination/appointing authority (Nominations Committee, WADA EC, etc.)?
  - What would be relevant criteria for the nomination authority to apply?
- (v) Any other method that you deem appropriate (e.g. also a mix and match of some / all of the above?) Please provide reasons. Please also comment on practicability, efficiency and budgetary restraints.
- (vi) What system could best ensure also gender equality as well as diversity, cultural balance, different sporting backgrounds, etc.? Should there be minimum diversity and gender requirements across the membership of the AC (e.g. geographical, male/female, athlete groups, none, etc.) and how should this be ensured?
- d) Please provide input on the following with respect to the AC:
- (i) Should members of the AC be athlete representatives only?
- (ii) What size should the AC have?
- (iii) What would be the appropriate term for an AC member?
- (iv) Do athlete representatives sitting on the AC have a conflict of interests if they also hold decision-making seats for Public Authorities and/or the Olympic Movement? Please explain.
- (v) What skills are necessary for the AC to have within its membership?
- (vi) Should the WADA AC appoint the athlete representatives on the other Standing Committees? If not, how should they be chosen? Would the athlete representative (appointed or chosen) need to be a member of the WADA AC?
- e) What standards of independence should apply to the members of the AC?

The AC Chair:

The selection process for the Chair of the Athlete Committee is currently the following:  
*A public call for candidates for Chair of the Athlete Committee will be issued at least 6 months before the Executive Committee meeting at which the vacancy will be filled.*

*A candidate for Chair of the Athlete Committee applies by sending to the Director General a detailed C.V. or biography and letter(s) of endorsement from at least 2 members of the Foundation Board (one from the Public Authorities and one from the Olympic Movement).*

*If there are 5 or less applications for the position, the Nominations Committee will vet these applicants before forwarding the names and dossiers of all candidates to the Athlete Committee for selection, ranking and recommendations to the Executive Committee. If there are more than 5 applications for the position, the Athlete Committee will review the dossiers of all applicants and provide a list of 5 preferred applicants and forward their names and dossiers to the*

*Nominations Committee for vetting, after which vetted candidates who have been deemed eligible will be returned to the Athlete Committee for selection, ranking and recommendations to the Executive Committee.*

*In circumstances where the Executive Committee rejects all candidates proposed by the Athlete Committee and successfully vetted by the Nominations Committee, the Executive Committee shall decide on the appointment without further recommendations from the Athlete Committee.*

- f) Do you consider this process appropriate and if not, what modifications do you suggest and why (other alternatives include endorsement from athlete groups rather than Public Authority and Olympic Movement members on the Foundation Board, or that the AC vote becomes decisive)?
- g) How should athletes be represented within the EC? Please explain.
- h) How should athletes be represented within the FB? Please explain.
- i) Should athletes be represented somewhere else in WADA (e.g. Working Groups, Expert Advisory Groups) and, if so, how?
- j) Should you have any further comments on the AC and athletes' representation, please provide them here.

### **Role of National Anti-Doping Organizations (NADOs)**

WADA has established since 2015 a NADO Expert Advisory Group, which is a designated advisory group of the WADA Program Development and NADO/RADO Relations Department. The Group's purpose is to provide expert advice, recommendations and guidance to WADA Management with respect to short term and long-term effectiveness of NADOs, their programs and activities with a regard to promoting adequate doping control strategies and plans.

The current By-Laws provide that in all WADA Standing Committees (but for the CRC and the WADA AC), there must be at a minimum one representative of NADOs.

The 2018 Governance WG expressed: "That there was no consensus that NADOs be members of the WADA Foundation Board. However, it was noted that the NADO representatives' view was that NADOs should be represented at a decision-making level as a key stakeholder; and they requested that this be kept on the agenda for the next governance review."

- a) What should be the role of NADOs within WADA?
- b) Could NADOs contribute to the (better) functioning of organs within WADA (which ones, what level within WADA)? Please explain why and how.
- c) If (b) is answered in the affirmative by what mechanism can representation of this constituency be achieved?
- d) Should you have any further comments on the role of NADOs, please provide them here.

## **Nominations Committee**

The Nominations Committee is a permanent committee (not a Standing Committee, cf. Article 11 of the Statutes). Its composition is currently as follows:

- 1 Chair (independently recruited);
- 1 Member (nominated by the Olympic Movement);
- 1 Member (nominated by the Public Authorities);
- 2 Members (independently recruited).

The Nominations Committee has the authority to a) review and verify (including vetting) the candidates for the election of WADA President and Vice-President, b) advise the EC on the suitability of persons to serve as Chairs of Standing Committees, c) review and verify the skills of persons to be appointed as Independent Members of the EC and CRC and d) ensure that all those seeking election or appointment as Independent Members of the EC, as members of the Nominations Committee and as Chairs of the Standing Committees, as well as the Director General of WADA are vetted.

Please provide input on:

- a) Whether recommendations by the Nominations Committee should make explicit as to why a specific candidate was preferred and why other candidates were not;
- b) Whether the EC must provide reasons in case it does not follow the recommendations of the Nominations Committee? Should the EC be approving recommendations from the Nominations Committee, or should the Nominations Committee decide itself?
- c) To what extent these decisions should be made transparent to the wider stakeholders of WADA (taking into account individuals' privacy rights)?
- d) With respect to the candidates for WADA President / Vice-President, should the Nominations Committee be responsible not only for reviewing and vetting them, but also for recruiting them?
- e) Who should be allowed to also submit candidates' suggestions to the Nominations Committee?
- f) Should you have any further comments on the Nominations Committee, please provide them here.

**Stakeholders' engagement**

WADA currently engages stakeholders through various means (representation in Standing Committees, regular communication, open consultations, organization of events, etc.).

Please provide input on:

- a) Whether the existing engagement tools are appropriate and/or should be strengthened?
- b) Whether additional meetings should be organized such as:
  - regular / annual meeting between the EC / FB and the WADA AC / Athletes Community?
  - regular / annual meeting between the EC / FB and NADOs?
- c) Whether any other form of engagement of WADA's stakeholders should be developed? If so, with whom and what type of engagement?
- d) Should you have any further comments on stakeholders' engagement, please provide them here.

**Ongoing Governance Review**

The 2018 Governance WG proposed that regular reviews of WADA's governance should be undertaken and proposed that reviews be undertaken in cycles.

Please provide input on:

- a) Whether you consider that the best option is reviewing WADA's governance in cycles or through an on-going, continuous method via an established entity (and in that case, what entity)?
- b) If the former is answered in cycles, what would constitute appropriate cycles?
- c) What stakeholders should be consulted on, how and how often in a single review process?
- d) How WADA's governance review should be steered (by an ad hoc group, a permanent group, a Standing Committee within WADA, WADA's EC or FB)?
- e) Should you have any further comments on the governance review, please provide them here.

**Any other relevant issues**

Are there any other aspects about the governance or decision-making processes in WADA on which you wish to comment or share views?



**Annex C - Stakeholders' submissions to the consultation**

# WADA's Governance Review Working Group Stakeholder Consultation - Consultation on WADA's Governance

**Showing: All (2286 Comments)**

## 1. Diversity and gender equality (15)

**Global Athlete with Athletics Association and NOC Athlete Commission of Denmark, Netherlands and Norway**  
Rob Koehler, Director General (Canada)  
Sport - Athlete Representative (State the name of the athlete body in Organization name)

SUBMITTED

### WADA Reforms Consultation

#### COMMENTS TO WADA'S GOVERNANCE REVIEW BY:

**The Athletics Association, Denmark NOC Athlete Commission,**

**Netherlands NOC Athlete Commission, Norway NOC Athlete Commission and Global Athlete**

#### Introduction

It is recognized the amount of work WADA's Governance Review Working Group has put in to developing the Stakeholder Consultation Survey. However, the selection of questions and the ability to pick and choose responses that may serve a certain narrative/bias may not result in robust and meaningful change for a stronger more independent WADA that has the public and the athlete's trust. As a result, instead of answering individual questions the below represents a conceptual framework for WADA to achieve independence.

The objective is to challenge the status quo and avoid superficial and ineffective changes.

WADA must engage independent external experts to develop robust diversity and gender equality policies with key performance indicators. These policies must be inclusive of the governing bodies and WADA management.

### USOPC Athlete Advisory Council

Meryl Fishler, Coordinator (United States)  
Sport - Athlete Representative (State the name of the athlete body in Organization name)

SUBMITTED

### United States Olympic & Paralympic Athletes' Advisory Council (AAC) Submission

March 26, 2021

#### 2021 WADA GOVERNANCE REVIEW WORKING GROUP – STAKEHOLDER CONSULTATION

#### Introductory Content

The AAC appreciates the opportunity to offer thoughts and suggestions on WADA governance and opportunities for further reform.

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It is recognized the amount of work WADA's Governance Review Working Group has put into developing the Stakeholder Consultation Survey. However, the selection of questions and the ability to pick and choose responses that may serve a certain narrative/bias may not result in robust and meaningful change for a stronger more independent WADA that has the public and the athlete's trust. As a result, instead of answering individual questions the below represents a conceptual framework for WADA to achieve independence.

The key themes to our response are:

### 1. Independence

### 2. Transparency

### 3. Greater Athlete Representation

The AAC would very much like to be of any help to the Working Group that we can. We hope that WADA and the Working Group consider us available at any time and via any means in this regard.

#### 1. Diversity and gender equality

The AAC strongly recommends that WADA consult with independent third-party experts in the Diversity, Equity, and Inclusion (DE&I) space. Experts in this area can make recommendations to WADA. The recommendations should also be applied to all organs and levels alike. The lack of para representation in WADA is a strong concern for the AAC.

#### International Cricket Council

Vanessa Hobkirk, Anti-Doping Manager (United Arab Emirates)  
Sport - IF – IOC-Recognized

SUBMITTED

No comment.

#### Cerebral Palsy International Sport and Recreation Association

Halim Jebali, CPISRA Medical Committee Chair (Tunisia)  
Sport - IF – Other

SUBMITTED

Of course a gender equality is the a good option but we can not consider it a absolutely necessary condition specially in the higher position in the pyramide of WADA management

#### ITF - International Tennis Federation

Stuart Miller, Executive Director, Science & Technical (United Kingdom)  
Sport - IF – Summer Olympic

SUBMITTED

#### International Olympic Committee

Hannah Emily Marie Grossenbacher, Project Manager (Switzerland)  
Sport - IOC

SUBMITTED

**All are valid – cultural diversity is also important for a global organisation such as WADA**

#### Sport Integrity Australia

Luke Janeczko, Assistant Director - Anti-Doping Policy (Australia)  
Public Authorities - Government

SUBMITTED

Australia places great emphasis on the value of diversity in the workforce and notes the benefits and rewards this brings to organisations both culturally and in terms of output. Diversity in leadership positions (such as these being discussed by the Working Group on the Review of WADA Governance) is of equal or perhaps even greater value given the role these individuals or groups will have in shaping the future of WADA and anti-doping more generally. Maintaining diverse representation provides different perspectives and

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experience to facilitate more considered decision-making. It is important this diversity is not just words on paper, but a culture that exists within WADA (and its stakeholders) that truly values this diversity.

While great value is placed on diversity in Australia, we acknowledge that neither we, nor any country, has the perfect answer. We have not yet as a country achieved the level of diversity and equality that we set for ourselves. For this reason, we agree a comprehensive policy regarding diversity and gender equality is crucial for guiding the future of WADA. In doing so, we note WADA already strives for, and in general achieves, diversity amongst its committees and leaders. Improving this approach to diversity will only lead to further improved outcomes.

Much of Australia's positions/answers in this section take their lead from current government positions or guiding documents such as the Australian Public Service Gender Equality Strategy or the Sport Australia Governance Principles.

### Office of National Drug Control Policy

SUBMITTED

Richard Baum, United States Coordinator, Doping in Sport (United States of America)  
Public Authorities - Government

Diversity, equity, and inclusion (DEI) are essential to all institutions. This is certainly true for all of global sport and the anti-doping movement. There are many robust models for process and outcomes on effective DEI policies/practices. WADA should consult true experts in the field and, at a minimum, model and benchmark the development of its policies/practices according to the norms for other international organizations. It is very positive that WADA is taking on this important DEI work and the United States is pleased to be supportive of the effort.

### Organizacion Nacional Antidopaje de Uruguay

SUBMITTED

José Veloso Fernandez, Jefe de control Dopaje (Uruguay)  
NADO - NADO

With regard to diversity and gender proportionality, I understand experience in the field of all issues related to anti-doping should prevail. The expertise (quality of a person where experience and expertise in a field combine) should prevail and should weigh together with experience the discussion of integrating either CE or FB. Diversity quotas should take care of geographic proportionality and not as it currently exists. Whoever has expertise in a subject has the knowledge derived from a practice extended over time and with the ability to develop certain actions.

### Bahrain Olympic committee

SUBMITTED

Zainab Anwar, Antidoping specialist (Kingdom of Bahrain)  
NADO - NADO

1a) There should be no relation to nationality, ethnicity, race, background ... etc. 1b) application should depend on the organs in question because endurance is different according to organs and levels. 1c) through Transparency and obliging the competent appointing organ to apply the criteria. 1d) yes, it depends on the experience, performance and talents of the individual position. 1e) skills should come on top of all different criteria ranked. 1f) plane and criteria mentioned above should be taken into consideration. 1g) no.

### Comitato Permanente Antidoping (NADO)

SUBMITTED

Claudio Muccioli, President (San Marino)  
NADO - NADO

No Comment

### Doping Authority Netherlands

SUBMITTED

Olivier de Hon, Chief Operating Officer (Netherlands)

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## NADO - NADO

(since WADA Connect never seems to give an opportunity to provide general comments, I will place them here. I would like to ask you to provide us with a 'general comment' section next time)

*General comments*

We welcome the fact that this very important matter is circulated amongst all stakeholders, as it pertains to one of the core issues of anti-doping. Over the past five years progress has been made in this area, but more progress is very much needed. In addition, it is likely to be a topic that is never 'ready' and as such should be revisited frequently.

In the introduction of the 'Stakeholder Consultation' document it is specifically mentioned that all responses will be examined "if and to what extent the governance structure of WADA may be improved within its fundamental founding construction and the limitations of Swiss foundation law". The first limitation is likely to be more strict than the second, and we would like to emphasise that although our recommendations below respect that request as much as we could, we feel that a true reform process should not be limited in its review but open to reform in all matters that ultimately would serve the mission of protecting clean athlete's rights and the integrity of sport the best way possible.

Likewise, it is disappointing that the Governance Review Working Group has not allowed the development of the Ethics Code and Committee to be part of this governance reform process and that there are no questions presented on this important topic. This is a closely linked topic and it now seems to be progressing, albeit slowly, on a different track outside of this formal governance review where only the governments and sport authorities have an opportunity to review the documents concerning it and provide feedback. We encourage a similar consultation round for these much needed ethics reforms, like the current questionnaire on governance.

The questionnaire itself is lengthy and contains a large variety of very specific questions. This likely means that you will receive a large variety of responses. We have discussed the various items with several stakeholders (NADO colleagues and others) and tried to find common opinions in addition to our own beliefs on this topic. We have specifically tried to keep our responses short. Please consider our recommendations below, as it is our firm belief that these will further strengthen the global anti-doping efforts in general and in particular WADA's governance.

*(The "Overview of WADA Structure" is not a section where comments are accepted, it seems. yet, we would like to share the following:)*

## Overview of WADA Structure

We welcome the fact that all Expert Advisory Groups and Working Groups are now transparently shown on WADA's website, where it is also stated that more details will follow shortly. This should indeed be done.

**Hellenic Council for Combating doping**

CHARIS LIAPI, Member Ex Com (GREECE)

NADO - NADO

SUBMITTED

**Anglesea Sports Medicine**

Chris Milne, Sports Physician (New Zealand)

Other - Other (ex. Media, University, etc.)

SUBMITTED

See below

**iNADO**

Jorge Leyva, CEO (Germany)

Other - Other (ex. Media, University, etc.)

SUBMITTED

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**1a) (34)****ITF - International Tennis Federation**

SUBMITTED

Stuart Miller, Executive Director, Science & Technical (United Kingdom)  
Sport - IF – Summer Olympic

What criteria should be applied under the term “diversity” (e.g. geographical locality, nationality, ethnicity, race, background, age, etc.)? Include:  
- Geography- Gender- (Dis)ability

**FINA**

SUBMITTED

Marcela Saxlund, Interim Executive Director (Switzerland)  
Sport - IF – Summer Olympic

Gender balance; nationality spread and continental balance

**Cabo Verde National Olympic Committee**

SUBMITTED

Filomena Fortes, President (Cape Verde)  
Sport - National Olympic Committee

background

**GAISF**

SUBMITTED

Davide Delfini, Membership Manager (Switzerland)  
Sport - Other

**Support for all the criteria mentioned.**

**New Zealand Government**

SUBMITTED

Alice Hume, . (.)  
Public Authorities - Government

The New Zealand Government proposes that the following diversity criteria be used by WADA:

- **skills, expertise and experience:** This is an important criterion, however, it should not be prioritised over any other.
- **gender:** There is no reason why equal representation cannot be achieved for men and women across all WADA organs. Representation by other gender identities should also be actively sought.
- **age:** Generational diversity is a desired outcome across all Standing Committees and for the Executive Committee and Foundation Board.
- **geography:** This is an important consideration for Standing Committees and Working Groups in particular. Public Authority Members of the Executive Committee and Foundation Board are appointed or elected by geographic region.
- **ethnicity:** A mix of racial, cultural and religious backgrounds is a desired outcome.

Independent directors bring balance and objective perspectives. The governance reforms adopted by the Foundation Board in 2018 strengthened this aspect.

**Sport Integrity Australia**

SUBMITTED

Luke Janeczko, Assistant Director - Anti-Doping Policy (Australia)  
Public Authorities - Government

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All 'aspects' of diversity should be considered by WADA, however, given the global nature of the organisation, geographical diversity should be the first consideration. It is likely (but not guaranteed) that by ensuring geographical diversity, WADA will in turn be well placed to ensure other forms of diversity (ethnicity, race, nationality etc) are catered for.

**Luxembourg: Minister Dan Kersch, Minister of Sport and member of the WADA Executive Committee, and Alexandre Husting, Advisor and CAHAMA Delegate**

SUBMITTED

Alexandre Husting, \* (Luxembourg)  
Public Authorities - Government

Diversity is mainly about gender balance and maybe geographical coverage/locality

**Ministry of Culture Denmark**

SUBMITTED

Henrik Bramming, Head of section (Denmark)  
Public Authorities - Government

WADA must develop robust models for ensuring proper and true diversity as well in the governing bodies as in the administration itself. WADA should consult true experts in this field.

**AEPSAD - Agencia Española de Protección de la Salud en el Deporte**

SUBMITTED

Carlos Gea, Head of International Relations and Cooperation Area (España)  
NADO - NADO

Geographical locality, nationality and race,

**SA Institute for Drug-Free Sport**

SUBMITTED

khalid galant, CEO (South Africa)  
NADO - NADO

WADA is a global agency. With respect to diversity geographical representation (continental/countries) should be the primary criteria. Any professional agency will always ensure a good spread of gender/age/nationality in its decision making units.

**NADO MKD**

SUBMITTED

Eli Handjiska, Sport Medicine Doctor (North Macedonia)  
NADO - NADO

Nationality, age, and background.

**ONADE**

SUBMITTED

Janet Emen, Executive Secretary (Ecuador)  
NADO - NADO

"diversity" should include and apply to any geographical locality, nationality, ethnicity, race, background, religious beliefs, sexual orientation, gender identity, gender expression, physical differences and political views. Always emphasizing inclusion and prohibiting discrimination and exclusion because of diversity

**ABCD**

SUBMITTED

Anthony Moreira, Executive Director (Brazil)  
NADO - NADO

We think the criteria listed in the question are in principle valid. However, locality, nationality and ethnicity could be difficult to apply in practical terms: there are so many different countries and ethnic groups that it would be very difficult, nearly impossible, to consider these adequately for a very limited number of governance positions. The same applies to race, again the breadth of races in the world can be immense considering that the common understanding of what constitutes a race is difficult. Other criteria that could

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be considered are:

- Cultural / Language – this may be crucial to how people perceive issues and the type of solutions which are, in their eyes, appropriate to a given set of circumstances.
- Type of stakeholder – IF, NADO, RADO, Athlete, etc. In our view, the current structure prevents adequate diversity. Athletes remain insufficiently represented (despite recent decisions) and NADOs have no voice either. Anti-Doping work is a tiny proportion of the work of Governments, it is a small proportion for International Federations and even for athletes it is a consideration which does not occupy all of their time. For NADOs it is their sole focus and consequently it stands to reason that they are the most expert. Nevertheless, they have no direct ability to impact fundamental WADA policy. This must be addressed both as a matter of logic.
- Size – where there are representational criteria the size and scale of the organization being represented could be an important factor in assessing problems and solutions. Having said this, we have the impression WADA has proactively considered this factor when engaging with stakeholders.
- Athlete representation – this should reflect the breadth of the athlete community including, notably, athletes with disabilities.

### Russian Anti-Doping Agency "RUSADA"

SUBMITTED

RUSADA RUSADA, Administration (Russia)  
NADO - NADO

Background, age, language, type of stakeholder and athlete representation.

### UK Anti-Doping

SUBMITTED

Jamie Piggins, International and Stakeholder Relations Officer (UK)  
NADO - NADO

- Diversity, equity, inclusion (DEI) is essential as it should be with all of global sport and the anti-doping movement. Specifically, all of the above mentioned should be incorporated as well as adding special recognition for Athletes including Paralympic Athletes.
- WADA should seek diversity but should appoint the most suitable people to governance roles rather than operate quotas.
- There are many robust models for process and outcomes on perfecting DEI policies/practices. WADA should consult true experts in the field and, at a minimum, model and benchmark the development of its policies/practices according to the norms for other international organizations.
- A credible and recognizable source will be important for the WADA DEI policies/practices as a model for all ADOs.

### Sport Ireland

SUBMITTED

Siobhan Leonard, Director of Anti-Doping & Ethics (Ireland)  
NADO - NADO

Diversity, equity, inclusion (DEI) is essential as it should be with all of global sport and the anti-doping movement. Specifically, all of the above mentioned should be incorporated as well as adding special recognition for Athletes including Paralympic Athletes.

There are many robust models for process and outcomes on perfecting DEI policies/practices. WADA should consult true experts in the field and, at a minimum, model and benchmark the development of its policies/practices according to the norms for other international organizations. See, for example, from the International Labour Organization: [https://www.ilo.org/wcmsp5/groups/public/---ed\\_dialogue/---act\\_emp/documents/publication/wcms\\_578768.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_dialogue/---act_emp/documents/publication/wcms_578768.pdf).

A credible and recognizable source will be important for the WADA DEI policies/practices as a model for all ADOs.

### UK Anti-Doping Athlete Commission

SUBMITTED

Tony Josiah, Head of International and Stakeholder Relations (United Kingdom)  
NADO - NADO



All of the above criteria plus different sporting backgrounds and gender. This includes diversity of experience, those who have access to resources and those who struggle to get these, plus diversity of thought – members who approach problems differently. I believe including disability would support some of WADA's thinking

### Anti-Doping Singapore

Patrick Goh, Chairman (Singapore)  
NADO - NADO

SUBMITTED

All the criteria mentioned are relevant. The core consideration is that there should not be over-representation by any one demographic, even if it is not possible to include all groups.

In terms of priority, we would consider gender diversity and geographical diversity to be of greatest general importance.

Diversity of stakeholder constituency (eg. Athlete, NADO, Sport, Government) should also be included as an important criteria in all anti-doping governance matters. other than those of a narrow specialised nature not directly impacting these groups.

### Antidoping Switzerland

Ernst König, CEO (Switzerland)  
NADO - NADO

SUBMITTED

- Diversity, equity, inclusion (DEI) is essential as it should be with all of global sport and the anti-doping movement. Specifically, all of the above mentioned should be incorporated as well as adding special recognition for Athletes including Paralympic Athletes.
- There are many robust models for process and outcomes on perfecting DEI policies/practices. WADA should consult true experts in the field and, at a minimum, model and benchmark the development of its policies/practices according to the norms for other international organizations. See, for example, the guidelines for company good practice, from the International Labour Organization ILO.

### U.S. Anti-Doping Agency

Francoise Farrell, Executive Assistant to CEO (United States)  
NADO - NADO

SUBMITTED

· Diversity, equity, inclusion (DEI) is essential as it should be with all of global sport and the anti-doping movement. Specifically, all of the above mentioned should be incorporated as well as adding special recognition for Athletes including Paralympic Athletes.

· There are many robust models for process and outcomes on perfecting DEI policies/practices. WADA should consult true experts in the field and, at a minimum, model and benchmark the development of its policies/practices according to the norms for other international organizations.

· A credible and recognizable source will be important for the WADA DEI policies/practices as a model for all ADOs.

### Azerbaijan National Anti-Doping Agency (AMADA)

Shafag Huseynli, CEO (Azerbaijan)  
NADO - NADO

SUBMITTED

Considering limiting number of members in various groups/committees, it would be impossible to apply all diversity criteria. Therefore, it might be limited to only geographical consideration.

SUBMITTED

**Anti Doping Denmark**

Michael Ask, CEO (Denmark)  
NADO - NADO

WADA must develop robust models for ensuring proper and true diversity as well in the governing bodies as in the administration itself. WADA should consult true experts in this field.

**Japan Anti-Doping Agency**

Akira Kataoka, General Manager, Results Management and Intelligence (Japan)  
NADO - NADO

SUBMITTED

Diversity, equity, inclusion (DEI) is essential as it should be with all of global sport and the anti-doping movement. Specifically, all of the above mentioned should be incorporated as well as adding special recognition for Athletes including Paralympic Athletes. Geographical balance should also be considered.

**Drug Free Sport New Zealand**

Nick Paterson, Chief Executive (New Zealand)  
NADO - NADO

SUBMITTED

Diversity criteria should reflect the customers of WADA i.e. the athletes and also its stakeholders. They need to have trust and confidence that the world anti-doping programme is fit for purpose and fit for them, and therefore need to have confidence they are represented in some way or another through the system.

Diversity should include gender, geographical locality, nationality, ethnicity, race, and within those diverse groups the required skill-sets or experience must be found.

**Finnish Center for Integrity in Sports (FINCIS)**

Petteri Lindblom, Legal Director (Finland)  
NADO - NADO

SUBMITTED

Diversity, equity, inclusion (DEI) is essential as it should be with all of global sport and the anti-doping movement. Specifically, all of the above mentioned should be incorporated as well as adding special recognition for Athletes including Paralympic Athletes.

There are many robust models for process and outcomes on perfecting DEI policies/practices. WADA should consult true experts in the field and, at a minimum, model and benchmark the development of its policies/practices according to the norms for other international organizations.

**Doping Authority Netherlands**

Olivier de Hon, Chief Operating Officer (Netherlands)  
NADO - NADO

SUBMITTED

1a. "Diversity" should indeed be interpreted diversely, e.g. geographical locality, nationality, ethnicity, race, background, age, etc. All discussions and decisions will be improved when these have a broad 'diversity basis'.

From a practical point of view it is obvious that not all nations can be included – in this regard 'culture' is probably a better term.

We would like to specifically add that diversity matters in choosing athletes (including Paralympic athletes) for all the functions that they have.

There are many models for perfecting diversity policies. Given the strong ethical basis of its work, WADA should consult true experts in the field and publish and explain its policy in this regard in detail so it can

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serve as an example for everyone (not just ADOs).

**Hellenic Council for Combating doping**  
CHARIS LIAPI, Member Ex Com (GREECE)  
NADO - NADO

SUBMITTED

Geographical locality and gender equality are 2 important criteria that should be taken into consideration

**National Anti Doping Agency Germany**  
Andrea Gotzmann, CEO (Germany)  
NADO - NADO

SUBMITTED

Diversity, equity, inclusion (DEI) is essential as it should be with all of global sport and the anti-doping movement. All of the above mentioned aspects should be incorporated.

There are many robust models for process and outcomes on perfecting DEI policies/practices. WADA should consult true experts in the field and model and benchmark the development of its policies/practices according to the norms for other international organizations.

A credible and recognizable source will be important for the WADA DEI policies as a model of best practice for all Anti-Doping Organizations.

**Canadian Centre for Ethics in Sport**  
Doug MacQuarrie, Chief Operating Officer (Canada)  
NADO - NADO

SUBMITTED

Inclusion, diversity and equity is critical. Special consideration for Athletes with a disability and athletes who are trans or non-binary. This is a challenge for all organizations and professions in most parts of the world.

**Agence française de lutte contre le dopage**  
Adeline Molina, RAQ (France)  
NADO - NADO

SUBMITTED

AFLD recognizes the need to ensure proper diversity within ADOs and WADA. However, as a French public authority, it will refrain from commenting on criterions that, for some of them, are unlawful in France.

**Anti-Doping Sweden**  
Christine Helle, CEO (Sweden)  
NADO - NADO

SUBMITTED

All of the criteria mentioned by the WG should be applied under the term "diversity". WADA should consult experts in the field of diversity policies and practices to come up with the best possible policy of all its organs. This model of best practice can and will then function as a best practice model for all ADOs.

**Central European Anti-Doping Organization (CEADO)**  
Michael Cepic, Chairman CEADO Board (Austria)  
NADO - RADO

SUBMITTED

- **Geographical locality – to ensure world wide experts**
- **Gender diversity – to ensure gender equality**

- **Age – we suggest that age is an important factor, but it should be evaluated differently in organs and levels**
- **Sports – especially in athlete committee, but also in other organs**

**Anglesea Sports Medicine**

SUBMITTED

Chris Milne, Sports Physician (New Zealand)  
Other - Other (ex. Media, University, etc.)

In general, the more diversity the better, but there will be limitations based on the size of committees and one would not want the size of these to become unwieldy

**iNADO**

SUBMITTED

Jorge Leyva, CEO (Germany)  
Other - Other (ex. Media, University, etc.)

**ALL RESPONSES TO THIS SURVEY ARE MADE ON BEHALF OF THE INSTITUTE OF NATIONAL ANTI-DOPING ORGANISATIONS AND CAN BE PUBLISHED.**

We think the criteria listed in the question are in principle valid. However, locality, nationality and ethnicity could be difficult to apply in practical terms: there are so many different countries and ethnic groups that it would be very difficult, nearly impossible, to consider these adequately for a very limited number of governance positions. The same applies to race, again the breadth of races in the world can be immense considering that the common understanding of what constitutes a race is difficult.

Other criteria that could be considered are:

- Cultural / Language – this may be crucial to how people perceive issues and the type of solutions which are, in their eyes, appropriate to a given set of circumstances.

- Type of stakeholder – IF, NADO, RADO, Athlete, etc. In our view, the current structure prevents adequate diversity. Athletes remain insufficiently represented (despite recent decisions) and NADOs have no voice either. Anti-Doping work is a tiny proportion of the work of Governments, it is a small proportion for International Federations and even for athletes it is a consideration which does not occupy all of their time. For NADOs it is their sole focus and consequently it stands to reason that they are the most expert. Nevertheless, they have no direct ability to impact fundamental WADA policy. This must be addressed both as a matter of logic.

- Size – where there are representational criteria the size and scale of the organization being represented could be an important factor in assessing problems and solutions. Having said this, we have the impression WADA has proactively considered this factor when engaging with stakeholders.

Athlete representation – this should reflect the breadth of the athlete community including, notably, athletes with disabilities

**1b) (37)****ITF - International Tennis Federation**

SUBMITTED

Stuart Miller, Executive Director, Science & Technical (United Kingdom)  
Sport - IF – Summer Olympic

Should the criteria (diversity and gender equality) apply to all organs and levels alike or should the application depend on the organ in question? If so, how?  
Apply across the organisation in general, but also sub-groups (e.g. Foundation Board; Expert Groups).

**FINA**

SUBMITTED

Marcela Saxlund, Interim Executive Director (Switzerland)

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Sport - IF – Summer Olympic

It should depend. Diversity and Gender equality should apply throughout WADA. However, not at the expense of unique anti-doping expertise required for the specialized committees.

**International Olympic Committee**

SUBMITTED

Hannah Emily Marie Grossenbacher, Project Manager (Switzerland)

Sport - IOC

Yes, as much as possible

**Cabo Verde National Olympic Committee**

SUBMITTED

Filomena Fortes, President (Cape Verde)

Sport - National Olympic Committee

apply to all organs and levels

**GAISF**

SUBMITTED

Davide Delfini, Membership Manager (Switzerland)

Sport - Other

Yes.

**Japan Sports Agency**

SUBMITTED

Haruka Yatabe, Officer for Anti-Doping, International Affairs Division (Japan)

Public Authorities - Government

We support the idea to promote diversity and gender equality to organs of WADA in general. At the same time, we need to consider some exceptions from practical point of view. It would be difficult to ensure diversity and gender equality in representative organs such as the Foundation Board (FB) and Executive Committee (ExCo) because representatives from PA (Ministers or high rank officials) are usually democratically elected or appointed in each country and you can't change these representatives in view of diversity/gender aspects.

**New Zealand Government**

SUBMITTED

Alice Hume, . (.)

Public Authorities - Government

The diversity criteria outlined in a). above should apply to all WADA organs.

**Sport Integrity Australia**

SUBMITTED

Luke Janeczko, Assistant Director - Anti-Doping Policy (Australia)

Public Authorities - Government

The criteria should apply to all organs and levels where practical to do so.

**Luxembourg: Minister Dan Kersch, Minister of Sport and member of the WADA Executive Committee, and Alexandre Husting, Advisor and CAHAMA Delegate**

SUBMITTED

Alexandre Husting, \* (Luxembourg)

Public Authorities - Government

Yes, as far as gender diversity is concerned.

**Ministry of Culture Denmark**  
 Henrik Bramming, Head of section (Denmark)  
 Public Authorities - Government

The criteria should apply to all WADA bodies.

**AEPSAD - Agencia Española de Protección de la Salud en el Deporte**  
 Carlos Gea, Head of International Relations and Coopetarion Area (España)  
 NADO - NADO

SUBMITTED

It should be applied to all organs and levels

**SA Institute for Drug-Free Sport**  
 khalid galant, CEO (Souoth Africa)  
 NADO - NADO

SUBMITTED

It should be a sincere commitment to ensure diversity across the board to all organs and levels

**NADO MKD**  
 Eli Handjiska, Sport Medicine Doctor (North Macedonia)  
 NADO - NADO

SUBMITTED

The criteria: diversity and gender equality should apply to all organs and all levels alike.

**ONADE**  
 Janet Emen, Executive Secretary (Ecuador)  
 NADO - NADO

SUBMITTED

The criteria for diversity and gender equality should apply to ALL organs and levels alike

**ABCD**  
 Anthony Moreira, Executive Director (Brazil)  
 NADO - NADO

SUBMITTED

As a generalization diversity and gender considerations should apply but this is most crucial for bodies which are determining broad ranging policies as opposed to technical ones. Where matters are "technical" the best available experts should be chosen but this should not ignore that some cultural considerations may apply. For example there could be regional and cultural distinctions which the List Committee should take into consideration. At this moment, we can't think of a situation in which it is not adequate to promote gender balance.

**Russian Anti-Doping Agency "RUSADA"**  
 RUSADA RUSADA, Administration (Russia)  
 NADO - NADO

SUBMITTED

Should depend on the organ in question.

**UK Anti-Doping**  
 Jamie Piggins, International and Stakeholder Relations Officer (UK)  
 NADO - NADO

SUBMITTED

All organs and levels should be treated alike.

**Sport Ireland**  
 Siobhan Leonard, Director of Anti-Doping & Ethics (Ireland)  
 NADO - NADO

SUBMITTED

Should apply to all WADA bodies.

Where matters are “technical” the best available experts should be chosen but this should not ignore that some cultural considerations may apply.

### UK Anti-Doping Athlete Commission

SUBMITTED

Tony Josiah, Head of International and Stakeholder Relations (United Kingdom)  
NADO - NADO

Ideally criteria should be applied to all organs and levels to ensure diversity and equality all the way through. Clearly there will be some roles where a minimum experience, education or training will be needed – however we believe that there should be a commitment to a diverse interview panel and diverse short list at all levels.

### Anti-Doping Singapore

SUBMITTED

Patrick Goh, Chairman (Singapore)  
NADO - NADO

It should apply to all organs particularly those with broad purviews.

Organs with a narrow and/or specialised purview may be more restrictive due perhaps to a high competency threshold, but should nevertheless be constituted on the basis of no over-representation by any single demographic within the identified criteria for diversity.

### Antidoping Switzerland

SUBMITTED

Ernst König, CEO (Switzerland)  
NADO - NADO

- Should apply to all WADA bodies.

### U.S. Anti-Doping Agency

SUBMITTED

Francoise Farrell, Executive Assistant to CEO (United States)  
NADO - NADO

Should apply to all WADA bodies

### Azerbaijan National Anti-Doping Agency (AMADA)

SUBMITTED

Shafag Huseynli, CEO (Azerbaijan)  
NADO - NADO

Gender equality shall apply to all organs at all levels.

### Anti Doping Danmark

SUBMITTED

Michael Ask, CEO (Denmark)  
NADO - NADO

The criteria should apply to all WADA bodies.

### Japan Anti-Doping Agency

SUBMITTED

Akira Kataoka, General Manager, Results Management and Intelligence (Japan)  
NADO - NADO

Criteria should apply to all WADA bodies.

**Drug Free Sport New Zealand**

Nick Paterson, Chief Executive (New Zealand)  
NADO - NADO

SUBMITTED

Yes. Minimum standards i.e. mandatory thresholds should be applied to all organs which are not representative.

**Palestine Anti-doping committee**

Reem Dasa, Liaison (Palestine)  
NADO - NADO

SUBMITTED

the application should depend on the organ in question, by taking into consideration all surrounding circumstances for each category ( ethnic group , nationality , etc .

**Finnish Center for Integrity in Sports (FINCIS)**

Petteri Lindblom, Legal Director (Finland)  
NADO - NADO

SUBMITTED

Should apply to all WADA bodies.

**Doping Authority Netherlands**

Olivier de Hon, Chief Operating Officer (Netherlands)  
NADO - NADO

SUBMITTED

1b. This policy should apply to all organs, although it is clear that not all backgrounds can be represented in all Advisory Groups and Working Groups at one given time. But overall the representation should be diverse and each and every group should be explained that they represent the entire world. The Foundation Board and Committees should possess diverse backgrounds at any given time.

**Hellenic Council for Combating doping**

CHARIS LIAPI, Member Ex Com (GREECE)  
NADO - NADO

SUBMITTED

Diversity and gender equality should apply to all organs

**National Anti Doping Agency Germany**

Andrea Gotzmann, CEO (Germany)  
NADO - NADO

SUBMITTED

The criteria should apply to all WADA organs and levels.

**Canadian Centre for Ethics in Sport**

Doug MacQuarrie, Chief Operating Officer (Canada)  
NADO - NADO

SUBMITTED

Every WADA body should consider this important area.

**Anti-Doping Norway**

Martin Holmlund Lauesen, Director - International Relations and Medical (Norge)  
NADO - NADO

SUBMITTED



As a general rule, the aim should be to apply the criteria of diversity and gender equality to all organs and levels to the widest possible extent.

### Anti-Doping Sweden

Christine Helle, CEO (Sweden)  
NADO - NADO

SUBMITTED

The criteria should apply to all WADA organs/bodies.

### Central European Anti-Doping Organization (CEADO)

Michael Cepic, Chairman CEADO Board (Austria)  
NADO - RADO

SUBMITTED

- **Gender equality principle shall be implemented to all organs and levels but taking into account a professional background of candidates, while diversity shall be evaluated according to organ and levels of governance.**
- **These criteria shall be implemented at governance structure of Foundation board and Executive Committee without impact of providing financial resources.**
- **Expert Advisory groups – CEADO strongly believes that members of expert advisory group shall be appointed according to their professional experience, not exclusively necessary to implement geographical or gender factor.**
- **Working groups – members of working groups should be appointed from various geographical regions. CEADO strongly supports to include younger members, for example to set ratio of young candidates under 30 years old**

### Anglesea Sports Medicine

Chris Milne, Sports Physician (New Zealand)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

In general, it should apply to all organs and levels alike

### iNADO

Jorge Leyva, CEO (Germany)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

As a generalization diversity and gender considerations should apply but this is most crucial for bodies which are determining broad ranging policies as opposed to technical ones. Where matters are “technical” the best available experts should be chosen but this should not ignore that some cultural considerations may apply. For example there could be regional and cultural distinctions which the List Committee should take into consideration.

At this moment, we can't think of a situation in which it is not adequate to promote gender balance.

## 1c) (34)

### ITF - International Tennis Federation

Stuart Miller, Executive Director, Science & Technical (United Kingdom)  
Sport - IF – Summer Olympic

SUBMITTED

How should the criteria (diversity and gender equality) be implemented and measured? - Through mandatory thresholds (e.g. minimum percentages); - Through transparency of the decision of the competent organ appointing members (e.g. comply with the directions or explain why the competent organ has deviated from the criteria); - By obliging the competent appointing organ to apply the criteria

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and/or take them into account; - Any other means?  
On merit (i.e. select the best people, but use the target value as an aid to selection). Support projects to encourage diversity where needed (e.g. in NADOs).

**FINA**

SUBMITTED

Marcela Saxlund, Interim Executive Director (Switzerland)  
Sport - IF – Summer Olympic

This is probably the best approach, otherwise proper diversity will not be achieved.

**International Olympic Committee**

SUBMITTED

Hannah Emily Marie Grossenbacher, Project Manager (Switzerland)  
Sport - IOC

**- For the FB and ExCo, competent entities should be encouraged to consider competency, gender and geographical/cultural balance when appointing candidates;**

**- For the appointments to WADA Standing/Permanent Committees and Working Group WADA should seek balance between competency, gender and geographical/cultural balance.**

**- Gender equity and inclusion policy should also apply to the Management (encourage women in leadership position; use tools such as Logib (<https://www.ebg.admin.ch/ebg/en/home/services/logib.html>) to prevent salary gaps)**

**Cabo Verde National Olympic Committee**

SUBMITTED

Filomena Fortes, President (Cape Verde)  
Sport - National Olympic Committee

By obliging the competent appointing organ to apply the criteria and/or take them into account

**GAISF**

SUBMITTED

Davide Delfini, Membership Manager (Switzerland)  
Sport - Other

**Diversity and gender equality should be promoted at every level. The relevant entities should be encouraged to take into account those aspects when appointing and/or selecting candidates.**

**New Zealand Government**

SUBMITTED

Alice Hume, . (.)  
Public Authorities - Government

Achieving diversity across all WADA organs should be a priority, with Key Performance Measures agreed by the Executive Committee.

Gender equality is expected, alongside a mix of skills, expertise and experience, generations, ethnicities and geography.

Each organ should be required to apply the diversity criteria. They should submit a formal report to the Executive Committee with a detailed summary of the appointment process followed and reasons why diversity outcomes were not achieved.

**Sport Integrity Australia**

SUBMITTED

Luke Janeczko, Assistant Director - Anti-Doping Policy (Australia)  
Public Authorities - Government

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Australia acknowledges there is no one single method to ensuring diversity and would be comfortable with any combination of the stated criteria. Again – as mentioned in our general statement, what matters most is that a culture of diversity and equality exists within WADA and its various organs.

With regards to gender equality, Australia believe it is good practice to have a declared target of 50/50 representation across the agency, with enforced minimum standards where no gender accounts for more than 60 per cent or less than 40 per cent on an individual committee/board etc.

**Ministry of Culture Denmark**

Henrik Bramming, Head of section (Denmark)

Public Authorities - Government

SUBMITTED

Again, rely on experts in the field and the established international organization models.

**AEPSAD - Agencia Española de Protección de la Salud en el Deporte**

Carlos Gea, Head of International Relations and Coopetarion Area (España)

NADO - NADO

SUBMITTED

Through transparency of the decision of the competent organ appointing members.

**SA Institute for Drug-Free Sport**

khalid galant, CEO (Souoth Africa)

NADO - NADO

SUBMITTED

WADA must commit to principles and values of diversity and show practical implementation rather than making mandatory thresholds which could end being merely superficial

**NADO MKD**

Eli Handjiska, Sport Medicine Doctor (North Macedonia)

NADO - NADO

SUBMITTED

The criteria diversity and gender equality should be implemented by obliging the competent appointing organ to apply the criteria and/or take them into account.

**ONADE**

Janet Emen, Executive Secretary (Ecuador)

NADO - NADO

SUBMITTED

It could be implemented and measured by asking the organizations how they include diversification in their work places. Transparency in every decision regarding people who work at NADOs and obliging the competent appointing organ to apply the criteria and/or take them into account

**ABCD**

Anthony Moreira, Executive Director (Brazil)

NADO - NADO

SUBMITTED

The experience with minimum thresholds for gender representation has been different in different countries and industries. In general, in our view, the positive effects outnumber the negative in the long-term when implementing quota for women. Given the breadth of criteria which fall under the heading of “diversity” determining which are the most crucial and then balancing quotas is problematic. Again the need for diversity is less critical when considerations are related to narrow issues of expertise. It is of course important that WADA does not become paralyzed in the process of selection and the time and resource put into that limit ultimate efficiency and effectiveness. One method would be to retain the current approach but have each proposed group submitted to an independent person who would consider whether an “appropriate” level of diversity had been reached and, where not, refer the matter back.

**Russian Anti-Doping Agency "RUSADA"**RUSADA RUSADA, Administration (Russia)  
NADO - NADO

Through transparency of the decision of the competent organ or through independent person who would consider whether an appropriate level of diversity had been reached.

**UK Anti-Doping**Jamie Piggins, International and Stakeholder Relations Officer (UK)  
NADO - NADO

SUBMITTED

Established practice should be used as the basis for implementing criteria, such as within FTSE 100 Boards in the UK, where voluntary minimum percentages have been used to increase gender diversity, and equalities forms are implemented. If implemented, a blanket approach should be applied to ensure consistency and transparency. Where an alternative process needs to be applied this needs to be documented and stakeholders advised. An annual review is required to identify common themes and to assist in reviewing the application of diversity and gender criteria.

**Sport Ireland**Siobhan Leonard, Director of Anti-Doping & Ethics (Ireland)  
NADO - NADO

SUBMITTED

Again, rely on experts in the field and the established international organization models.

**UK Anti-Doping Athlete Commission**Tony Josiah, Head of International and Stakeholder Relations (United Kingdom)  
NADO - NADO

SUBMITTED

There should be full transparency with the decision making process to help understanding, if criteria are to be set then these should be deployed flexibly to allow for individual circumstances. Measuring of the visible protected characteristics is easier, other hidden criteria should be regularly asked of individuals and reported on. We think a target of diversity and a set time line would be helpful here.

**Anti-Doping Singapore**Patrick Goh, Chairman (Singapore)  
NADO - NADO

SUBMITTED

Mandatory thresholds should be applied where gender equality is concerned.

Beyond this, we suggest that the core consideration be no over-representation by any one single demographic.

We agree that transparency of the decision of the competent organ is necessary where there has been deviation from the agreed principles of diversity.

Finally, if norms have been successfully established in other international organisations, these should be studied for greater insight

**U.S. Anti-Doping Agency**Francoise Farrell, Executive Assistant to CEO (United States)  
NADO - NADO

SUBMITTED

· Again, rely on experts in the field and the established international organization models.

### **Azerbaijan National Anti-Doping Agency (AMADA)**

Shafag Huseynli, CEO (Azerbaijan)  
NADO - NADO

SUBMITTED

If there is no clear measurement, then gender equality might not be reached. Therefore, it is crucial to have mandatory thresholds.

Alternatively, it might be helpful for selection process, when nominations are made equally. For example, when there is a nomination process only and stakeholders nominates one candidate for decision, then it might nominate equally one male and one female for consideration. It will help WADA to have a sufficient list of candidates while determining the position.

### **Anti Doping Danmark**

Michael Ask, CEO (Denmark)  
NADO - NADO

SUBMITTED

Please see response under 1a)

### **Japan Anti-Doping Agency**

Akira Kataoka, General Manager, Results Management and Intelligence (Japan)  
NADO - NADO

SUBMITTED

Models from international organization may be used as a reference

### **Drug Free Sport New Zealand**

Nick Paterson, Chief Executive (New Zealand)  
NADO - NADO

SUBMITTED

Minimum percentages/ mandatory thresholds should be applied. Expertise should be found across all criteria. In any exception the decision must be transparently communicated and available to all stakeholders.

### **Palestine Anti-doping committee**

Reem Dasa, Liaison (Palestine)  
NADO - NADO

SUBMITTED

Through transparency of the decision of the competent organ appointing members (e.g. comply with the directions or explain why the competent organ has deviated from the criteria);

### **Doping Authority Netherlands**

Olivier de Hon, Chief Operating Officer (Netherlands)  
NADO - NADO

SUBMITTED

1c-g. We have our ideas, but all these aspects should be addressed by the experts we mentioned in 1a.

### **Hellenic Council for Combating doping**

CHARIS LIAPI, Member Ex Com (GREECE)  
NADO - NADO

SUBMITTED

The criteria should be implemented through mandatory thresholds. Transparency should also apply.

### **National Anti Doping Agency Germany**

Andrea Gotzmann, CEO (Germany)  
NADO - NADO

SUBMITTED

WADA should rely on experts in this field and the established international organization models.

**Canadian Centre for Ethics in Sport**

SUBMITTED

Doug MacQuarrie, Chief Operating Officer (Canada)  
NADO - NADO

This is best resolved by relying on recognized experts in these diverse fields of human endeavour.

**Anti-Doping Norway**

SUBMITTED

Martin Holmlund Lauesen, Director - International Relations and Medical (Norge)  
NADO - NADO

As an overall measure of good governance within the WADA structures, we believe the criteria of diversity and gender equality should apply to all organs and levels. We encourage a minimum of 40 % of each gender in all WADA's committees and working groups as a rule.

**Turkish Anti-Doping Commission**

SUBMITTED

Mehmet YOGURTCUOGLU, Deputy General Director / Legal Affairs Coordinator  
(Turkey)  
NADO - NADO

It should be implemented through transparency of the decision of the competent organ appointing members. The subjective criteria open to interpretation will lead to the dissatisfaction of the public and stakeholders during the implementation of these criteria. The main problem in gender equality is at the stage of determining the candidates. One of the methods we can suggest to prevent this is the presence of an authority that will act as a pre-filter. Both the sports movement and the state parties should pay attention to this and comply with the criteria to be determined. While emphasizing gender equality in the criteria to be determined objectively, the experience and expertise of the individuals should not be ignored. WADA should consider all candidates without unreasonably high emphasis on certain profiles with enough flexibility to find the most suitable persons for the positions based on their skills and qualifications.

Considering in terms of diversity; fulfilling an international obligation, WADA should include different cultures in the boards in order to fulfill this global task on a large scale and to make it applicable all over the world. At this stage, a distribution of candidates from countries with experience in anti-doping activities, developing countries and countries in need of support will be appropriate.

**Anti-Doping Sweden**

SUBMITTED

Christine Helle, CEO (Sweden)  
NADO - NADO

The best method will be to copy best practice (regarding diversity) from the established international organization. As a minimum the implementation of the criteria should be transparent and through mandatory thresholds.

**Central European Anti-Doping Organization (CEADO)**

SUBMITTED

Michael Cepic, Chairman CEADO Board (Austria)  
NADO - RADO

- **Recommendation of minimum percentages – it is important to follow these limits, but on the other hand, it is more important to evaluate and transparently explain the decisions of the competent organ.**

- It should still be more important to follow professional expertise than trying to fulfill percentage limits.

**Anglesea Sports Medicine**

SUBMITTED

Chris Milne, Sports Physician (New Zealand)  
Other - Other (ex. Media, University, etc.)

Ideally, through transparency of the organ appointing members, but there may need to be mandatory thresholds applied in say less than 25% of a committee are women for example

**iNADO**

SUBMITTED

Jorge Leyva, CEO (Germany)  
Other - Other (ex. Media, University, etc.)

The experience with minimum thresholds for gender representation has been different in different countries and industries. In general, in our view, the positive effects outnumber the negative in the long-term when implementing quota for women.

Given the breadth of criteria which fall under the heading of “diversity” determining which are the most crucial and then balancing quotas is problematic. Again the need for diversity is less critical when considerations are related to narrow issues of expertise. It is of course important that WADA does not become paralyzed in the process of selection and the time and resource put into that limit ultimate efficiency and effectiveness. One method would be to retain the current approach but have each proposed group submitted to an independent person who would consider whether an “appropriate” level of diversity had been reached and, where not, refer the matter back.

**1d) (29)****ITF - International Tennis Federation**

SUBMITTED

Stuart Miller, Executive Director, Science & Technical (United Kingdom)  
Sport - IF – Summer Olympic

Should there be flexibility for an individual position? If so, what justification might apply for such deviation?  
This question isn't clear.

**FINA**

SUBMITTED

Marcela Saxlund, Interim Executive Director (Switzerland)  
Sport - IF – Summer Olympic

Yes – there should not be concrete mandates, if possible

**Cabo Verde National Olympic Committee**

SUBMITTED

Filomena Fortes, President (Cape Verde)  
Sport - National Olympic Committee

No flexibility for an individual position

**New Zealand Government**

SUBMITTED

Alice Hume, . (.)  
Public Authorities - Government

Providing flexibility for individual appointments is not supported. It undermines the overarching objective, which is to ensure diversity so that WADA's organs draw upon wide ranges of perspectives, which in turn support robust discussions and decision-making.

**Sport Integrity Australia**

Luke Janeczko, Assistant Director - Anti-Doping Policy (Australia)  
Public Authorities - Government

SUBMITTED

In line with the answers to c), we believe it best practice to have targets organisational wide, and minimum thresholds for individual committees. This practice allows for flexibility in individual positions where the organisation can show any appointment is not contrary to its stated diversity and gender equality culture, policy and stated goals.

**Ministry of Culture Denmark**

Henrik Bramming, Head of section (Denmark)  
Public Authorities - Government

SUBMITTED

Again, rely on experts in the field and the established international organization models.

**AEPSAD - Agencia Española de Protección de la Salud en el Deporte**

Carlos Gea, Head of International Relations and Coopetarion Area (España)  
NADO - NADO

SUBMITTED

No, there should be no flexibility for an individual position.

**SA Institute for Drug-Free Sport**

khalid galant, CEO (Souoth Africa)  
NADO - NADO

SUBMITTED

Requesting flexibility implies that diversity is not achievable or that the agency's appetite for diversity is not that great. It takes hard work and searching for the appropriate professionals to build diversity. Expertise is all over the world and they just need to be found.

**NADO MKD**

Eli Handjiska, Sport Medicine Doctor (North Macedonia)  
NADO - NADO

SUBMITTED

There should not be flexibility for an individual person.

**ONADE**

Janet Emen, Executive Secretary (Ecuador)  
NADO - NADO

SUBMITTED

Regarding special physical o mental capacities. There may me some positions that will require movement and stamina, the ability to walk or stand for long periods of time. Only within this contexts, exceptions may apply.

**ABCD**

Anthony Moreira, Executive Director (Brazil)  
NADO - NADO

SUBMITTED

For technical positions it may be that two of the best candidates have similar backgrounds. A case for such a selection could be put to the independent person referred to above.

**Russian Anti-Doping Agency "RUSADA"**

RUSADA RUSADA, Administration (Russia)  
NADO - NADO

SUBMITTED

The decision of the independent person referred to above.

SUBMITTED  
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**UK Anti-Doping**

Jamie Piggins, International and Stakeholder Relations Officer (UK)  
NADO - NADO

- Again, rely on established international organization models.
- Flexibility should be considered for roles where technical expertise is required. If this is to occur, then efforts must be made to mentor appropriate junior candidates for future rounds.

**Sport Ireland**

Siobhan Leonard, Director of Anti-Doping & Ethics (Ireland)  
NADO - NADO

SUBMITTED

Again, rely on established international organization models.

**UK Anti-Doping Athlete Commission**

Tony Josiah, Head of International and Stakeholder Relations (United Kingdom)  
NADO - NADO

SUBMITTED

Yes, if that person is the absolute best pick for the role then there should be some flexibility with that.

**Anti-Doping Singapore**

Patrick Goh, Chairman (Singapore)  
NADO - NADO

SUBMITTED

We believe that some measure of flexibility is fair. Where there is tension between calibre and need for diversity, if calibre is rated as equal, then diversity should be prioritised. If unequal, then an assessment on how potentially impactful the position is, and how potentially impactful the calibre gap is for WADA, should drive the decision.

Having said this, it is worthwhile to study the approach to this situation in other successfully diverse organisations.

**Antidoping Switzerland**

Ernst König, CEO (Switzerland)  
NADO - NADO

SUBMITTED

- Rely on established international organization models.

**U.S. Anti-Doping Agency**

Francoise Farrell, Executive Assistant to CEO (United States)  
NADO - NADO

SUBMITTED

Again, Rely on established international organization models

**Azerbaijan National Anti-Doping Agency (AMADA)**

Shafag Huseynli, CEO (Azerbaijan)  
NADO - NADO

SUBMITTED

When considering an individual position, the overall gender balance and diversity among all organs within WADA shall be considered to save the overall balance.

**Anti Doping Danmark**SUBMITTED  
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Michael Ask, CEO (Denmark)  
NADO - NADO

Please see response under 1a)

**Japan Anti-Doping Agency**

Akira Kataoka, General Manager, Results Management and Intelligence (Japan)  
NADO - NADO

SUBMITTED

Models from international organization may be used as a reference

**Palestine Anti-doping committee**

Reem Dasa, Liaison (Palestine)  
NADO - NADO

SUBMITTED

we may give correction period for each case to give credible justification and correct the way they work

**Hellenic Council for Combating doping**

CHARIS LIAPI, Member Ex Com (GREECE)  
NADO - NADO

SUBMITTED

In case of deviation a possible justification could be the fact that candidates did not not fulfill the criteria set for a certain position

**National Anti Doping Agency Germany**

Andrea Gotzmann, CEO (Germany)  
NADO - NADO

SUBMITTED

According to point 1.c)

**Canadian Centre for Ethics in Sport**

Doug MacQuarrie, Chief Operating Officer (Canada)  
NADO - NADO

SUBMITTED

Seek international practice standards to guide this area.

**Anti-Doping Sweden**

Christine Helle, CEO (Sweden)  
NADO - NADO

SUBMITTED

WADA should look to best practice from established international organizations.

**Central European Anti-Doping Organization (CEADO)**

Michael Copic, Chairman CEADO Board (Austria)  
NADO - RADO

SUBMITTED

**Flexibility is a very important factor in evaluation of these factors. A key factor is to explain all decision making in a transparent manner. The professional experience still should be the most important factor.**

**Anglesea Sports Medicine**

Chris Milne, Sports Physician (New Zealand)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

Flexibility may be needed in exceptional circumstance, but would need appropriate justification for deviating from guidelines

**iNADO**

Jorge Leyva, CEO (Germany)  
 Other - Other (ex. Media, University, etc.)

For technical positions it may be that two of the best candidates have similar backgrounds. A case for such a selection could be put to the independent person referred to above.

**1e) (31)****Australian Football League**

SUBMITTED

Simon Clarke, Manager - Legal & Business Affairs (Australia)  
 Sport - IF – Other

skill and expertise must be the priority

**ITF - International Tennis Federation**

SUBMITTED

Stuart Miller, Executive Director, Science & Technical (United Kingdom)  
 Sport - IF – Summer Olympic

What should be the weight or priority given to diversity and gender equality compared to that of skill, expertise, experience, democratic legitimation, etc.? How could these different criteria be ranked? Selection should be on merit, with diversity as a secondary criterion (noting that, where there is a need, active support for encouraging diversity should be given).

**FINA**

SUBMITTED

Marcela Saxlund, Interim Executive Director (Switzerland)  
 Sport - IF – Summer Olympic

Skills and expertise and experience must be a high **priority**.

**International Olympic Committee**

SUBMITTED

Hannah Emily Marie Grossenbacher, Project Manager (Switzerland)  
 Sport - IOC

**It should be looked at as a whole and seek balance**

**Cabo Verde National Olympic Committee**

SUBMITTED

Filomena Fortes, President (Cape Verde)  
 Sport - National Olympic Committee

diversity should be the priority measure above the rest.

**GAISF**

SUBMITTED

Davide Delfini, Membership Manager (Switzerland)  
 Sport - Other

**All those elements should be considered in the process of appointment/nomination**

**New Zealand Government**

SUBMITTED

Alice Hume, . (.)  
 Public Authorities - Government

Gender equality is expected. Skills, expertise and experience; generational diversity; geography and ethnicity should be evenly weighted.

**Sport Integrity Australia**

SUBMITTED

Luke Janeczko, Assistant Director - Anti-Doping Policy (Australia)

**99/458**

## Public Authorities - Government

The prevailing criteria for selection should remain skill/expertise and experience, however these need to be managed in such a way as to not disproportionately or adversely affect the diversity of the organ in question.

**Ministry of Culture Denmark**

Henrik Bramming, Head of section (Denmark)  
Public Authorities - Government

SUBMITTED

Again, rely on experts in the field and the established international organization models.

**AEPSAD - Agencia Española de Protección de la Salud en el Deporte**

Carlos Gea, Head of International Relations and Coopetation Area (España)  
NADO - NADO

SUBMITTED

No comment

**SA Institute for Drug-Free Sport**

khalid galant, CEO (South Africa)  
NADO - NADO

SUBMITTED

By asking this question, there appears to be an assumption that diversity and expertise are not aligned or are mutually exclusive. The two values should be balanced. This perspective affirms a narrative that "European/white candidates = expertise" and "non-europeans/black candidates = satisfying diversity criteria"

**NADO MKD**

Eli Handjiska, Sport Medicine Doctor (North Macedonia)  
NADO - NADO

SUBMITTED

The priority that should be given to diversity and gender equality, should be compared by the skills and duration of work experience.

**ONADE**

Janet Emen, Executive Secretary (Ecuador)  
NADO - NADO

SUBMITTED

Skill, expertise, experience, democratic legitimation should always be prioritized. Diverse representation should be taken on account, but it should not be a main reason for hiring someone. This matter should always be reviewed in a case by case basis.

**ABCD**

Anthony Moreira, Executive Director (Brazil)  
NADO - NADO

SUBMITTED

As mentioned in Section 1 C, gender minimum quotas (as opposed to equality) could be implemented. Also, whether the group is responsible for technical advice or "policy" is another consideration. In principle, "technical advice" should be the best available. However, given how globalized the world has become, we think that there would be sufficient capable women and men to balance gender also for technical positions. "Policy decisions" should take into account the impact of decisions on the broadest range of communities and consequently should incorporate input from the broadest range of stakeholders.

**Russian Anti-Doping Agency "RUSADA"**

RUSADA RUSADA, Administration (Russia)  
NADO - NADO

SUBMITTED

Appropriate balance.

**UK Anti-Doping**

SUBMITTED

Jamie Piggins, International and Stakeholder Relations Officer (UK)  
NADO - NADO

- Again, rely on established international organization models.
- Expertise and skills should be ranked the highest however, it is important diversity and gender are considered in each case and there is evidence to demonstrate this. To aid in improving diversity quotas, percentages should be set low in the first instance (e.g. 30%) and ensure that the application process is well advertised, fair and transparent by publishing vacancies more widely.
- Skills and expertise are not mutually exclusive achieving diversity.

**Sport Ireland**

SUBMITTED

Siobhan Leonard, Director of Anti-Doping & Ethics (Ireland)  
NADO - NADO

Again, rely on established international organization models.

Where matters are “technical” the best available experts should be chosen but this should not ignore that some cultural considerations may apply.

**UK Anti-Doping Athlete Commission**

SUBMITTED

Tony Josiah, Head of International and Stakeholder Relations (United Kingdom)  
NADO - NADO

It's a balance, if someone is head and shoulders above the rest then they should get the role. With all other circumstances we think it should be considered how different people with different backgrounds would benefit the organs with a large range of different opinions and experiences. Clearly there is a minimum bar or skill, expertise and experience, however determination, insight, curiosity and enthusiasm are markers that should be interviewed for and can map to a likely employee attainment, these can be interviewed for. Once individuals are in the organisation formal mentoring programmes with diverse mentoring partnerships can really support the organisation to develop

**Anti-Doping Singapore**

SUBMITTED

Patrick Goh, Chairman (Singapore)  
NADO - NADO

Our suggested priorities would generally be:

1. Threshold competency (Knowledge, expertise, skill, experience). The bar can be set as high as is reasonable to ensure there are still enough qualified persons.
2. Gender quota
3. Regional and/or Race diversity
4. others

We further recommend studying the approach taken by other established and successfully diverse organisations.

**U.S. Anti-Doping Agency**

Francoise Farrell, Executive Assistant to CEO (United States)  
NADO - NADO

Again, rely on established international organization models

**Azerbaijan National Anti-Doping Agency (AMADA)**

Shafag Huseynli, CEO (Azerbaijan)  
NADO - NADO

SUBMITTED

Basically, gender equality/diversity and skill/expertise criteria are not mutually exclusive. They cannot be weight one over another. Basically, it cannot be said that there is insufficient expertise in any particular gender or diverse group. Therefore, for example, in call for nominations, if there is a lack of gender balance, WADA might encourage stakeholders to nominate that particular gender.

**Anti Doping Danmark**

Michael Ask, CEO (Denmark)  
NADO - NADO

SUBMITTED

Please see response under 1a)

**Japan Anti-Doping Agency**

Akira Kataoka, General Manager, Results Management and Intelligence (Japan)  
NADO - NADO

SUBMITTED

Models from international organization may be used as a reference

**Drug Free Sport New Zealand**

Nick Paterson, Chief Executive (New Zealand)  
NADO - NADO

SUBMITTED

Diversity criteria should be first and foremost and the required skillsets found within that.

**Hellenic Council for Combating doping**

CHARIS LIAPI, Member Ex Com (GREECE)  
NADO - NADO

SUBMITTED

Expertise and experience are very important prerequisites in order to accomplish certain tasks. The geographical locality and gender equality should be taken into consideration provided that candidates fulfill the necessary criteria

**National Anti Doping Agency Germany**

Andrea Gotzmann, CEO (Germany)  
NADO - NADO

SUBMITTED

According to point 1.c)

**Canadian Centre for Ethics in Sport**

Doug MacQuarrie, Chief Operating Officer (Canada)  
NADO - NADO

SUBMITTED

these are important considerations in their own right. The guidance of experts should be sought out.

SUBMITTED

**Anti-Doping Sweden**Christine Helle, CEO (Sweden)  
NADO - NADO

The two are difficult to rate but possibly 50-50 % each. Though the best solution is once again to look to best practice in established international organizations.

**Central European Anti-Doping Organization (CEADO)**Michael Cepic, Chairman CEADO Board (Austria)  
NADO - RADO

SUBMITTED

- **Foundation board and Executive board - democratic legitimation, expertise and gender equality**
- **Expert Advisory groups and working groups – skill, expertise, experience, gender equality**

**Anglesea Sports Medicine**Chris Milne, Sports Physician (New Zealand)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

Skill and expertise have the highest priority, then some weighting for other criteria.

**iNADO**Jorge Leyva, CEO (Germany)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

As mentioned in Section 1 C, gender minimum quotas (as opposed to equality) could be implemented. Also, whether the group is responsible for technical advice or “policy” is another consideration. In principle, “technical advice” should be the best available. However, given how globalized the world has become, we think that there would be sufficient capable women and men to balance gender also for technical positions.

“Policy decisions” should take into account the impact of decisions on the broadest range of communities and consequently should incorporate input from the broadest range of stakeholders.

**1f) (31)****Australian Football League**Simon Clarke, Manager - Legal & Business Affairs (Australia)  
Sport - IF – Other

SUBMITTED

you cannot have independence if there is any for of representation. All representative elements must be removed

**ITF - International Tennis Federation**Stuart Miller, Executive Director, Science & Technical (United Kingdom)  
Sport - IF – Summer Olympic

SUBMITTED

How can diversity and gender equality be ensured in organs that have a representational element, i.e. where stakeholder constituencies nominate their representatives?  
Those stakeholders should be required or encouraged to promote/nominate in accordance with the relevant diversity criteria.

**FINA**Marcela Saxlund, Interim Executive Director (Switzerland)  
Sport - IF – Summer Olympic

SUBMITTED

**103/458**

Stakeholder constituents should nominate individuals respecting the WADA Diversity and Gender guidelines.

### International Olympic Committee

SUBMITTED

Hannah Emily Marie Grossenbacher, Project Manager (Switzerland)  
Sport - IOC

**Trough awareness raising – in making its latest appointments the Olympic Movement has been considering gender and geographical balance. Out of four representatives on the Foundation Board, the IOC has appointed two men and two women from three different continents.**

### Cabo Verde National Olympic Committee

SUBMITTED

Filomena Fortes, President (Cape Verde)  
Sport - National Olympic Committee

Using the selection process of potential candidates

### GAISF

SUBMITTED

Davide Delfini, Membership Manager (Switzerland)  
Sport - Other

**Stakeholders should be requested to take into account Diversity and gender equality.**

### New Zealand Government

SUBMITTED

Alice Hume, . (.)  
Public Authorities - Government

Agreed diversity criteria should be communicated to all stakeholder constituencies with an expectation that they be incorporated into their appointment or election processes.

### Sport Integrity Australia

SUBMITTED

Luke Janeczko, Assistant Director - Anti-Doping Policy (Australia)  
Public Authorities - Government

In most instances, it will be possible through policies and clear communications to ensure nominations from stakeholders adhere to the culture of diversity and gender equality. WADA will need to acknowledge that in some instances, even the stakeholders themselves will have no say in the candidates being nominated. This is true, by way of example, for the Executive Committee and Foundation Board where many representatives from the public authorities are elected members of parliament. Neither WADA nor the stakeholders themselves will have any say on who this individual is, and how they align with the organisations desire to see diversity and equality. That said, these situations are limited and are the exception not the rule. It would not be unreasonable to expect WADA and its stakeholders to be able to work within these limitations when striving for diverse and equal representation on its various organs.

### Ministry of Culture Denmark

SUBMITTED

Henrik Bramming, Head of section (Denmark)  
Public Authorities - Government

The onus to live up to the diversity and equality standards should be placed on the nomination committee. A requirement to the stakeholder groups to nominate more than one candidate for a vacant position could better the likelihood of more diversity and equality.

### AEPSAD - Agencia Española de Protección de la Salud en el Deporte

SUBMITTED

Carlos Gea, Head of International Relations and Coopetarion Area (España)  
NADO - NADO



It could be ensured through follow up rules given in each case.

**SA Institute for Drug-Free Sport**

khalid galant, CEO (South Africa)  
NADO - NADO

SUBMITTED

WADA can create a preferred criteria checklist and solicit at least two nominations per vacancy so that selection committee has choices within which to make appointments.

**NADO MKD**

Eli Handjiska, Sport Medicine Doctor (North Macedonia)  
NADO - NADO

SUBMITTED

Stakeholders should ensure equal gender representation for their representative elements.

**ONADE**

Janet Emen, Executive Secretary (Ecuador)  
NADO - NADO

SUBMITTED

Mandatory thresholds may be a good way to control and ensure diversity among each national organization. Anyways, the best way to ensure diversity and respect within each organization is to establish good means of regular transparent communication between WADA and the NADOs, to ensure, check, verify and even recommend specific diversification or gender equality actions.

**ABCD**

Anthony Moreira, Executive Director (Brazil)  
NADO - NADO

SUBMITTED

Every constituent should have the right to nominate their representative. Those constituents should be invited to have good gender equality policies in place which should result in an appropriate balance.

**UK Anti-Doping**

Jamie Piggins, International and Stakeholder Relations Officer (UK)  
NADO - NADO

SUBMITTED

- Place the onus on the nominating body. Perhaps ask for multiple nominees so that WADA Nominations Committee can assemble membership of a body that meets WADA's policy.
- WADA needs to make clear its expectations and provide those representative bodies with support and guidance.

**Sport Ireland**

Siobhan Leonard, Director of Anti-Doping & Ethics (Ireland)  
NADO - NADO

SUBMITTED

Place the onus on the independent nominating body. Perhaps ask for multiple nominees so that WADA Nominations Committee can assemble membership of a body that meets WADA's policy.

**UK Anti-Doping Athlete Commission**

Tony Josiah, Head of International and Stakeholder Relations (United Kingdom)  
NADO - NADO

SUBMITTED

Creating a diverse shortlist of representatives, and educating those who are nominating about the importance of diversity

**Anti-Doping Singapore**Patrick Goh, Chairman (Singapore)  
NADO - NADO

Possibly by asking for more than one nominee (diverse in gender and/or some other variable), with the expectation openly conveyed that only one nominee may be selected on the basis of diversity considerations.

**Antidoping Switzerland**Ernst König, CEO (Switzerland)  
NADO - NADO

SUBMITTED

- Place the onus on the independent nominating body. Perhaps ask for multiple nominees so that WADA Nominations Committee can assemble membership of a body that meets WADA's policy.

**U.S. Anti-Doping Agency**Francoise Farrell, Executive Assistant to CEO (United States)  
NADO - NADO

SUBMITTED

Place the onus on the independent nominating body. Perhaps ask for multiple nominees so that WADA Nominations Committee can assemble membership of a body that meets WADA's policy.

**Azerbaijan National Anti-Doping Agency (AMADA)**Shafag Huseynli, CEO (Azerbaijan)  
NADO - NADO

SUBMITTED

In cases where the organ/body has positions, for example, like 2xOlympic Movement, 2xPA, 2xAthletes, stricter rules might be applied. In this particular scenario the following formula might work:

2xOM (1 female / 1 male)

2xPA (1 female / male)

2xAthletes (1 female / 1 male).

Definitely, where it is possible.

**Anti Doping Denmark**Michael Ask, CEO (Denmark)  
NADO - NADO

SUBMITTED

The onus to live up to the diversity and equality standards should be placed on the nomination committee. A requirement to the stakeholder groups to nominate more than one candidate for a vacant position could better the likelihood of more diversity and equality.

**Palestine Anti-doping committee**Reem Dasa, Liaison (Palestine)  
NADO - NADO

SUBMITTED

To have a mandatory condition for gender equality requiring the representatives to be from both genders

**National Anti Doping Agency Germany**

Andrea Gotzmann, CEO (Germany)

SUBMITTED

**106/458**

NADO - NADO

Place the onus on the independent nominating body. Perhaps ask for multiple nominees so that WADA Nominations Committee can assemble membership of a body that meets WADA's policy. A transition phase will certainly be necessary here; fixed quotas can also be set for a certain period of time.

**Canadian Centre for Ethics in Sport**

Doug MacQuarrie, Chief Operating Officer (Canada)

NADO - NADO

SUBMITTED

A change in attitude and respect for a new priority approach will lead to a change in candidates identified. Make this a requirement. If you want to catch lobster, you have to use the right bait but more importantly you have to search where lobster are found.

**Hellenic Council for Combating doping**

CHARIS LIAPI, Member Ex Com (GREECE)

NADO - NADO

SUBMITTED

A difficult issue to be resolved. In regards to geographical area the issue is easier than in In the case of gender equality.

**Anti-Doping Norway**

Martin Holmlund Lauesen, Director - International Relations and Medical (Norge)

NADO - NADO

SUBMITTED

Where the same group of stakeholders appoints more than one representative, they should appoint the same number of men and women as far as it is possible. (i.e. never more than one more woman than men and vice versa). Both constituencies should ensure nominations of an equal number of men and women, when they are asked to nominate members to a committee or a position.

**Anti-Doping Sweden**

Christine Helle, CEO (Sweden)

NADO - NADO

SUBMITTED

The independent nominating body should be given the responsibility to ensure diversity.

**Central European Anti-Doping Organization (CEADO)**

Michael Cepic, Chairman CEADO Board (Austria)

NADO - RADO

SUBMITTED

- **It is important to establish strategic planning with recommendations for stakeholders to ensure diversity and gender equality.**
- **CEADO proposes to establish flexible rules with transparent clarification.**

**Anglesea Sports Medicine**

Chris Milne, Sports Physician (New Zealand)

Other - Other (ex. Media, University, etc.)

SUBMITTED

There would need to be clear direction from WADA to the nominating constituency.

**iNADO**

Jorge Leyva, CEO (Germany)

Other - Other (ex. Media, University, etc.)

SUBMITTED

**107/458**

Every constituent should have the right to nominate their representative. Those constituents should be invited to have good gender equality policies in place which should result in an appropriate balance.

**1g) (22)****ITF - International Tennis Federation**

SUBMITTED

Stuart Miller, Executive Director, Science & Technical (United Kingdom)  
Sport - IF – Summer Olympic

Should you have any further comments on diversity and gender equality, please provide them here. As part of our own governance review, we have created a 'Gender Equality' Committee, which has developed its strategy that has been incorporated into / supported by our Board. WADA could consider the same.

**FINA**

SUBMITTED

Marcela Saxlund, Interim Executive Director (Switzerland)  
Sport - IF – Summer Olympic

no further comment

**Cabo Verde National Olympic Committee**

SUBMITTED

Filomena Fortes, President (Cape Verde)  
Sport - National Olympic Committee

No further comments.

**Sport Integrity Australia**

SUBMITTED

Luke Janeczko, Assistant Director - Anti-Doping Policy (Australia)  
Public Authorities - Government

Nil

**Luxembourg: Minister Dan Kersch, Minister of Sport and member of the WADA Executive Committee, and Alexandre Husting, Advisor and CAHAMA Delegate**

SUBMITTED

Alexandre Husting, \* (Luxembourg)  
Public Authorities - Government

An annual monitoring/report on the evolution of diversity would certainly be useful.

Taking into account the important role of the Nominations Committee ensuring (in the Regulations of the NC) that the Nominations Committee is composed of equal numbers of men and women and geographically diverse could be a way to guarantee diversity and gender equality in the different bodies of WADA.

Advertising vacancies as widely as possible, including through social media/networks, could also help to reach a wider variety of potential candidates.

**AEPSAD - Agencia Española de Protección de la Salud en el Deporte**

SUBMITTED

Carlos Gea, Head of International Relations and Cooperation Area (España)  
NADO - NADO

No comments.

**SA Institute for Drug-Free Sport**

SUBMITTED

khalid galant, CEO (South Africa)

108/458

**NADO - NADO**

WADA should ensure greater geographical (continental) representation and ensure that no one country/location has more than 25% representation on a committee/working group. To further ensure diversity, one person from a representative group should not serve on more than one committee at a time or for longer than two terms.

**NADO MKD**

SUBMITTED

Eli Handjiska, Sport Medicine Doctor (North Macedonia)

NADO - NADO

I have not further comments on diversity and gender equality.

**ONADE**

SUBMITTED

Janet Emen, Executive Secretary (Ecuador)

NADO - NADO

It is well appreciated that you care about these topics.

**ABCD**

SUBMITTED

Anthony Moreira, Executive Director (Brazil)

NADO - NADO

No additional comments.

**Hellenic Council for Combating doping**

SUBMITTED

CHARIS LIAPI, Member Ex Com (GREECE)

NADO - NADO

no further comments

**UK Anti-Doping**

SUBMITTED

Jamie Piggins, International and Stakeholder Relations Officer (UK)

NADO - NADO

- This policy will require independent outside expertise to craft and implement.
- There are numerous experts around the world who can advise WADA on the appropriate policies to have in place to ensure diversity becomes part of the fabric of the organisation. It would be advisable to include a session on Diversity at the WADA symposium to demonstrate and evidence WADA's commitment to this important area. It would also be useful to review the language used by WADA, especially with the translations into English and French to ensure the language is as neutral as possible.

**Sport Ireland**

SUBMITTED

Siobhan Leonard, Director of Anti-Doping &amp; Ethics (Ireland)

NADO - NADO

This policy will require independent outside expertise to craft and implement.

**U.S. Anti-Doping Agency**

SUBMITTED

Francoise Farrell, Executive Assistant to CEO (United States)

NADO - NADO

This policy will require independent outside expertise to craft and implement.

109/458

**Azerbaijan National Anti-Doping Agency (AMADA)**

SUBMITTED

Shafag Huseynli, CEO (Azerbaijan)  
NADO - NADO

No comments

**Anti Doping Danmark**

SUBMITTED

Michael Ask, CEO (Denmark)  
NADO - NADO

This policy will require independent outside expertise to craft and implement.

**National Anti Doping Agency Germany**

SUBMITTED

Andrea Gotzmann, CEO (Germany)  
NADO - NADO

A policy for DEI will require independent outside expertise to craft and implement.

**Canadian Centre for Ethics in Sport**

SUBMITTED

Doug MacQuarrie, Chief Operating Officer (Canada)  
NADO - NADO

This work and the changes necessary here is specialized. Credible, recognized expertise (external) will be required to assist with this evolution. Crafting and implementing aspirational change must be properly supported.

**Anti-Doping Sweden**

SUBMITTED

Christine Helle, CEO (Sweden)  
NADO - NADO

For WADA to obtain a strong diversity policy we believe it will be necessary to consult external expertise. This expertise should be independent from WADA and the main stakeholders.

**Central European Anti-Doping Organization (CEADO)**

SUBMITTED

Michael Cepic, Chairman CEADO Board (Austria)  
NADO - RADO

**Statistical processing of diversity and gender issues (data quantification) in individual levels of good governance, monitoring and evaluation at certain 3-5 year intervals. The aim will be to increase geographical and gender diversity. Implementing youth policy. Support program for the under-represented segment.**

**Anglesea Sports Medicine**

SUBMITTED

Chris Milne, Sports Physician (New Zealand)  
Other - Other (ex. Media, University, etc.)

Nil else

**Athleten Deutschland e.V.**

SUBMITTED

Maximilian Klein, Representative for International Sport Policy (Germany)  
Other - Other (ex. Media, University, etc.)

Diversity, equity and inclusion are key and necessary for WADA and sport governing bodies. Consult with experts in the fields and develop your practices in line with international standards (see ILO standard for example).

## 2. Independence (17)

### Global Athlete with Athletics Association and NOC Athlete Commission of Denmark, Netherlands and Norway

SUBMITTED

Rob Koehler, Director General (Canada)

Sport - Athlete Representative (State the name of the athlete body in Organization name)

### Question 2: Independence

One of WADA's inherent flaws is its lack of independence. There are too many conflicted actors with divided loyalties to sport and government. This is particularly evident at the Executive Committee level.

The conflict of interest that undermines WADA's effectiveness arises from fear that exposure of systemic corruption will undermine sponsorship and public support for sports competition, thereby reducing its economic value. Sports governance authorities want to provide comfort to the public that there are mechanisms in place to catch cheating athletes thereby giving the public assurance that competition should be assumed to be "clean." But, at the same time they do not want to expose deeper levels of corruption that might lead the public to the conclusion that competition results are not to be trusted, thereby diminishing its economic value. For this reason, WADA should not be controlled/governed by anyone who has a stake in the economics of sports competition.

### General Standard of Independence (By-Law IV 1.2.1):

"Membership of a sport organization or of a Public Authority is not against the General Standard of Independence."

- This is one of inherent problems. Members of the Executive Committee and Foundation Board do not vote or act as individuals.

- The Sports Movement in advance of meetings submit formal positions on topics for discussion/decision. They also organize pre-meeting to strategize how to achieve these common positions. This approach results in block voting and is generally not in the interest of WADA but rather to protect the sport movement.

- The Governments also have pre-meetings to determine common positions. While governments are less likely to have a common position, block voting does occur to protect member states and decisions are generally not in the interest of WADA but rather to protect their members.

The definition of independence is a one size fits all. To what organs of the organization must be required to fulfill independence is a separate question.

Independence: Not influenced or controlled by others in matters of opinion, conduct, etc.; thinking or acting for oneself: an independent thinker. Not subject to another's authority or jurisdiction; autonomous; free: an independent businessman. Not influenced by the thought or action of others: Not dependent; not depending or contingent upon something else for existence, operation, etc.

Level of required independence is outlined throughout this paper.

### USOPC Athlete Advisory Council

SUBMITTED

Meryl Fishler, Coordinator (United States)

Sport - Athlete Representative (State the name of the athlete body in Organization name)

111/458

## 2. Independence

One of WADA's inherent flaws is its lack of independence. There are too many conflicted actors with divided loyalties to sport and government.

The definition and application of "Independence" is critical to an organizational structure that not only allows but promotes an ability to do the difficult work and make the difficult decisions that WADA must. WADA's mission makes strong independence especially important, notwithstanding its funding model. This is especially so in that WADA's work under the mission, in order to succeed, must inspire trust and respect globally.

With that in mind, we feel that WADA should do three things in the area of independence generally:

First, eliminate the "General Standard of Independence" and apply its substance to a clear Conflicts of Interest policy and approach, as part of WADA's enhanced ethics approach (as discussed in item 12). As currently used, we feel that the General Standard of Independence does not indicate independence at all, but rather is a useful approach to thinking about conflicts of interest in particular cases. In a sport organization, especially those like the IOC, members who have sworn an oath to the IOC cannot be "independent" and there should not be an attempt to justify them as "independent" as they have a higher interest in the outcome of a decision that affects their other obligation. The concept of independence itself must be clear and transparent, in order not only to avoid actual undue influence from interested parties, but also any appearance of such. WADA's mission and work are such that building trust is almost as important as the substantive work itself. That's why both 'actual' and 'apparent' must always be considered.

Second, and based on the foregoing, the "Stricter Independence Standard" should be the sole and simple WADA standard of "Independence".

This approach to "Independence" is incorporated into our answers as to specific bodies, below.

Finally, we strongly support a two-year "cooling off" period for people who previously held positions conflicting with Independence. To prevent undue influence, this "cooling off" time period is followed by many private and government entities.

### International Cricket Council

Vanessa Hobkirk, Anti-Doping Manager (United Arab Emirates)  
Sport - IF – IOC-Recognized

SUBMITTED

No comment

### Cerebral Palsy International Sport and Recreation Association

Halim Jebali, CPISRA Medical Committee Chair (Tunisia)  
Sport - IF – Other

SUBMITTED

Créer et garantir les meilleures conditions pour avoir une réelle indépendance de l'AMA au sein des différents niveaux et types de structure de gestion indépendances par rapport aux institutions sportives mais également par rapport aux états et gouvernements est importante à considérer surtout pour les hauts postes au niveau du CE et CF peut être moins au niveau des Comités permanents  
Je me sens bien et à l'aise avec la situation actuelle sauf que peut être une période de transition d'une ou deux années pour les personnes qui avaient des responsabilités élevées dans des états ou des institutions sportives

### FINA

Marcela Saxlund, Interim Executive Director (Switzerland)  
Sport - IF – Summer Olympic

SUBMITTED



**Cabo Verde National Olympic Committee**  
Filomena Fortes, President (Cape Verde)  
Sport - National Olympic Committee

agree

## USOPC

Christopher McCleary, General Counsel (US)  
Sport - National Olympic Committee

SUBMITTED

### Introductory Comments (applicable to all consultation items)

The USOPC appreciates the opportunity to offer thoughts and suggestions on WADA governance and opportunities for further reform. We also appreciate the thoughtful and wide-ranging scope of the Working Group's efforts here, demonstrated by the breadth and detail in the questionnaire. We hope that it's useful for the Working Group to have the following brief points of context, which helped shape all of our specific recommendations:

First, we anticipate that the Working Group will receive significant input on all the listed topics from a range of important and knowledgeable stakeholders in the international anti-doping community. With that in mind and while we are happy to offer thoughts or information on any topic the Working Group finds helpful, **we are here limiting our comments to particular items and elements where we have a strong perspective.** We also want to be clear that **each of our recommendations depends on the others for its success; please understand our principal recommendations to come as an integrated whole.**

Second, **our comments on governance and governance reform come from a particular set of recent experiences and learnings** here in the US. The USOPC is now well into implementing its most extensive governance and structural changes in a generation, coming out of what are now years of investigations, governmental reviews, public hearings and debates, legislation, and other work and study. These changes are aimed at (among other things) installing stronger athlete voice and protections, better connecting with our constituent groups, clearer oversight of entities subject to our rules, and greater transparency overall. This governance reform work has not been easy, and in some areas it has absorbed significant resources that could be used in other ways important to our mission. As well, it subjects our organization to more ongoing work, particularly in supporting greater transparency and clearer accountability. But this work and these changes are making the USOPC a stronger and more effective organization.

While the facts and circumstances in WADA's case are of course very different, we do see that some of the themes noted above are very much in play as WADA considers its own continued governance reform. **We would like very much to offer what we've learned in recent years, as WADA continues to pursue its own reforms** at the head of the international anti-doping community. Our comments herein are offered in that spirit.

Third, we are mindful that the international dynamics facing WADA in its work and leadership are different from those surrounding the USOPC domestically. The recommendations we offer represent our particular views and experience and we offer them in full candor, even in cases where some may feel they are currently difficult or possibly unrealistic in all the circumstances. We appreciate WADA giving serious thought to our recommendations even as it must balance them with a host of others. As well, we recognize WADA's previous and ongoing efforts at governance reform and understand that significant governance reform is not always accomplished instantly or even quickly. As a member of the international anti-doping community, **we are committed to supporting the process WADA is engaged in, and we are in this for the long haul.**

Finally and relatedly, we would very much like to be of any help to the Working Group that we can, particularly in light of our own recent learnings and perspectives noted above. We know that recommendations such as ours necessarily raise further and more detailed questions and tradeoffs. We hope that WADA and the Working Group **consider us available at any time and via any means** in this regard.

### Questionnaire Item 2. Independence

As discussed under item 3, the definition and application of “Independence” is critical to an organizational structure that not only allows, but promotes an ability to do the difficult work and make the difficult decisions that WADA must. WADA’s particular mission makes strong independence especially important, notwithstanding its funding model. This is especially so in that WADA’s work under the mission, in order to succeed, must inspire trust and respect globally.

With that in mind, we feel that WADA should do two things in the area of independence generally:

First, eliminate the “General Standard of Independence” and apply its substance to a clear Conflicts of Interest policy and approach, as part of WADA’s enhanced ethics approach (as discussed in item 12). As currently used, we feel that the General Standard of Independence does not indicate independence at all, but rather is a useful approach to thinking about conflicts of interest in particular cases. The concept of independence itself must be clear and transparent, in order not only to avoid actual undue influence from interested parties, but also any appearance of such. WADA’s mission and work are such that building trust is almost as important as the substantive work itself. That’s why both ‘actual’ and ‘apparent’ must always be considered.

Second, and based on the foregoing, the “Stricter Independence Standard” should be the sole and simple WADA standard of “Independence”.

This approach to “Independence” is incorporated into our answers as to specific bodies, below.

Finally, we strongly support a two-year “cooling off” period for people who previously held positions conflicting with Independence. We employ such a “cooling off” period and have found it very positive in practice.

As a related concept, we feel that WADA’s governance rules should make absolutely clear that service on any WADA governing group or standing committee carries with it a clear duty to act and make decisions for the good of WADA and its mission, and not any other person or organization. This Duty of Loyalty extends to all such individuals, Independent or not.

### **New Zealand Olympic Committee**

Tara Pryor, Chief Operations Officer (New Zealand)  
Sport - National Olympic Committee

SUBMITTED

Thank you for your invitation to submit our views on WADA governance reforms.

As a National Olympic Committee, advocating on behalf of our athletes and a clean and fair field of play, we confirm our support to WADA as head of the construct. We join governments, fellow sports organizations, and others interested in fair and clean sport worldwide to continue to recognize and invest in it.

However, we do not believe that the current model is working to the level required. WADA must include independent leadership and input. WADA is funded and governed jointly and equally by the sports movement and by public authorities. While we agree accountability should remain with those who fund the organisation, those parties do not necessarily be involved in the close governance, particularly with the lack of independence and noting WADA’s regulatory role. We believe there is a common understanding of, and agreement to the need for independent leadership of WADA within the sports movement, anti-doping agencies and public authorities.

We strongly advocate for the inclusion of additional independent and athlete members across WADA leadership. Independent and athlete representatives should together constitute a majority of members overall. Neither the Foundation Board nor the Executive Committee should include a majority or even plurality of representatives that come from or are organizationally aligned with any particular entity or geographical area.

In addition, we advocate for a Foundation Board and Executive divorced entirely from WADA funding.

Counterpart changes must be applied to WADA Standing Committees as well.

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As National Olympic Committees, we believe WADA leadership and Standing Committee membership should be based on expertise, ability, and diversity, and they must each be clearly free of conflicts of interest in the performance of their important duties.

These steps are necessary to gain the trust of athletes and to show the world that influence within WADA is not tied in any way to funding, governmental power, or the interests of any particular governmental or sport organization. They will pave the way for WADA to do the difficult work and make the difficult decisions necessary to leading the world in anti-doping, and to do so in a way that inspires our athletes rather than leaving them feeling distrustful and unprotected.

To this end, we fully support the submission by Drug Free Sport New Zealand which sets out a meaningful response as to how governance reform should be conducted at WADA.

We believe this provides a robust blueprint for governance reform.

### **Sport Integrity Australia**

SUBMITTED

Luke Janeczko, Assistant Director - Anti-Doping Policy (Australia)  
Public Authorities - Government

Australia supports any decisions or policies which address or improve the independence of decision making within WADA. We note other sections within this survey address independence as it relates to specific committees of WADA, and our comments under this heading are limited to the general notion of independence.

### **Office of National Drug Control Policy**

SUBMITTED

Richard Baum, United States Coordinator, Doping in Sport (United States of America)  
Public Authorities - Government

The definition and application of "Independence" standards is critical to WADA's organizational structure. Given that international athletic competitions have been undermined by corruption on the part of both sport and government officials, it is critical that WADA promote independence among its officers to the maximum extent possible. WADA's particular mission makes strong independence especially important, notwithstanding its funding model. This is especially true in that WADA's work under the mission, in order to succeed, must inspire trust and respect globally. With that in mind, we believe that WADA should do two things in the area of independence generally, described below.

First, eliminate the "General Standard of Independence" and apply its substance to a clear Conflicts of Interest Policy and approach, as part of WADA's enhanced ethics program. As currently used, we believe that the General Standard of Independence does not indicate independence at all, but rather is a useful approach to thinking about conflicts of interest in particular cases. The concept of independence itself must be clear and transparent, in order not only to avoid actual undue influence from interested parties, but also any appearance of such. WADA's mission and work are such that building trust is almost as important as the substantive work itself. That's why both 'actual' and 'perceived' conflicts must always be considered.

Second, and based on the foregoing, the "Stricter Independence Standard" should be the sole and simple WADA standard of "Independence." This approach to Independence is incorporated into our answers as to specific WADA organizational bodies, below.

The United States supports a two-year "cooling off" period for people who previously held conflicting positions, meaning any work that would create the reality or the appearance of a conflict of interest for individuals hired by WADA.

WADA's governance rules should make absolutely clear that service on any WADA governing body or standing committee carries with it a clear duty to act and make decisions for the good of WADA and its mission, and not any other person or organization. This "Duty of Loyalty" extends to all such individuals, Independent or not.

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Reformed WADA definitions and provisions for Independence would be complemented by a more robust WADA system for avoiding conflicts of interest and for greater transparency around the independence and conflict of interest determinations.

**Bahrain Olympic committee**

SUBMITTED

Zainab Anwar, Antidoping specialist (Kingdom of Bahrain)  
NADO - NADO

2a) we agree because is reasonable.2b) yes, it can be. because there is no conflict between the representational criteria and proper notion of independence. 2c) there should be , a short cooling off period.2d) No comments.

**ABCD**

SUBMITTED

Anthony Moreira, Executive Director (Brazil)  
NADO - NADO

**Comitato Permanente Antidoping (NADO)**

SUBMITTED

Claudio Muccioli, President (San Marino)  
NADO - NADO

can not be one size fits or generalized approach, but is needed a specific approach in relation to each body

**Comité Monégasque Antidopage**

SUBMITTED

Yves Jacomet, Médecin biologiste (Monaco)  
NADO - NADO

**Hellenic Council for Combating doping**

SUBMITTED

CHARIS LIAPI, Member Ex Com (GREECE)  
NADO - NADO

**Anglesea Sports Medicine**

SUBMITTED

Chris Milne, Sports Physician (New Zealand)  
Other - Other (ex. Media, University, etc.)

Nil else

**iNADO**

SUBMITTED

Jorge Leyva, CEO (Germany)  
Other - Other (ex. Media, University, etc.)

**2a) (39)**

SUBMITTED

Ben Sandford, . (New Zealand)  
Sport - Athlete - Retired

WADA needs to have a greater level of independence in line with the Stricter Standard. The majority of persons on the ExCo should be independent, with a minority being representative of the stakeholders and

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the general standard applying.

It undermines the stricter standard of independence that these members are nominated by either the PA's or sport movement. This could be changed so that any anti-doping stakeholder could nominate someone, or preferably that they are recruited or apply in a individual capacity to the Nominations Committee (which should be changed to an appointment committee). Also in the current model an independent person has to rely on the stakeholder to re-nominate them for another term, this needs to change as it again raises the question of how they can be independent. The person once there should be able to re-nominate themselves.

#### **ITF - International Tennis Federation**

SUBMITTED

Stuart Miller, Executive Director, Science & Technical (United Kingdom)  
Sport - IF – Summer Olympic

I agree. The two levels (and the definitions of those levels) appears to be appropriate for each.

#### **World Rugby**

SUBMITTED

David Ho, Anti-Doping Science and Results Manager (Ireland)  
Sport - IF – Summer Olympic

In general, World Rugby would agree with the independence criteria as stated.

#### **FINA**

SUBMITTED

Marcela Saxlund, Interim Executive Director (Switzerland)  
Sport - IF – Summer Olympic

We agree with the two standards, and it is definitely the case that a single test will not work in WADA's situation

#### **International Olympic Committee**

SUBMITTED

Hannah Emily Marie Grossenbacher, Project Manager (Switzerland)  
Sport - IOC

**Agree with the above statements, there must be a balance between independence and knowledge in the field of sports. One should also consider that WADA's creation was based on the premises of representation.**

#### **Cabo Verde National Olympic Committee**

SUBMITTED

Filomena Fortes, President (Cape Verde)  
Sport - National Olympic Committee

agree

#### **GAISF**

SUBMITTED

Davide Delfini, Membership Manager (Switzerland)  
Sport - Other

**Agree with the Standards. It is fundamental to ensure the balance between the independence and the competences and knowledge in the field of sports/anti-doping.**

#### **AthletesCAN**

SUBMITTED

Georgina Truman, Manager, Athlete Relations and Operations (Canada)  
Sport - Other

It is acknowledged by several experts that the current World Anti-Doping Agency (WADA) governance framework is conflicted due to its lack of independence. WADA General Standard of Independence By-Law IV 1.2.1 states, "membership of a sport organization or of a Public Authority is not against the General Standard of Independence." This statement is problematic as members of the Executive Committee and Foundation Board do not vote or act as individuals. This conflict is particularly apparent at the Executive Committee level, whereby many conflicted actors have divided loyalties to sport organizations and government. Further, key stakeholders, including athletes and smaller nations, are excluded from governance of WADA Foundation Board and Executive Committee due to influence of lobbying member states and the correlation between seat allocation and financial contributions. To improve independence, the Executive Committee member recruitment practices must involve rigorous independence criteria and use a skills-based approach that includes proportional athlete representation. Finally, the Working Group must consider recommendations for governance reforms that achieve alignment with international best practices. In summary the following areas of governance reform with respect to independence are recommended:

- Create an independent governance framework free from real or perceived conflict of interest following international best practices.
- Decouple funding from decision-making.
- A skills-based approach must be taken in WADA Executive Committee recruitment practices. Representatives recruited to the Executive Committee must be held to strict independence criteria, and must include independent active athlete representation.

#### **New Zealand Government**

SUBMITTED

Alice Hume, . (.)  
Public Authorities - Government

The New Zealand Government agrees with the two standards of independence for Members of WADA organs set forth in the WADA Governance Regulations approved by the Foundation Board on 7 November 2019.

#### **Sport Integrity Australia**

SUBMITTED

Luke Janeczko, Assistant Director - Anti-Doping Policy (Australia)  
Public Authorities - Government

Australia agrees in general with the 2018 Working Group findings and standards stated above.

#### **Luxembourg: Minister Dan Kersch, Minister of Sport and member of the WADA Executive Committee, and Alexandre Husting, Advisor and CAHAMA Delegate**

SUBMITTED

Alexandre Husting, \* (Luxembourg)  
Public Authorities - Government

We agree.

#### **Ministry of Culture Denmark**

SUBMITTED

Henrik Bramming, Head of section (Denmark)  
Public Authorities - Government

Denmark is of the opinion that the stricter Independence Standard (By-Law IV 2.1 to 2.3) is favorable.

#### **AEPSAD - Agencia Española de Protección de la Salud en el Deporte**

SUBMITTED

Carlos Gea, Head of International Relations and Coopetation Area (España)  
NADO - NADO

We agree with the reasons presented by the 2018 Governance WG

**SA Institute for Drug-Free Sport**

khalid galant, CEO (South Africa)  
NADO - NADO

SUBMITTED

agree

**NADO MKD**

Eli Handjiska, Sport Medicine Doctor (North Macedonia)  
NADO - NADO

SUBMITTED

We agree with all standards and reasons, they are clearly defined.

**ONADE**

Janet Emen, Executive Secretary (Ecuador)  
NADO - NADO

SUBMITTED

We agree with the standards stated in the document, as those will ensure independence and transparency of each individual function.

**ABCD**

Anthony Moreira, Executive Director (Brazil)  
NADO - NADO

SUBMITTED

We do not agree entirely with the stricter independence standard. Suggested amendments to the standard would be: • Stricter independence should also include a coolingoff period. Two years of holding no duty or responsibility in Sport or Government seems to be a good reference. • Candidates for positions with stricter independence should be proposed by the Nominations Committee (not by either Public Authorities or Olympic Movement) and be agreed upon on a majority basis by WADA governing bodies. • Preferably, candidates should bring demonstratable experience from outside Olympic Movement and Public Authorities.

In our view, the notion that “membership of a Sport Organization or of a Public Authority is not against the General Standard of Independence”, is not quite accurate. There is an imminent risk that organizations within these two blocks excessively influence one another and positions and voting within is internally coordinated. This does not speak for independence as there is a risk that the interests of those organizations, and not clean sport, are prioritized. It is essential that WADA moves to minimize this effect by broadening the representative base of the Foundation Board, so the lack of independence in the current two power group is at least limited in impact.

**UK Anti-Doping**

Jamie Piggins, International and Stakeholder Relations Officer (UK)  
NADO - NADO

SUBMITTED

- The General Standard of Independence is not truly a definition of “independence” as the exception stated in the definition, “Membership of a sport organization or of a Public Authority is not against the General Standard of Independence,” effectively nullifies the standard set forth to achieve “independence”. We must recognize this and not identify this as a truly Independent role.
- Both of the standards set forth for independence need the addition that an individual’s contribution to the discussions, recommendations and decision-making of the WADA body on which they sit must be made solely in the best interests of WADA. It is a clear conflict of interest to contribute to WADA discussions, or participate in WADA recommendations or decision-making, with the interests of the individual’s “home” organization in mind, instead of those of WADA.
- There should be only one definition of “Independence” which is in line with the “Stricter Independence Standard.”

- We have agreed as evident in the WADA Code that “true Independence” is the ideal model for effectiveness in anti-doping as we require it of NADOs. If “true Independence” is required for NADOs, as it should be, then it is also best practice for it to be required of WADA. The WADA Code definition for NADO Independence in Article 20.5 Roles and Responsibilities of National Anti-Doping Organizations states: “20.5.1 To be independent in their operational decisions and activities from sport and government, including without limitation by prohibiting any involvement in their operational decisions or activities by any Person who is at the same time involved in the management or operations of any International Federation, National Federation, Major Event Organization, National Olympic Committee, National Paralympic Committee, or government department with responsibility for sport or anti-doping.”

### Sport Ireland

SUBMITTED

Siobhan Leonard, Director of Anti-Doping & Ethics (Ireland)  
NADO - NADO

The General Standard of Independence is not truly a definition of “independence” as the exception stated in the definition, “Membership of a sport organization or of a Public Authority is not against the General Standard of Independence,” effectively nullifies the standard set forth to achieve “independence”. We must recognize this and not identify this as a truly Independent role as those who serve in a sport organization especially those like the IOC members who have sworn an oath to the IOC cannot be “independent” and there should not be an attempt to justify them as “independent” as they have a higher interest in the outcome of decision that affect their other obligation.

Both of the standards set forth for independence need the addition that an individual’s contribution to the discussions, recommendations and decision-making of the WADA body on which they sit must be made solely in the best interests of WADA. It is a clear conflict of interest to contribute to WADA discussions, or participate in WADA recommendations or decision-making, with the interests of the individual’s “home” organization in mind, instead of those of WADA.

There should be only one definition of “Independence” which is in line with the “Stricter Independence Standard.”

We have agreed as evident in the WADA Code that “true Independence” is the ideal model for effectiveness in anti-doping as we require it of NADOs. If “true Independence” is required for NADOs, as it should be, then it is also best practice for it to be required of WADA. The WADA Code definition for NADO Independence in Article

20.5 Roles and Responsibilities of National Anti-Doping Organizations states: “20.5.1 To be independent in their operational decisions and activities from sport and government, including without limitation by prohibiting any involvement in their operational decisions or activities by any Person who is at the same time involved in the management or operations of any International Federation, National Federation, Major Event Organization, National Olympic Committee, National Paralympic Committee, or government department with responsibility for sport or anti-doping.”

### UK Anti-Doping Athlete Commission

SUBMITTED

Tony Josiah, Head of International and Stakeholder Relations (United Kingdom)  
NADO - NADO

As stated above, it is important to differentiate between whether the role is advisory or has actual decision making powers. If the role is advisory I think it could be more flexible, but it is critical that those with decision making powers are independent.

### Anti-Doping Singapore

SUBMITTED

Patrick Goh, Chairman (Singapore)  
NADO - NADO



Concerning the general standard of independence, we are of the opinion that the statement: "Membership of a sport organization or of a Public Authority is not against the General Standard of Independence" ...is somewhat self-defeating.

It could potentially justify the appointment of a member who is clearly in a position of conflict. If such was indeed the intent, then it is inappropriate to frame this as an independence standard. If this was not the intent, then it needs to be more specific in speaking to the nature of such memberships not being one which may result in a conflict of interest with WADA's interests.

The stricter Independence standard appears to be a truer standard of independence and should perhaps be the baseline standard of independence.

### **Antidoping Switzerland**

Ernst König, CEO (Switzerland)  
NADO - NADO

SUBMITTED

- The General Standard of Independence is not truly a definition of "independence" as the exception stated in the definition, "Membership of a sport organization or of a Public Authority is not against the General Standard of Independence," effectively nullifies the standard set forth to achieve "independence".
- We have agreed as evident in the WADA Code that "true Independence" is the ideal model for effectiveness in anti-doping as we require it of NADOs. If "true Independence" is required for NADOs, as it should be, then it is also best practice for it to be required of WADA.

### **U.S. Anti-Doping Agency**

Francoise Farrell, Executive Assistant to CEO (United States)  
NADO - NADO

SUBMITTED

First, eliminate the "General Standard of Independence" and apply its substance to a clear Conflicts of Interest policy and approach, as part of WADA's enhanced ethics approach.

The General Standard of Independence is not truly a definition of "independence" as the exception stated in the definition, "Membership of a sport organization or of a Public Authority is not against the General Standard of Independence," effectively nullifies the standard set forth to achieve "independence". We must recognize this and not identify this as a truly Independent role as those who serve in a sport organization especially those like the IOC members who have sworn an oath to the IOC cannot be "independent" and there should not be an attempt to justify them as "independent" as they have a higher interest in the outcome of decision that affect their other obligation.

There should be only one definition of "Independence" which is in line with the "Stricter Independence Standard." Independence needs the addition that an individual's contribution to the discussions, recommendations and decision-making of the WADA body on which they sit must be made solely in the best interests of WADA. It is a clear conflict of interest to contribute to WADA discussions, or participate in WADA recommendations or decision-making, with the interests of the individual's "home" organization in mind, instead of those of WADA.

We have agreed as evident in the WADA Code that "true Independence" is the ideal model for effectiveness in anti-doping, as we require it of NADOs. If "true Independence" is required for NADOs, as it should be, then it is also best practice for it to be required of WADA. The WADA Code definition for NADO Independence in Article 20.5 Roles and Responsibilities of National Anti-Doping Organizations states: "20.5.1 To be independent in their operational decisions and activities from sport and government, including without limitation by prohibiting any involvement in their operational decisions or activities by any Person who is at the same time involved in the management or operations of any International Federation, National Federation, Major Event Organization, National Olympic Committee, National Paralympic Committee, or government department with responsibility for sport or anti-doping."

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**Azerbaijan National Anti-Doping Agency (AMADA)**

Shafag Huseynli, CEO (Azerbaijan)

NADO - NADO

SUBMITTED

No comment

**Agence française de lutte contre le dopage**

Adeline Molina, RAQ (France)

NADO - NADO

SUBMITTED

There should be only one definition of "Independence" which is in line with the "Stricter Independence Standard."

This independence is the ideal model for effectiveness in anti-doping as it is required of NADOs by WADA. The Code definition for NADO Independence in Article 20.5 Roles and Responsibilities of National Anti-Doping Organizations states: "20.5.1 To be independent in their operational decisions and activities from sport and government, including without limitation by prohibiting any involvement in their operational decisions or activities by any Person who is at the same time involved in the management or operations of any International Federation, National Federation, Major Event Organization, National Olympic Committee, National Paralympic Committee, or government department with responsibility for sport or anti-doping."

If this kind of strict Independence is required for NADOs, as it should be, then it is also best practice for it to be required of WADA.

That said, the "Stricter independence standard" could be improved by two amendments proposed by iNADO :

- Stricter independence should also include a cooling-off period. Two years of holding no duty or responsibility in Sport or Government seems to be a good reference.
- Candidates for positions with stricter independence should be proposed by the Nominations Committee (not by either Public Authorities or Olympic Movement) and be agreed upon on a majority basis by WADA governing bodies.

**Anti Doping Danmark**

Michael Ask, CEO (Denmark)

NADO - NADO

SUBMITTED

The question of independence is only relevant when it comes to positions where independence is needed. Anti Doping Denmark (ADD) is of the opinion that the Executive Committee (EC) in an ideal world should consist solely of members who are independent from Governments and Sports Movement, since their main role is to enforce the strategy and oversee the administration in an objective way without being conflicted by other interests. The same should apply to the nominations committee. The Foundation Board however sets the strategy and the direction for the organization (legislative) and should therefore consist of relevant stakeholder groups.

**Japan Anti-Doping Agency**

Akira Kataoka, General Manager, Results Management and Intelligence (Japan)

NADO - NADO

SUBMITTED

The General Standard of Independence should be regarded as a basic principle for all categories within WADA. However, obtaining expertise from individuals who work professionally within Anti-Doping

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movement is also be considered. The Stricter Independence Criteria should apply only to a limited number of specified positions (i.e. President, Vice-President and Independent Members of ExCo).

### Drug Free Sport New Zealand

SUBMITTED

Nick Paterson, Chief Executive (New Zealand)  
NADO - NADO

DFSNZ thinks there should only be a single definition of independence. We believe independence is largely binary, after which decisions are made on how to manage a real or perceived lack of independence. We support the *Stricter Independence Standard*.

The General Standard states that “*Membership of a sport Organisation or of a Public Authority is not against the General Standard of Independence.*” We fundamentally disagree, and do not believe this can be an independent position.

It is clear currently that the Sports Movement prepares and votes as a block at FB and EC meetings, and the Public Authorities are trying to be similarly organised through the OneVoice mechanism. This cannot be the approach of independent members.

However, please note we also do not believe independence is required for every position (see below) and as such dependent, or representative, members should not necessarily be excluded.

### Finnish Center for Integrity in Sports (FINCIS)

SUBMITTED

Petteri Lindblom, Legal Director (Finland)  
NADO - NADO

The General Standard of Independence is not truly a definition of “independence” as the exception stated in the definition, “Membership of a sport organization or of a Public

Authority is not against the General Standard of Independence,” effectively nullifies the standard set forth to achieve “independence”.

Both of the standards set forth for independence need the addition that an individual’s contribution to the discussions, recommendations and decision-making of the WADA body on which they sit must be made solely in the best interests of WADA. It is a clear conflict of interest to contribute to WADA discussions, or participate in WADA recommendations or decision-making, with the interests of the individual’s “home” organization in mind, instead of those of WADA.

There should be only one definition of “Independence” which is in line with the “Stricter Independence Standard.”

We have agreed as evident in the WADA Code that “true Independence” is the ideal model for effectiveness in anti-doping as we require it of NADOs. If “true Independence” is required for NADOs, as it should be, then it is also best practice for it to be required of WADA.

### Doping Authority Netherlands

SUBMITTED

Olivier de Hon, Chief Operating Officer (Netherlands)  
NADO - NADO

2a. We understand the need for a slightly flexible approach to independence as not all members of all organs, such as Expert Advisory Groups and Working Groups, can be held to the highest standard of independence, while members of the Foundation Board and Executive Committee should be held to this highest standard. But the current two definitions leave too much leeway. The highest standard is well described, although it could be made more similar to the requirements of NADO Independence as stated in article 20.5.1 of the WADC: “To be independent in their operational decisions and activities from sport and government, including without limitation by prohibiting any involvement in their operational decisions

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or activities by any Person who is at the same time involved in the management or operations of any International Federation, National Federation, Major Event Organization, National Olympic Committee, National Paralympic Committee, or government department with responsibility for sport or anti-doping.” The lower standard should allow “membership of a sport organization” in a general sense (as recreational athletes who are members should be allowed to take up positions in WADA) but at the same time a membership like with the IOC, where an oath is sworn to the IOC, excludes true independence. We recommend to raise the bar of the “General Standard of Independence” according to this principle.

Both of the standards set forth for independence need the addition that an individual’s contribution to the discussions, recommendations and decision-making of the WADA body on which they sit must be made solely in the best interests of WADA. It is a clear conflict of interest to contribute to WADA discussions, or participate in WADA recommendations or decision-making, with the interests of the individual’s ‘home’ organization in mind, instead of those of WADA and, as such, global anti-doping efforts.

**Hellenic Council for Combating doping**  
CHARIS LIAPI, Member Ex Com (GREECE)  
NADO - NADO

SUBMITTED

A differentiation is necessary in relation to whether the organ has managerial / decision-making powers or whether it fulfills an advisory function only since for decision making organs Stricter Independence Standard should apply.

**National Anti Doping Agency Germany**  
Andrea Gotzmann, CEO (Germany)  
NADO - NADO

SUBMITTED

The General Standard of Independence is not truly a definition of “independence” as the exception stated in the definition, “Membership of a sport organization or of a Public Authority is not against the General Standard of Independence,” effectively nullifies the standard set forth to achieve “independence”. It should be recognized that this is not a “Truly Independent” role as those who serve in a sport organization cannot be “independent” as they might have a higher interest in the outcome of decisions.

Both of the standards set forth for independence need the addition that an individual’s contribution to the discussions, recommendations and decision-making of the WADA body on which they sit must be made solely in the best interests of WADA. It is a clear conflict of interest to contribute to WADA discussions, or participate in WADA recommendations or decision-making, with the interests of the individual’s “home”-organization in mind, instead of those of WADA.

There should be only one definition of “Independence” which is in line with the “Stricter Independence Standard.”

It was agreed as evident in the WADA Code 2021 that “true Independence” is the ideal model for effectiveness in anti-doping as is required of NADOs. If “true Independence” is required for NADOs - as it should be - then it is also best practice for it to be required of WADA. The WADA Code definition for NADO Independence in Article 20.5 Roles and Responsibilities of National Anti-Doping Organizations states: “20.5.1 To be independent in their operational decisions and activities from sport and government, including without limitation by prohibiting any involvement in their operational decisions or activities by any Person who is at the same time involved in the management or operations of any International Federation, National Federation, Major Event Organization, National Olympic Committee, National Paralympic Committee, or government department with responsibility for sport or anti-doping.”

**Canadian Centre for Ethics in Sport**  
Doug MacQuarrie, Chief Operating Officer (Canada)  
NADO - NADO

SUBMITTED

Individuals serving in governance in an organization have a fiduciary duty. The individual MUST act in the best interest of the organization for which they serve. Individuals who serve in governance of WADA as a

'representative' of another constituency are inherently conflicted. WADA Governance must evolve to eliminate these inherent conflicts.

Strict Independence should be the expected standard.

As enshrined in the Code (20.5.1) and described in WADA guidance documents, if true independence is the expected standard for NADOs. Why can it not also be for WADA Governance?

### Anti-Doping Norway

SUBMITTED

Martin Holmlund Lauesen, Director - International Relations and Medical (Norge)  
NADO - NADO

We agree that there is not a one-size-fits-all approach in relation to independence, however, the distinctions described could be further developed. We believe we need to make a distinction between:

- 1) Advisory function.
- 2) Legislative/regulating functions (Establishing the rules, standards and budget).
- 3) Executive functions (Enforcement of the rules).

The Advisory function should primarily ensure expertise and skills and to some extent representation – therefore independence should not be a goal in itself for the advisory functions, however, sometimes an outside perspective / an expertise from a different field (than Anti-Doping) may sometimes provide added value for the future development of Anti-Doping.

The legislative/regulating function should primarily ensure broad representation (including preferably from more stakeholders than today), which collides with the goal of independence. It could therefore be argued that the general standard of independence could apply to this function – albeit it would be more accurate to call it avoidance of undue influence.

The main aim of the Executive Function should be to ensure enforcement of the rules, which would benefit from being “de-politicized” in order to ensure that all rules apply equally to all. Therefore, independence (in the sense of stricter standard of independence) should be fully ensured in relation to the Executive Functions. However, the standard should be strengthened to better reflect the standards applied to NADOs’ independence (“any Person who is at the same time involved in the management or operations of any IF, National Federation (NF), MEO, National Olympic Committee (NOC), National Paralympic Committee (NPC), or government department with responsibility for sport or anti-doping”). Preferably, persons selected as persons adhering to the stricter independence standard should bring demonstrable experience from outside the Sports Movement and the Public Authorities.

However, in order to do so, a stricter distinction of the functions with a clearer division of roles and responsibilities should be put in place. This would also entail that there should not be any overlap of agendas and compositions of the Executive Committee and the Foundation Board.

### Anti-Doping Sweden

SUBMITTED

Christine Helle, CEO (Sweden)  
NADO - NADO

The General Standard of Independence is not a definition of independence when it is stated that the membership of a sport organization or a PA is not against the general Standard of Independence. for example, the members of sports org can never be truly independent as they potentially will have interests in the outcome of decions.

To have a stronger definition of independence there should only be one definition, namely the Stricter Independence Standard.

The requirement for NADOs to be independent according to art 20.5.1 in WADC2021 should apply to all ADOs. This definition of independence should be seen as best practice and should be the goal even for WADA.

**Central European Anti-Doping Organization (CEADO)**

Michael Cepic, Chairman CEADO Board (Austria)  
NADO - RADO

**CEADO considers the presented model of strengthening independence of members of WADA's bodies that started in 2018 with the enactment of two standards of independence for members of WADA organs specified in the WADA Governance Regulations (By-Laws) appropriate. This could lead to more efficient anti-doping work in sport.**

**There are no objections to the general standard of independence (By-Law IV 1.2.1).**

**Also, we strongly support application of a stricter independence standard (By-Law IV 2.1 to 2.3) and have no particular objections.**

**Anglesea Sports Medicine**

Chris Milne, Sports Physician (New Zealand)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

I agree- there needs to be some flexibility

**iNADO**

Jorge Leyva, CEO (Germany)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

**We do not agree entirely with the stricter independence standard.** Suggested amendments to the standard would be:

- **Stricter independence should also include a cooling-off period.** Two years of holding no duty or responsibility in Sport or Government seems to be a good reference.
- **Candidates for positions with stricter independence should be proposed by the Nominations Committee** (not by either Public Authorities or Olympic Movement) and be agreed upon on a majority basis by WADA governing bodies.
- Preferably, **candidates should bring demonstratable experience from outside** Olympic Movement and Public Authorities.

In our view, the notion that "membership of a Sport Organization or of a Public Authority is not against the General Standard of Independence", is not quite accurate. There is an imminent risk that organizations within these two blocks excessively influence one another and positions and voting within is internally coordinated. This does not speak for independence as there is a risk that the interests of those organizations, and not clean sport, are prioritized. It is essential that WADA moves to minimize this effect by broadening the representative base of the Foundation Board, so the lack of independence in the current two power group is at least limited in impact.

**Athleten Deutschland e.V.**

Maximilian Klein, Representative for International Sport Policy (Germany)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

- The General Standard of Independence is not a definition of "independence".
- Exception "Membership of a sport organization or of a Public Authority is not against the General Standard of Independence" clearly goes against the standard and the notion of independence.
- This is not true independence. Those who serve a sport organization, e.g. those who have sworn the Olympic Oath, will not be independent. They should act and vote as independent individuals. The current reality of block voting, esp. on the side of the sport movement, proves the contrary.

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- Independence must mean that an individual's actions should be solely in the best interests of WADA. Conflict of interest is obvious when sending institutions from sport or public authorities create conflicting loyalties.
- In essence: Definition of independence must be universal (in line with "Stricter Independence Standard").

**2b) (36)**

SUBMITTED

Ben Sandford, . (New Zealand)  
Sport - Athlete - Retired

Yes and no. The Foundation Board should be representatives while the ExCo should be a majority of independent members in line with the Stricter independent standard.

**Australian Football League**

SUBMITTED

Simon Clarke, Manager - Legal & Business Affairs (Australia)  
Sport - IF – Other

there is no possible way that independence can exist with any form of representation

**ITF - International Tennis Federation**

SUBMITTED

Stuart Miller, Executive Director, Science & Technical (United Kingdom)  
Sport - IF – Summer Olympic

I see no obvious way in which the two levels could be combined.

**World Rugby**

SUBMITTED

David Ho, Anti-Doping Science and Results Manager (Ireland)  
Sport - IF – Summer Olympic

Anti-doping expertise should be the overriding priority in member selection. It is difficult to achieve complete independence without some trade-off with knowledge and experience, given that this knowledge and expertise will have been gained (or should have been gained) within a relevant anti-doping institution.

**FINA**

SUBMITTED

Marcela Saxlund, Interim Executive Director (Switzerland)  
Sport - IF – Summer Olympic

Of course it can. Just because we are achieving gender or nationality balances, that does not mean that it is impossible to find people who satisfy the two tests.

Representational criterion can be combined and reconciled with the notion of independence.

**International Olympic Committee**

SUBMITTED

Hannah Emily Marie Grossenbacher, Project Manager (Switzerland)  
Sport - IOC

**Yes - Essential is to have a clear Conflict of Interest policy and a register of interest which is kept up to date; Members of WADA also have a responsibility of duty of care to act in the interest of WADA as per its statutes.**

**Cabo Verde National Olympic Committee**

SUBMITTED

Filomena Fortes, President (Cape Verde)

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Sport - National Olympic Committee

It cant

### GAISF

SUBMITTED

Davide Delfini, Membership Manager (Switzerland)  
Sport - Other

**Some positions within WADA are based on Representation, therefore this aspect should be acknowledged and respected. The Conflict-of-Interest policy should deal with those circumstances and help ensuring that the people act in the interest of WADA and disclose eventual conflicts.**

### Japan Sports Agency

SUBMITTED

Haruka Yatabe, Officer for Anti-Doping, International Affairs Division (Japan)  
Public Authorities - Government

We should note that WADA was established as a unique organization by equal partnership between the Sports Movement and the Public Authorities when we consider the governance of WADA.

We believe that we should not fully apply the principle of corporate governance to WADA because WADA, as the Global Regulator in Anti-Doping, has a lot of different elements from commercial company corporations and rather has similar elements of international organizations, in which representatives of governments become the members of their decision-making body.

Therefore, we think it is not necessarily reasonable that all EC members should hold office in personal capacity.

### New Zealand Government

SUBMITTED

Alice Hume, . (.)  
Public Authorities - Government

The general standard of independence can be reconciled with geographic and stakeholder representation, provided recording and management of conflicts of interest accord with good practice. Members should recuse themselves from any discussions or decisions where they have a conflict of interest or where any relationship or circumstance may affect, or appear to affect their judgement.

### Sport Integrity Australia

SUBMITTED

Luke Janeczko, Assistant Director - Anti-Doping Policy (Australia)  
Public Authorities - Government

No – it is not possible to ever fully reconcile the notions of representational positions and full independence. We believe the general standard currently in place represents an appropriate balance to this issue.

### Luxembourg: Minister Dan Kersch, Minister of Sport and member of the WADA Executive Committee, and Alexandre Husting, Advisor and CAHAMA Delegate

SUBMITTED

Alexandre Husting, \* (Luxembourg)  
Public Authorities - Government

Perhaps a Code of Conduct could contribute to ensure this independence?

### ABCD

SUBMITTED  
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Anthony Moreira, Executive Director (Brazil)  
NADO - NADO

The representational criterion cannot be combined and reconciled on an individual basis. The problem is inherent in a representational system and cannot be eliminated.  
Any member who represents a constituent is not strictly independent. However, this can be reconciled within WADA if a wider (than the current two) stakeholder groups are represented at decision-making level.  
A wider representation of crucial stakeholder groups will limit the ability of singular (less than independent) power blocks to dominate decision making.

**AEPSAD - Agencia Española de Protección de la Salud en el Deporte**  
Carlos Gea, Head of International Relations and Cooperation Area (España)  
NADO - NADO

SUBMITTED

Yes, any stakeholder group could choose independent persons but with representational criterion.

**SA Institute for Drug-Free Sport**  
khalid galant, CEO (South Africa)  
NADO - NADO

SUBMITTED

Yes, it needs to be combined. Independence is not absolute and representatives have to strive to be independent in decision making

**NADO MKD**  
Eli Handjiska, Sport Medicine Doctor (North Macedonia)  
NADO - NADO

SUBMITTED

Yes, the representational criterion can be combined and reconciled with the notion of independence.

**ONADE**  
Janet Emen, Executive Secretary (Ecuador)  
NADO - NADO

SUBMITTED

Both individuals in representation and the notion of independence should ensure honesty and address each situation with a common goal

**UK Anti-Doping**  
Jamie Piggins, International and Stakeholder Relations Officer (UK)  
NADO - NADO

SUBMITTED

It depends on the proper function of the particular body. No, if you are appointed by a group/government or organization to a body with executive function – you cannot be free of the influence of that group especially if you have taken an oath or otherwise committed to represent the groups interest in the decision making of WADA. For certain functions, this may be perfectly fine (such as the Foundation Board in its legislative capacity with defined roles outside of enforcement). For other functions, this is unacceptable and leads to compromised and conflicted decisions (such as has been seen at the ExCo).

**Sport Ireland**  
Siobhan Leonard, Director of Anti-Doping & Ethics (Ireland)  
NADO - NADO

SUBMITTED

It depends on the proper function of the particular body. No, if you are appointed by a group/government or organization to a body with executive function – you cannot be free of the influence of that group especially if you have taken an oath or otherwise committed to represent the groups interest in the decision making of WADA. For certain functions, this may be perfectly fine (such as the Foundation Board

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in its legislative capacity with defined roles outside of enforcement). For other functions, this is unacceptable and leads to compromised and conflicted decisions (such as has been seen at the ExCo).

**Anti-Doping Singapore**

SUBMITTED

Patrick Goh, Chairman (Singapore)  
NADO - NADO

We believe the two are diametrically opposed. Even if an individual were to capably to wear two hats without any conflict whatsoever, the optics of such a situation would not be favorable to the organisation. Therefore, the separation between committees with representation and committees where independence is critical must be clear, along with their separate and clearly defined roles.

**Antidoping Switzerland**

SUBMITTED

Ernst König, CEO (Switzerland)  
NADO - NADO

- It depends on the function of the particular body
- For certain functions, this may be perfectly fine (such as the Foundation Board in its legislative capacity with defined roles outside of enforcement)
- For other functions, this should not be possible, such as for the ExCo.

**U.S. Anti-Doping Agency**

SUBMITTED

Francoise Farrell, Executive Assistant to CEO (United States)  
NADO - NADO

No, if you are appointed by a group/government or organization to a body with executive function – you cannot be free of the influence of that group especially if you have taken an oath or otherwise committed to represent the groups interest in the decision making of WADA. For certain functions, this may be perfectly fine (such as the Foundation Board in its legislative capacity with defined roles outside of enforcement). For other functions, this is unacceptable and leads to compromised and conflicted decisions (such as has been seen at the ExCo).

**Azerbaijan National Anti-Doping Agency (AMADA)**

SUBMITTED

Shafag Huseynli, CEO (Azerbaijan)  
NADO - NADO

No comment

**Agence française de lutte contre le dopage**

SUBMITTED

Adeline Molina, RAQ (France)  
NADO - NADO

As put by iNADO, the representational criterion cannot be combined and reconciled on an individual basis. The problem is inherent in a representational system and cannot be eliminated. However, this can be reconciled within WADA if a wider (than the current two) stakeholder groups are represented at decision-making level. A wider representation of crucial stakeholder groups will limit the ability of singular (less than independent) power blocks to dominate decision making.

**Anti Doping Danmark**

SUBMITTED

Michael Ask, CEO (Denmark)  
NADO - NADO

If you are member of a body appointed by your constituency you cannot be independent per say. This is not a problem, as long as it is clear which positions are filled with representatives appointed by a stakeholder and which are filled with independent persons (see above under 2a).

### **Drug Free Sport New Zealand**

Nick Paterson, Chief Executive (New Zealand)  
NADO - NADO

SUBMITTED

We support a model for EC that includes both independent members and representative members. Again, in our opinion a representative member CANNOT be indendent, under any proper definition of independence. However with a model including both independent and representative, there is no need to reconcile between the two as both are included.

### **Finnish Center for Integrity in Sports (FINCIS)**

Petteri Lindblom, Legal Director (Finland)  
NADO - NADO

SUBMITTED

It depends on the proper function of the particular body. No, if you are appointed by a group/government or organization to a body with executive function – you cannot be free of the influence of that group especially if you have taken an oath or otherwise committed to represent the groups interest in the decision making of WADA. For certain functions, this may be perfectly fine (such as the Foundation Board in its legislative capacity with defined roles outside of enforcement). For other functions, this is unacceptable and leads to compromised and conflicted decisions (such as has been seen at the ExCo).

### **Doping Authority Netherlands**

Olivier de Hon, Chief Operating Officer (Netherlands)  
NADO - NADO

SUBMITTED

2b. Whether the representational criterion can be combined and reconciled with the notion of independence depends on the proper function of the particular body. No, if you are appointed by a group/government or organization to a body with executive function – you cannot be free of the influence of that group especially if you have taken an oath or otherwise committed to represent the groups interest in the decision making of WADA. For certain functions, this may be perfectly fine (such as the Foundation Board in its legislative capacity with defined roles outside of enforcement). For other functions, this is unacceptable and leads to compromised and conflicted decisions (such as has been seen at the ExCo).

### **National Anti Doping Agency Germany**

Andrea Gotzmann, CEO (Germany)  
NADO - NADO

SUBMITTED

It depends on the proper function of the particular body. No, if a person is appointed by a group/government or organization to a body with executive function – the person cannot be free of the influence of that group especially if the person is otherwise committed to represent the groups interest in the decision making of WADA. For certain functions, this may be perfectly fine (such as the Foundation Board in its legislative capacity with defined roles outside of enforcement). For other functions, this is not acceptable and may lead to compromised and conflicted decisions.

### **Canadian Centre for Ethics in Sport**

Doug MacQuarrie, Chief Operating Officer (Canada)  
NADO - NADO

SUBMITTED

The function of the role is the best determinant. Compromised and conflicted decisions are inevitable when taken by individuals beholden to more than one organization.

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**Hellenic Council for Combating doping**  
CHARIS LIAPI, Member Ex Com (GREECE)  
NADO - NADO

SUBMITTED

Of course the representational criterion can be combined and reconciled with the notion of independence. Every member must stick to rules and if necessary declare possible conflict of interest and abstain from voting..

**Anti-Doping Norway**  
Martin Holmlund Lauesen, Director - International Relations and Medical (Norge)  
NADO - NADO

SUBMITTED

Yes, but not within the same functions: A person cannot at the same time be independent and a representative of a stakeholder group/constituency, and we therefore need to think the reconciliation of the two criteria in a broader sense, taking into account that the two notions may be applicable at different times and for different functions.

The prerequisite for a reconciliation of the two criteria is ensuring a stricter distinction of the legislative/regulating functions in the Foundation Board and the executive functions in the Executive Committee in order to ensure a clearer division of roles and responsibilities between the two functions. The criterion of independence can (and should) be applied to Executive Committee and the criterion of representation to the Foundation Board:

The Foundation Board should be tasked with the legislative/regulating functions (i.e. rule- and standard setting, adopting the budget...). The legislative/regulating function would benefit from a broader representation in order to ensure a broad a range of relevant expertise and broad commitment to the rules. The representation of stakeholder groups in the Foundation Board should thus be broadened.

The Executive Committee should be tasked with the executive functions (i.e. enforcement through decision-making based on the rules in place). Unlike the legislative/regulating function, the executive functions should not be based on representation and the Executive Committee should therefore be fully independent and professional, in order to limit unnecessary political interference in the decision-making, which puts the legitimacy of decision – which should be objective – in jeopardy.

**Central European Anti-Doping Organization (CEADO)**  
Michael Cepic, Chairman CEADO Board (Austria)  
NADO - RADO

SUBMITTED

**Yes, definitely. It should be duly applied and examined in each individual case.**

**Anglesea Sports Medicine**  
Chris Milne, Sports Physician (New Zealand)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

I believe they can. It is difficult in areas of the world like Oceania where the population is low, and true independence may be difficult to achieve

**iNADO**  
Jorge Leyva, CEO (Germany)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

The representational criterion cannot be combined and reconciled on an individual basis. The problem is inherent in a representational system and cannot be eliminated.

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**Any member who represents a constituent is not strictly independent. However, this can be reconciled within WADA if a wider (than the current two) stakeholder groups are represented at decision-making level.**

A wider representation of crucial stakeholder groups will limit the ability of singular (less than independent) power blocks to dominate decision making.

### **Athleten Deutschland e.V.**

SUBMITTED

Maximilian Klein, Representative for International Sport Policy (Germany)  
Other - Other (ex. Media, University, etc.)

- Depends on body, could be acceptable for FB as legislative body. As for ExCo, absolutely no. Enforcement and executive functions must be fulfilled by truly independent roles, otherwise we see conflicted decision-making.
- The ExCo must be truly independent (no stakeholder representation, truly independent recruiting process of ExCo members).

## **2c) (39)**

SUBMITTED

Ben Sandford, . (New Zealand)  
Sport - Athlete - Retired

Yes there should be a cooling off period. This should be at least a year. It should also not be possible for the Olympic Movement or Public Authorities to nominate people that hold positions that require the stricter standard. These positions should be applied for by the individual directly or recruited by the Nominations Committee. Having the OM or PA nominate someone for a position requiring the stricter standard undermines the stricter standard.

### **ITF - International Tennis Federation**

SUBMITTED

Stuart Miller, Executive Director, Science & Technical (United Kingdom)  
Sport - IF – Summer Olympic

Yes, there should be a cooling-off period. It may take time to free oneself from influence of a position that would otherwise be in breach of the independence requirements.

### **FINA**

SUBMITTED

Marcela Saxlund, Interim Executive Director (Switzerland)  
Sport - IF – Summer Olympic

This can serve to rule out good candidates. It should be sufficient to measure the independence on the day of appointment, and to then say that the person must « remain » independent thereafter while appointed to WADA

### **International Olympic Committee**

SUBMITTED

Hannah Emily Marie Grossenbacher, Project Manager (Switzerland)  
Sport - IOC

**In the context of the strict independence criteria: yes – it should be a minimum of 6 month.**

### **Cabo Verde National Olympic Committee**

SUBMITTED

Filomena Fortes, President (Cape Verde)  
Sport - National Olympic Committee

No need for a cooling off.

**GAISF**

Davide Delfini, Membership Manager (Switzerland)  
Sport - Other

SUBMITTED

For certain position it is appropriate to apply a “cooling off” period. The minimum length should be adapted to the strict independence criteria. It seems that 6 months is an acceptable period.

**New Zealand Government**

Alice Hume, . (.)  
Public Authorities - Government

SUBMITTED

Independent Members should meet the strict independence standard prior to taking up the role, with a comparable stand-down to that set for the President and Vice President.

Independence at the date of commencement is acceptable for all other Members of WADA organs.

**Sport Integrity Australia**

Luke Janeczko, Assistant Director - Anti-Doping Policy (Australia)  
Public Authorities - Government

SUBMITTED

Australia supports a ‘cooling-off’ period for WADA independent members. The ability for an independent member to finish their engagement with a public authority or the sports movement, and immediately commence a ‘independent’ role in WADA diminishes the notion of independence and reduces stakeholder confidence in WADA decision-making.

It is not uncommon to see 3-5 year cooling off period in place for private organisations, and therefore not unreasonable for WADA to consider a period of at least 2-3 years when considering implementing cooling off periods.

**Luxembourg: Minister Dan Kersch, Minister of Sport and member of the WADA Executive Committee, and Alexandre Husting, Advisor and CAHAMA Delegate**

Alexandre Husting, \* (Luxembourg)  
Public Authorities - Government

SUBMITTED

A cooling-off period ensures that there are no real or potential conflicts of interest. If there is no perfect duration maye an appropriate period could be proposed by an Ethics committee or by the Nominations Committee.

**Ministry of Culture Denmark**

Henrik Bramming, Head of section (Denmark)  
Public Authorities - Government

SUBMITTED

Yes, a cooling period of e.g. two years seems appropriate to protect against undue influence and conflict of interest, and the perception of those problems.

**AEPSAD - Agencia Española de Protección de la Salud en el Deporte**

Carlos Gea, Head of International Relations and Coopetarion Area (España)  
NADO - NADO

SUBMITTED

No, we do not believe that a cooling off period is needed.

**SA Institute for Drug-Free Sport**

khalid galant, CEO (Souoth Africa)

SUBMITTED

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**NADO - NADO**

Cannot see value in a "cooling off" period after person has left WADA structures

**NADO MKD**

SUBMITTED

Eli Handjiska, Sport Medicine Doctor (North Macedonia)  
NADO - NADO

There should not be a cooling-off period.

**ONADE**

SUBMITTED

Janet Emen, Executive Secretary (Ecuador)  
NADO - NADO

Independence standards help to avoid any type of bribery or foul intentions from third parties. Previous workplaces should not be a definitive reason to ban someone to work with WADA, as the experience and abilities of the member could help the organization with honesty and integrity. A cooling-off period may be considered, but this type of background should always be taken on account by the auditing team.

**ABCD**

SUBMITTED

Anthony Moreira, Executive Director (Brazil)  
NADO - NADO

The cooling off period for prospective members who have previously held positions in the Olympic Movement or Public Authorities should be at least two years. This should be sufficient time for persons and organizations to separate from each other and act on their own's interest.

**Russian Anti-Doping Agency "RUSADA"**

SUBMITTED

RUSADA RUSADA, Administration (Russia)  
NADO - NADO

The length of the cooling off period should be two or more years.

**UK Anti-Doping**

SUBMITTED

Jamie Piggins, International and Stakeholder Relations Officer (UK)  
NADO - NADO

- Appropriate cooling off periods are essential to actual independence and to perceptions of independence. Especially for "independent" positions, such as those on the WADA ExCo and those on the Foundation Board. For example, in many public sectors, ministers and other government employees must respect a two-to-five- year cooling-off period before they are allowed to accept a government appointment or lobby the government on behalf of third-party clients. This is to protect against undue influence and conflict of interest, and the perception of those problems. WADA's current definitions of "independence" do not account for this at all and further undermine the "Independence" of WADA. The WADA Nominations Committee should ensure these cooling-off periods are respected on appointment, and an independent WADA Ethics Commission should oversee them if not respected.
- Using the UK Government as an example, under the Ministerial Code there is expected to be a "cooling off" period of two years in the case of a Minister resigning before taking on a paid directorship that might seek to influence the Government.

**Sport Ireland**

SUBMITTED

Siobhan Leonard, Director of Anti-Doping & Ethics (Ireland)  
NADO - NADO

Appropriate cooling off periods are essential to actual independence and to perceptions of independence. Especially for "independent" positions, such as those on the WADA ExCo and those on the Foundation

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Board. For example, in many public sectors, ministers and other government employees must respect a two-to-five- year cooling-off period before they are allowed to accept a government appointment or lobby the government on behalf of third-party clients. This is to protect against undue influence and conflict of interest, and the perception of those problems. WADA's current definitions of "independence" do not account for this at all and further undermine the "Independence" of WADA. The WADA Nominations Committee should ensure these cooling-off periods are respected on appointment, and an independent WADA Ethics Commission should oversee them if not respected.

### **UK Anti-Doping Athlete Commission**

SUBMITTED

Tony Josiah, Head of International and Stakeholder Relations (United Kingdom)  
NADO - NADO

We believe a cooling off period would be advisory – this would allow the group think of the previous organisation to settle in the individual. We think 6 months could be achievable and appropriate. This would also help perceived independence and trust of the organisation.

### **Anti-Doping Singapore**

SUBMITTED

Patrick Goh, Chairman (Singapore)  
NADO - NADO

Yes. A cooling off period would help lessen the possibility of undue conflict of interest, where independence is required.

How long? We believe this to be arbitrary in nature, hence, the longer the better.

Pragmatically, whatever is well within the norms for most organisations of a similar nature would probably be acceptable.

### **Antidoping Switzerland**

SUBMITTED

Ernst König, CEO (Switzerland)  
NADO - NADO

- Appropriate cooling off periods are essential to actual independence and to perceptions of independence
- The WADA Nominations Committee should ensure these cooling-off periods are respected on appointment

### **U.S. Anti-Doping Agency**

SUBMITTED

Francoise Farrell, Executive Assistant to CEO (United States)  
NADO - NADO

Appropriate cooling off periods are essential to actual independence and to perceptions of independence. Especially for "independent" positions, such as those on the WADA ExCo and those on the Foundation Board. For example, in many public sectors, ministers and other government employees must respect a two-to-five- year cooling-off period before they are allowed to accept a government appointment or lobby the government on behalf of third-party clients. This is to protect against undue influence and conflict of interest, and the perception of those problems. WADA's current definitions of "independence" do not account for this at all and further undermine the "Independence" of WADA. The WADA Nominations Committee should ensure these cooling-off periods of at least 2 years are respected on appointment.

### **Azerbaijan National Anti-Doping Agency (AMADA)**

SUBMITTED

Shafag Huseynli, CEO (Azerbaijan)

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NADO - NADO

No comment

**Agence française de lutte contre le dopage**

SUBMITTED

Adeline Molina, RAQ (France)  
NADO - NADO

Appropriate cooling off periods are essential to actual independence and to perceptions of independence. Especially for “independent” positions, such as those on the WADA ExCo. It is common practice in many public sectors. This is to protect against undue influence and conflict of interest, and the perception of those problems. As said before, WADA’s current definitions of “independence” should account for this. The WADA Nominations Committee should ensure these cooling-off periods are respected on appointment, and an independent WADA Ethics Commission should oversee them if not respected. A two-year cooling off period would be a minimum.

**Anti Doping Danmark**

SUBMITTED

Michael Ask, CEO (Denmark)  
NADO - NADO

Yes, a cooling period of e.g. two years seems appropriate to protect against undue influence and conflict of interest, and the perception of those problems.

**Japan Anti-Doping Agency**

SUBMITTED

Akira Kataoka, General Manager, Results Management and Intelligence (Japan)  
NADO - NADO

Where an Official has a Conflict of Interest, such Official shall refrain from participating in the deliberations of WADA’s body or entity to which he/she belongs with respect to the relevant topic and abstain from taking any part in the decisionmaking process on such issue. Therefore cooling off period is not necessary.

**Drug Free Sport New Zealand**

SUBMITTED

Nick Paterson, Chief Executive (New Zealand)  
NADO - NADO

For anyone filling a role that is deemed “independent” – and not representative - there must be a stand down/cooling off period of, say, 6 months from any prior representative role.

If we are seeking independence, to leave a dependent role one day and start a new role the next does not fit the criteria as that person will bring with them - with very close proximity - all of the knoweldge, experience and view points of the organisation they had previously been representing.

**Finnish Center for Integrity in Sports (FINCIS)**

SUBMITTED

Petteri Lindblom, Legal Director (Finland)  
NADO - NADO

Appropriate cooling off periods are essential to actual independence and to perceptions of independence. Especially for “independent” positions, such as those on the WADA ExCo and those on the Foundation Board. The WADA Nominations Committee should ensure these cooling-off periods are respected on appointment, and an independent WADA Ethics Commission should oversee them if not respected.

**Doping Authority Netherlands**

Olivier de Hon, Chief Operating Officer (Netherlands)  
 NADO - NADO

2c. Appropriate cooling off periods are essential to actual independence and to perceptions of independence. Especially for “independent” positions, such as those on the WADA ExCo and those on the Foundation Board. The WADA Nominations Committee should ensure these cooling-off periods are respected on appointment, and an independent WADA Ethics Commission should oversee them if not respected.

**Hellenic Council for Combating doping**

CHARIS LIAPI, Member Ex Com (GREECE)  
 NADO - NADO

SUBMITTED

cooling off period is not necessary

**National Anti Doping Agency Germany**

Andrea Gotzmann, CEO (Germany)  
 NADO - NADO

SUBMITTED

Appropriate cooling off periods are essential to actual independence and to perceptions of independence. Especially for “independent” positions, such as those on the WADA EC and those on the Foundation Board. For example, in many public sectors, ministers and other government employees must respect a two-to-five-year cooling-off period before they are allowed to accept a government appointment or lobby the government on behalf of third-party clients. WADA’s current definitions of “independence” do not account for this at all and therefore undermining the “independence” of the organization is of great risk. The WADA Nominations Committee should ensure these cooling-off periods are respected on appointment.

**Canadian Centre for Ethics in Sport**

Doug MacQuarrie, Chief Operating Officer (Canada)  
 NADO - NADO

SUBMITTED

YES. Reasonable and necessary cooling off periods are essential - both for real and perceived independence. and to perceptions of independence. Any nominations should be contingent upon required cooling-off periods.

**Anti-Doping Norway**

Martin Holmlund Lauesen, Director - International Relations and Medical (Norge)  
 NADO - NADO

SUBMITTED

The reason we support increased independence in the Executive Committee is to send a clear signal, that enforcement decisions are not under political influence. In light of this, it would be relevant to ensure a cooling off period – also for members of the Executive Committee. The reason is, that we need to protect against (the risk and/or perception of) undue influence and conflict of interest.

A cooling off period should be long enough to ensure that the independent members should both be perceived as independent and be independent in practice.

**Turkish Anti-Doping Commission**

Mehmet YOGURTCUOGLU, Deputy General Director / Legal Affairs Coordinator  
 (Turkey)  
 NADO - NADO

SUBMITTED

A cooling off period should apply to the positions with oversight or managerial function excluding advisory organs since such members may continue to have strong ties that might affect their impartiality. However, this cooling off period should not be considered as just a period of time. It is important to define some rules and obligations in this period as well. For example, transparent and retrospective declaration of property may be one of the important obligations in this period. The cooling off period can be at least six months and the transition can be achieved by timing the elections in a way to take place six months before the date of taking office.

### Anti-Doping Sweden

Christine Helle, CEO (Sweden)  
NADO - NADO

SUBMITTED

There should be a cooling off period as in many public sectors, eg a minimum of 2 year before appointment. This will protect the bodies against undue conflict of interest and influence, at least the perception of those conflicts.

### Central European Anti-Doping Organization (CEADO)

Michael Copic, Chairman CEADO Board (Austria)  
NADO - RADO

SUBMITTED

**CEADO is of the opinion that for the prospective members of all or certain WADA organs who have previously held positions in the Olympic Movement or Public Authorities there should be no cooling off period, because application of that period would bring no benefits to the notion of independence. Notion of independence should be in those cases duly examined.**

### Anglesea Sports Medicine

Chris Milne, Sports Physician (New Zealand)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

I don't believe a cooling off period is essential, but for certain key positions, it may be desirable. The perception is important.

### iNADO

Jorge Leyva, CEO (Germany)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

**The cooling off period for prospective members who have previously held positions in the Olympic Movement or Public Authorities should be at least two years.** This should be sufficient time for persons and organizations to separate from each other and act on their own's interest.

### Athleten Deutschland e.V.

Maximilian Klein, Representative for International Sport Policy (Germany)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

- Yes, essential to get true independence.
- A cooling-off period should at least amount to a length of four years.

## 2d) (25)

Ben Sandford, . (New Zealand)  
Sport - Athlete - Retired

SUBMITTED

**Australian Football League**

Simon Clarke, Manager - Legal & Business Affairs (Australia)  
Sport - IF – Other

SUBMITTED

WADA needs to move immediately to a position where everyone on the Executive Committee and Foundation Board meets the Stricter Independence Standard. WADA can not legitimately fight doping in an independent way when there are quotas from public authorities, Olympic movement, IFs etc.

**ITF - International Tennis Federation**

Stuart Miller, Executive Director, Science & Technical (United Kingdom)  
Sport - IF – Summer Olympic

SUBMITTED

No further comments.

**FINA**

Marcela Saxlund, Interim Executive Director (Switzerland)  
Sport - IF – Summer Olympic

SUBMITTED

no further comment

**Cabo Verde National Olympic Committee**

Filomena Fortes, President (Cape Verde)  
Sport - National Olympic Committee

SUBMITTED

**Sport Integrity Australia**

Luke Janeczko, Assistant Director - Anti-Doping Policy (Australia)  
Public Authorities - Government

SUBMITTED

Nil

**AEPSAD - Agencia Española de Protección de la Salud en el Deporte**

Carlos Gea, Head of International Relations and Cooperation Area (España)  
NADO - NADO

SUBMITTED

No comments.

**NADO MKD**

Eli Handjiska, Sport Medicine Doctor (North Macedonia)  
NADO - NADO

SUBMITTED

No further comments on independence.

**ONADE**

Janet Emen, Executive Secretary (Ecuador)  
NADO - NADO

SUBMITTED

No further comments on this matter.

**ABCD**

Anthony Moreira, Executive Director (Brazil)  
NADO - NADO

SUBMITTED

Note that NADO individuals must, by definition, be independent of Government and Sport. It is wrong to assume that NADOs can be represented by Governments. This means that NADO officials provide an

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ideal source for independent competencies. However, this is currently not available to either Executive Committee or the Foundation Board.

**UK Anti-Doping**

SUBMITTED

Jamie Piggins, International and Stakeholder Relations Officer (UK)  
NADO - NADO

- Reformed WADA definition and provisions for Independence can and should be a model for all ADOs. As should a more robust WADA system for avoiding conflicts of interest and for greater transparency around the independence and conflict of interest determinations.
- In order to attract completely independent committee members WADA will need to invest in a global search and recruitment service.

**Sport Ireland**

SUBMITTED

Siobhan Leonard, Director of Anti-Doping & Ethics (Ireland)  
NADO - NADO

Note that NADO individuals must, by definition, be independent of Government and Sport. It is wrong to assume that NADOs can be represented by Governments. This means that NADO officials provide an ideal source for independent competencies. However, this is currently not available to either Executive Committee or the Foundation Board.

Reformed WADA definition and provisions for Independence can and should be a model for all ADOs. As should a more robust WADA system for avoiding conflicts of interest and for greater transparency around the independence and conflict of interest determinations.

**U.S. Anti-Doping Agency**

SUBMITTED

Francoise Farrell, Executive Assistant to CEO (United States)  
NADO - NADO

Reformed WADA definition and provisions for Independence can and should be a model for all ADOs. As should a more robust WADA system for avoiding conflicts of interest and for greater transparency around the independence and conflict of interest determinations.

**Azerbaijan National Anti-Doping Agency (AMADA)**

SUBMITTED

Shafag Huseynli, CEO (Azerbaijan)  
NADO - NADO

No comment

**Agence française de lutte contre le dopage**

SUBMITTED

Adeline Molina, RAQ (France)  
NADO - NADO

As put by iNADO, NADO individuals must, by definition, be independent of Government and Sport. It is wrong to assume that NADOs can be represented by Governments. This also means that NADO officials provide an ideal source for independent competencies. However, this is currently not available to either Executive Committee or the Foundation Board.

**Anti Doping Danmark**

SUBMITTED

Michael Ask, CEO (Denmark)  
NADO - NADO

The requirement for NADOs independence as stated in the WADA code should be as strict as the independence criteria for WADA, Major Event Organizers and all ADOs.

*Article 20.5.1: To be independent in their operational decisions and activities from sport and government, including without limitation by prohibiting any involvement in their operational decisions or activities by any Person who is at the same time involved in the management or operations of any International Federation, National Federation, Major Event Organization, National Olympic Committee, National Paralympic Committee, or government department with responsibility for sport or anti-doping*

**Finnish Center for Integrity in Sports (FINCIS)**

SUBMITTED

Petteri Lindblom, Legal Director (Finland)  
NADO - NADO

Reformed WADA definition and provisions for Independence can and should be a model for all ADOs. As should a more robust WADA system for avoiding conflicts of interest and for greater transparency around the independence and conflict of interest determinations.

**Doping Authority Netherlands**

SUBMITTED

Olivier de Hon, Chief Operating Officer (Netherlands)  
NADO - NADO

2d. As stated in 1a, we feel that given the strong ethical basis of its work, WADA should and explain its policy in this regard in detail so it can serve as an example for everyone (not just ADOs).

**National Anti Doping Agency Germany**

SUBMITTED

Andrea Gotzmann, CEO (Germany)  
NADO - NADO

Reformed WADA definition and provisions for independence can and should be a model for all ADOs. As should a more robust WADA system for avoiding conflicts of interest and for greater transparency around the independence and conflict of interest determinations.

**Canadian Centre for Ethics in Sport**

SUBMITTED

Doug MacQuarrie, Chief Operating Officer (Canada)  
NADO - NADO

Many of these challenges could be resolved with clearer definitions and requirements for independence.

**Hellenic Council for Combating doping**

SUBMITTED

CHARIS LIAPI, Member Ex Com (GREECE)  
NADO - NADO

No further comments

**Anti-Doping Norway**

SUBMITTED

Martin Holmlund Lauesen, Director - International Relations and Medical (Norge)  
NADO - NADO

The reference in the general standard of independence that “Membership of a sports organization or of a Public Authority is not against the general standard of independence” is a bit unclear: What is meant by membership? Is it membership of e.g. a local Football club, which is member of a national football federation, which is then member of UEFA and FIFA? Or does membership refer to the lists of positions in 2.2. and 2.3. (under the stricter independence criteria)? Or does it refer to any voluntary or paid position? If it is a reference to either the list of positions or any paid or voluntary position in said organizations, it effectively nullifies the “independence” of the criteria – it might therefore be worth considering finding a more relevant label.

**Anti-Doping Sweden**

SUBMITTED

Christine Helle, CEO (Sweden)  
NADO - NADO

**Anglesea Sports Medicine**

SUBMITTED

Chris Milne, Sports Physician (New Zealand)  
Other - Other (ex. Media, University, etc.)

**iNADO**

SUBMITTED

Jorge Leyva, CEO (Germany)  
Other - Other (ex. Media, University, etc.)

Note that NADO individuals must, by definition, be independent of Government and Sport. It is wrong to assume that NADOs can be represented by Governments. This means that NADO officials provide an ideal source for independent competencies. However, this is currently not available to either Executive Committee or the Foundation Board.

**3. Executive Committee (EC) (18)****Global Athlete with Athletics Association and NOC Athlete Commission of Denmark, Netherlands and Norway**

SUBMITTED

Rob Koehler, Director General (Canada)  
Sport - Athlete Representative (State the name of the athlete body in Organization name)

**Question 3: The WADA Executive Committee** (Yearly budget for Exco and Board US\$1,013,500)

- The Executive Committee is the highest decision-making body of WADA.
- The WADA Executive Committee should be free from all conflicts of interest and all members must fulfill strict independence criteria.
- As stated above:
  - o This is one of inherent problems of WADA. Members of the Executive Committee and Foundation Board do not vote or act as individuals.
  - o The Sports Movement have pre-meetings to determine common positions. This results in block voting and is generally not in the interest of WADA but rather to protect the sport movement.
  - o The Governments have pre-meetings to determine common positions. While they are less likely to have a position, block voting does occur to protect member states and decisions are generally not in the interest of WADA but rather to protect their members.

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- A well functioning organization should have Executive Committee members that are tasked to protect and grow the Agency and not protect the constituencies they represent.
- All members of the Executive Committee must meet strict independence criteria to avoid political decisions being made. The decision (or lack of) on Russia and the minimizing of the Athlete Charter are a few examples, among other decisions, that were not in the interest of clean sport but rather in the interest of protecting stakeholders. The very stakeholders that these members represent.
- The Executive Committee members should be selected through a skills assessment and recruitment based on the needs of the organization. All members must have a strict independence protocols to adhere to and undergo a recruitment and selection as well as a vigorous vetting process through an external independent agency. The fact that the current Nomination Committee members were proposed by government and sport stakeholders is inherently flawed. The Nominations Committee should be replaced with an external vetting organization and only tasked to ensure proposed members adhere to strict independence criteria.
- The Executive Committee meeting should be open and transparent with the exception for limited topics that require in camera sessions.
- Composition of an independent Executive Committee could include experts in the following areas:
  - o Accounting and finance
  - o Governance
  - o Regulatory and Compliance
  - o Legal
  - o Human Rights
  - o Human Resources
  - o Medical
  - o Independent athlete representation at least 1/3
  - o International relations
  - o Marketing
  - o Communications

**USOPC Athlete Advisory Council**

Meryl Fishler, Coordinator (United States)

Sport - Athlete Representative (State the name of the athlete body in Organization name)

SUBMITTED

**3. Executive Committee****1. Truly Independent****2. Fifty Percent Athlete Representation****3. Transparent Appointment Process****4. Staggered, Limited Terms****5. Transparency**



The AAC recommends that the Executive Committee be truly independent with at least fifty percent athlete representation. In addition to athlete representation, the EC should include constituents and stakeholders that meet the strict independence definition. Any stakeholder group or WADA signatory could recommend a member, but no direct appointments should be made to the EC.

We think all these EC members should be chosen by a truly independent Nominating Committee. We also think it's important to ensure that EC members serve limited terms (we would recommend a maximum of two four-year terms) and that these terms be staggered in order to balance fresh voices with organizational continuity. Finally, all EC meetings should be open unless discussing sensitive information (e.g., personnel issues, investigations, or compliance).

### **International Cricket Council**

SUBMITTED

Vanessa Hobkirk, Anti-Doping Manager (United Arab Emirates)  
Sport - IF – IOC-Recognized

No Comment

### **Cerebral Palsy International Sport and Recreation Association**

SUBMITTED

Halim Jebali, CPISRA Medical Committee Chair (Tunisia)  
Sport - IF – Other

Il est important que le Comité Exécutif soit réellement indépendant du point de vue opérationnel et que cette indépendance soit stricte sans conflit d'intérêt aucun Est ce que le Président de Conseil de Fondation doit continuer à occuper celui de Président du Comité Exécutif ? A discuter Il est important d'augmenter le nombre de membre indépendants au sein du Comité Exécutif Le choix de ces membres pourra se faire par l'intermédiaire d'une agence externeLe renouvellement partiel des membres du Comité Exécutif est une bonne option pour assurer une bonne continuité dans l'efficacité dans l'action  
Les cours et stages de formations est une proposition pour certaines personnes qui n'ont pas de connaissances suffisantes dans la lutte contre le dopage  
Mandats de 2 X 3 ans est une bonne idée  
Limite d'age oui à 75 ans max  
Indemnité pour les membres du Comité Exécutif : oui

### **USOPC**

SUBMITTED

Christopher McCleary, General Counsel (US)  
Sport - National Olympic Committee

We feel that WADA's current Foundation Board/Executive Committee approach can achieve strong, transparent, and trusted leadership via adjustments to each body even without a complete overhaul. Certainly our ideal end state, if starting with a blank sheet, would be a 100% Independent Board of Directors with significant Athlete representation, and a larger, representative body including constituents and stakeholders, to discuss and make recommendations to that Board. But our comments here and below are based on the premise that this end state is not feasible. In that light:

The current Executive Committee should be strengthened by keeping it to a manageable size and ensuring that it is majority Independent. Of course all EC members should comply with a strong WADA Conflicts of Interest policy as well. We would suggest an EC configured this way:

- 13 Members in total
- 7 Independent (of which 2 Independent Athletes)
- 2 from Olympic movement (of which 1 Athlete)
- 2 from public authorities (of which 1 Athlete)
- 1 from NADOs
- 1 WADA President, *ex officio*

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We think all these EC members should be chosen by the augmented Nominating Committee discussed below, and that Foundation Board members could be included in the EC. We also think it's important to ensure that EC members serve limited terms (we would recommend a maximum of two four-year terms, but we think WADA's maximum three three-year terms works as well) and that these terms be staggered in order to balance fresh voices with organizational continuity.

We are very supportive of augmented and ongoing educational and review programs for EC and FB members; we are implementing such programs here at the USOPC and are seeing the benefits.

These are examples of how improved governance does mean more work and resources from the organization; we feel that given WADA's critical role and mission, the extra work and resources are well worth it.

### **AthletesCAN**

SUBMITTED

Georgina Truman, Manager, Athlete Relations and Operations (Canada)  
Sport - Other

### **Sport Integrity Australia**

SUBMITTED

Luke Janeczko, Assistant Director - Anti-Doping Policy (Australia)  
Public Authorities - Government

Australia welcomes the recent introduction of independent members to the Executive Committee (ExCo) and recommends further reform to ensure ExCo has equal, if not more, independent members than representative members.

The ExCo carries out an important function to administer WADA's day-to-day arrangements and provide executive-level guidance and leadership in WADA's administration. This function can be hampered by 'block-style' voting arrangements where the two stakeholder groups (Sports Movement and Public Authorities) vote as a block on decision items. Increased independence on the ExCo will counter possible 'block-voting' and instil stakeholder confidence in ExCo's decisions with knowledge that, perceived or otherwise, the decision was truly taken in the best interests of WADA.

Australia is aware many stakeholders are calling for a fully independent ExCo membership. We do not hold concerns with this suggestion – and in fact agree that a fully independent ExCo may be of benefit to WADA. We do believe that the most important aspect is that the number of independent members outweighs any representation that remains.

### **Office of National Drug Control Policy**

SUBMITTED

Richard Baum, United States Coordinator, Doping in Sport (United States of America)  
Public Authorities - Government

The Executive Committee should be reformulated to serve as the executive leadership team of WADA, referred to as the Executive Board. It should be a smaller, consisting of 5-8 professional and fully independent appointees responsible for enacting and administering the strategic guidance, policies and rules set out by the Foundation Board (described below, but as reconstituted would fulfill a legislative/governing/oversight type function, leaving the executive responsibilities to the Executive Board).

The Executive Board should not overlap with the Foundation Board in Membership or responsibilities. The members of the new Executive Board would not be able to serve if they have any current official affiliations with any of the anti-doping or sport stakeholders. They could serve after separation from such affiliations after a two-year cooling off period. Instead of representing any group or institution, Executive Board Members would be highly competent professionals, with experience in one or more of the key substantive areas important to WADA, including anti-doping, law, governance, science, and administration.

The Members of the Executive Board should be appointed by the Foundation Board after careful recruitment and vetting by the Nominations Committee, and via an open, transparent process. Once in place, the Executive Board should act as a coordinated, coherent *executive leadership team* under direction of the Executive Board President and Vice President. Executive Board Members should serve four-year terms, renewable for a second consecutive four-year term. After a four-year break they can return for a final third four-year term.

The key function of the Executive Board should be to supervise the WADA administration, running the organization's day-to-day functions. The new Executive Board would also help prepare for the Foundation Board meetings and would attend and participate in those meetings, but not preside over them (this interaction is discussed in greater detail below, as well as in the Foundation Board survey section).

Any overlap in duties with the Foundation Board should be avoided—ensuring a true separation of powers. This means executive functions including enforcement involving compliance, sanction decisions, and administration functions should be left to the Executive Board, and not be taken up by the Foundation Board. This would allow the Foundation Board to focus on more strategic and long-term matters, as well as budgetary issues.

The Executive Board's performance, both as individuals and as a team, should undergo a standard annual performance evaluation, based on performance plans that align with the strategic guidance approved by the Foundation Board. This performance feedback, which of course should focus on positive aspects of performance as well as areas to improve upon, should be provided in a discrete and professional manner, with the goal of continually improving performance. In rare cases, if the Foundation Board loses faith in the Executive Board Members, the Foundation Board should, after a careful and objective review, be able to remove them by a two-thirds vote or place them on a probationary period requiring an improvement in performance within a year.

The Executive Board President and Vice President, as well as other Executive Board Members and WADA staff, should support the preparation for Foundation Board meetings under the direction of the Foundation Board Chairman or other designated representatives of the Foundation Board. Similarly, all WADA employees, Executive Board or staff, needed to support the efficient operation of Foundation Board meetings should be able to attend Foundation Board meetings, at the discretion of the Foundation Board. It is anticipated that the Executive Board President, Vice President and other Executive Board Members of WADA staff will be available for presentations and to respond to questions during the Foundation Board meetings. However, no Executive Board Members could be voting Members of the Foundation Board and they and other WADA employees may be asked to step out for certain Foundation Board discussions per the preference of the Foundation Board. It is anticipated that the Foundation Board Chair and/or Vice Chair (discussed below) would preside over the Foundation Board meetings and be the focal points during the course of the year for communication and coordination between the Executive Board and the Foundation Board.

The Executive Board should have discretion on how often they meet, but it is anticipated that they would gather for formal meetings 2-4 times per year. In order to ensure transparency in Executive Board actions, clear and detailed rationales for Executive Board decisions should be shared in writing with Foundation Board Members, other stakeholders, and to the extent feasible, with the public. Similarly, new proposals or initiatives that would come before the Foundation Board for review and approval should be described in detail, including cost and staffing implications, to support the budgetary decision-making process by the Foundation Board.

The functioning of this new Executive Board should be carefully assessed after its first two years of operation, and then annually, to identify changes that could be made to further improve its functioning and its collaboration with the Foundation Board and other stakeholders. The size of the Executive Board could be increased or decreased by majority vote of the Foundation Board and in consideration of available budget. Both the Executive Board and the Foundation Board should endeavor to establish a culture of continuous improvement each year as experience builds and circumstances change.

### **Organizacion Nacional Antidopaje de Uruguay**

José Veloso Fernandez, Jefe de control Dopaje (Uruguay)  
NADO - NADO

SUBMITTED

I consider it essential to take care of the age of each member. No member of the Executive Committee should spend 70 years serving on it. Age should be an exclusive criterion. His replacement must be endorsed by a successor with experience and expertise in anti-doping representing the Stakeholder who nominates him for the position.

**ONADE**

SUBMITTED

Janet Emen, Executive Secretary (Ecuador)  
NADO - NADO

Independence criteria should not be further strengthened, but it should be assured regularly by an audit committee.

**Comitato Permanente Antidoping (NADO)**

SUBMITTED

Claudio Muccioli, President (San Marino)  
NADO - NADO

no comment

**Bahrain Olympic committee**

SUBMITTED

Zainab Anwar, Antidoping specialist (Kingdom of Bahrain)  
NADO - NADO

.3a)(i)yes should be strict standard of independence , for better work flow.3a)(ii)yes more flexibility needed , for transparency and better work flow.

3a)(iii)yes should be , for transparency and better work flow.

3b)(i)yes , for more integrity.

3b)(ii)stakeholder and independent committee.

3b)(iii)yes, this should be applied to the constituted member.

3b)(iv) yes agree.

3b)(v) should be vetted and assessed by the independent committee.

3b)(vi) no.

3c)(i) no.

3c)(ii) by mutual compensation.

- yes.-yes.3c)(iii)yes should be.

- annually or per term.-annually or per term.- independent committee.-all of the mentioned.3c)(iv) yes.

3c)(v) yes.

3c)(vi) no.

3c)(vii)no.

3c)(viii) no so far.

3d) no comments.

**UK Anti-Doping**

SUBMITTED

Jamie Piggins, International and Stakeholder Relations Officer (UK)  
NADO - NADO

NADOs have consistently called for an entirely Independent (under a Stricter or “true” Independent definition and expert ExCo. The addition of two “independent” members who are appointed by the sport and PAs, particularly without any cooling-off period (a process which after nearly five years of discussion is not yet complete), does little to achieve the goal of making the ExCo “Truly Independent.”

**Anti-Doping Singapore**

SUBMITTED

Patrick Goh, Chairman (Singapore)  
NADO - NADO

The strictest standards of independence should apply to all in the EC.

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A cooling off period would help strengthen this

**Hellenic Council for Combating doping**  
CHARIS LIAPI, Member Ex Com (GREECE)  
NADO - NADO

SUBMITTED

**Anti-Doping Norway**

Martin Holmlund Lauesen, Director - International Relations and Medical (Norge)  
NADO - NADO

SUBMITTED

*There is a need to ensure a clearer division of roles and responsibilities with fewer overlaps between the Executive Committee and the Foundation Board than today.*

*There is a need to increase the independence of the Executive Committee in order to limit the political involvement in decision of an executive nature, e.g. by establishing a fully independent and professional Executive Committee.*

**Anglesea Sports Medicine**

Chris Milne, Sports Physician (New Zealand)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

See below

**iNADO**

Jorge Leyva, CEO (Germany)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

The Executive Committee is understood to be (in part) a representative body. We think that primarily more independent members are needed but if this (partial) representative nature of the Executive Committee persists, NADOs and Athletes should have a seat in this body

**3a) (i) (38)**

Ben Sandford, . (New Zealand)  
Sport - Athlete - Retired

SUBMITTED

Yes, the majority of members of the ExCo should be independent and the strict criteria apply to them, there membership of the ExCo in no way being related to a stakeholder (currently OM or PA). Yes there should be a cooling off period, they should not be nominated by a stakeholder and there further terms should not be dependent on nominations of stakeholders.

**FINA**

Marcela Saxlund, Interim Executive Director (Switzerland)  
Sport - IF – Summer Olympic

SUBMITTED

It seems fine as it is.

**International Olympic Committee**

Hannah Emily Marie Grossenbacher, Project Manager (Switzerland)  
Sport - IOC

SUBMITTED

**Maintain status quo – these measures have just been implemented and WADA should wait a few years to have sufficient retrospect before analysing whether any changes would be required.**

**Cabo Verde National Olympic Committee**

 Filomena Fortes, President (Cape Verde)  
 Sport - National Olympic Committee

No need

**GAISF**

 Davide Delfini, Membership Manager (Switzerland)  
 Sport - Other

SUBMITTED

**The strict standard of independence has been recently implemented, therefore its implementation and whether it should be further strengthened should be evaluated at a later stage.**

**AthletesCAN**

 Georgina Truman, Manager, Athlete Relations and Operations (Canada)  
 Sport - Other

SUBMITTED

All representatives recruited to the Executive Committee (EC) must be held to strict independence criteria, and must include independent active athlete representation.

**New Zealand Government**

 Alice Hume, . (.)  
 Public Authorities - Government

SUBMITTED

The strict independence standard is appropriate for the President, Vice President and Independent Members.

**Sport Integrity Australia**

 Luke Janeczko, Assistant Director - Anti-Doping Policy (Australia)  
 Public Authorities - Government

SUBMITTED

The strict standard of independence should include a minimum 2-3 year cooling-off period where a person is not considered independent if they were involved in a public authority or sport movement organisation. This goes some way to remove any conflict of interest, real or perceived, where an independent member commences their role immediately after resigned from a position within the public authorities.

**Luxembourg: Minister Dan Kersch, Minister of Sport and member of the WADA Executive Committee, and Alexandre Husting, Advisor and CAHAMA Delegate**

 Alexandre Husting, \* (Luxembourg)  
 Public Authorities - Government

SUBMITTED

No

**Ministry of Culture Denmark**

 Henrik Bramming, Head of section (Denmark)  
 Public Authorities - Government

SUBMITTED

- Denmark is of the opinion that the stricter Independence Standard (By-Law IV 2.1 to 2.3) is favorable. The stricter independence criteria should apply, and a cooling period of e.g. two years should apply. The nominations committee should be responsible for seeking the right candidates who should cover different areas of expertise like:  Management and Leadership  Accounting and finance

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Governance  Regulatory and Compliance  Legal  Human Rights  Human Resources  Medical   
Law enforcement  Athletes  International relations  Marketing  Communications

**AEPSAD - Agencia Española de Protección de la Salud en el Deporte**  
Carlos Gea, Head of International Relations and Cooperation Area (España)  
NADO - NADO

SUBMITTED

No, it should not be further strengthened.

**ONADE**

Janet Emen, Executive Secretary (Ecuador)  
NADO - NADO

SUBMITTED

Independence criteria should not be further strengthened, but it should be assured regularly by an audit committee.

**NADO MKD**

Eli Handjiska, Sport Medicine Doctor (North Macedonia)  
NADO - NADO

SUBMITTED

There is no need for further Strict Standard of independence to be strengthened.

**ABCD**

Anthony Moreira, Executive Director (Brazil)  
NADO - NADO

SUBMITTED

It is crucial that the Executive Committee operates independently, therefore, the standard of independence should be strengthened for all members. It is damaging for the clean sport movement if there is any impression that previous affiliations have an influence on decision-making. The Executive Committee must do all it can to objectively implement Foundation Board policies and it should be accountable for doing so.

This means the Executive Committee must be chaired by someone other than the Foundation Board President.

**UK Anti-Doping**

Jamie Piggins, International and Stakeholder Relations Officer (UK)  
NADO - NADO

SUBMITTED

Yes, the stricter definition should apply, with the addition of appropriate cooling-off periods. The entire ExCo should meet the Strict Standard for Independence and, there should not be appointments by each current group (e.g. sports movement or governments) as is currently done.

**Sport Ireland**

Siobhan Leonard, Director of Anti-Doping & Ethics (Ireland)  
NADO - NADO

SUBMITTED

Yes, the stricter definition should apply, with the addition of appropriate cooling-off periods. The entire ExCo should meet the Strict Standard for Independence and, there should not be appointments by each current group (e.g. sports movement or governments) as is currently done.

**Russian Anti-Doping Agency "RUSADA"**

RUSADA RUSADA, Administration (Russia)  
NADO - NADO

SUBMITTED

The standard of independence should be strengthened for all members.

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**UK Anti-Doping Athlete Commission**

Tony Josiah, Head of International and Stakeholder Relations (United Kingdom)  
NADO - NADO

SUBMITTED

These individuals should be beyond reproach and have a clean past record with no involvements in anything that might be seen as questionable - zero tolerance approach in these roles.

**Anti-Doping Singapore**

Patrick Goh, Chairman (Singapore)  
NADO - NADO

SUBMITTED

The strictest standards of independence should apply to all in the EC.

A cooling off period would help strengthen this

**Antidoping Switzerland**

Ernst König, CEO (Switzerland)  
NADO - NADO

SUBMITTED

- Yes, the stricter definition should apply. The ExCo should meet the Strict Standard for Independence

**U.S. Anti-Doping Agency**

Francoise Farrell, Executive Assistant to CEO (United States)  
NADO - NADO

SUBMITTED

Yes, the stricter definition should apply, with the addition of appropriate cooling-off periods. The entire ExCo should meet the Strict Standard for Independence and, there should not be appointments by each current group (e.g. sports movement or governments) as is currently done.

**Azerbaijan National Anti-Doping Agency (AMADA)**

Shafag Huseynli, CEO (Azerbaijan)  
NADO - NADO

SUBMITTED

No comment

**Agence française de lutte contre le dopage**

Adeline Molina, RAQ (France)  
NADO - NADO

SUBMITTED

Yes, the stricter definition should apply, with the addition of appropriate cooling-off periods. The entire ExCo should meet the Strict Standard for Independence and there should not be appointments by each current group (e.g. sports movement or governments) as is currently done. As put by iNADO, it is damaging for the clean sport movement if there is any impression that previous affiliations have an influence on decision-making. The Executive Committee must do all it can to objectively implement Foundation Board policies and it should be accountable for doing so. This means the Executive Committee must be chaired by someone other than the Foundation Board President.

**Anti Doping Danmark**

Michael Ask, CEO (Denmark)  
NADO - NADO

SUBMITTED



As previously mentioned, ADD is of the opinion that the Executive Committee (EC) ideally should consist of entirely independent persons, whose main task would be to make sure that the overarching strategic decisions taken by the FB are being implemented by the administration. In order to be operational in an impartial way the executive committee must not have members who are dependent or could be perceived as being dependent on other interests than WADAs. The stricter independence criteria should apply, and a cooling period of e.g. two years should apply.

The nominations committee should be responsible for seeking the right candidates who should cover different areas of expertise like:

- Management and Leadership
- Accounting and finance
- Governance
- Regulatory and Compliance
- Legal
- Human Rights
- Human Resources
- Medical
- Law enforcement
- Athletes
- International relations
- Marketing
- Communications

Moreover, if the EC consists of totally independent persons, the Compliance Review Committee would be superfluous.

### **Japan Anti-Doping Agency**

SUBMITTED

Akira Kataoka, General Manager, Results Management and Intelligence (Japan)  
NADO - NADO

The Stricter Independence Criteria should apply only to a limited number of specified positions (i.e. President, Vice-President and Independent Members of ExCo).

### **Drug Free Sport New Zealand**

SUBMITTED

Nick Paterson, Chief Executive (New Zealand)  
NADO - NADO

The President and Vice President and ALL OTHER independent (not representative members) must have the strict standard of independence applied to them.

### **Finnish Center for Integrity in Sports (FINCIS)**

SUBMITTED

Petteri Lindblom, Legal Director (Finland)  
NADO - NADO

Yes, the stricter definition should apply, with the addition of appropriate cooling-off periods. The entire ExCo should meet the Strict Standard for Independence and, there should not be appointments by each current group (e.g. sports movement or governments) as is currently done.

**SA Institute for Drug-Free Sport**

khalid galant, CEO (South Africa)

NADO - NADO

SUBMITTED

No, the strict standard of independence could become a disincentive for younger professionals for standing for office. The stricter criteria favours individuals who are in the retirement phase of their career.

**Doping Authority Netherlands**

Olivier de Hon, Chief Operating Officer (Netherlands)

NADO - NADO

SUBMITTED

3a(i). The stricter definition should apply, with the addition of appropriate cooling-off periods. The entire ExCo should meet the Strict Standard for Independence.

**National Anti Doping Agency Germany**

Andrea Gotzmann, CEO (Germany)

NADO - NADO

SUBMITTED

Yes, the stricter definition should apply, with the addition of appropriate cooling-off periods. The entire EC should meet the Strict Standard for Independence and, there should not be appointments by each current group (e.g. sports movement or governments) as is currently done.

**Canadian Centre for Ethics in Sport**

Doug MacQuarrie, Chief Operating Officer (Canada)

NADO - NADO

SUBMITTED

Yes, the stricter, the better. Moreover, an appropriate cooling-off period should also be required. In fact, there should be a expectation of strict independence for the entire Executive Committee.

**Hellenic Council for Combating doping**

CHARIS LIAPI, Member Ex Com (GREECE)

NADO - NADO

SUBMITTED

The Independent members must also fulfill the requirements that apply for president, vice president no later than six months prior the beginning of their office.

**Anti-Doping Norway**

Martin Holmlund Lauesen, Director - International Relations and Medical (Norge)

NADO - NADO

SUBMITTED

Yes, the stricter definition should apply to all members of the EC, with the addition of appropriate cooling-off periods.

**Anti-Doping Sweden**

Christine Helle, CEO (Sweden)

NADO - NADO

SUBMITTED

Yes, the Strict Standard should apply plus the inclusion of an appropriate cooling off period.

**Central European Anti-Doping Organization (CEADO)**

Michael Cepic, Chairman CEADO Board (Austria)  
NADO - RADO

SUBMITTED

**Yes. CEADO proposes that a strict independence standard should be applicable to President, Vice-President and independent members. Especially the President and Vice-President have a very important role in hierarchy of the organization. First of all they are the face of WADA and potential or direct conflict of interest of these persons can have a negative impact on the image of the organization and perception of the whole anti-doping system.**

**Anglesea Sports Medicine**

Chris Milne, Sports Physician (New Zealand)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

No, not needed in my view

**iNADO**

Jorge Leyva, CEO (Germany)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

**It is crucial that the Executive Committee operates independently, therefore, the standard of independence should be strengthened for all members.** It is damaging for the clean sport movement if there is any impression that previous affiliations have an influence on decision-making. The Executive Committee must do all it can to objectively implement Foundation Board policies and it should be accountable for doing so.

This means the Executive Committee must be chaired by someone other than the Foundation Board President.

**Athleten Deutschland e.V.**

Maximilian Klein, Representative for International Sport Policy (Germany)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

- Yes, including cooling-off periods. ExCo must be strictly independent, no appointments / representation of Public Authorities and Sport Movement.

**3a) (ii) (33)**

Ben Sandford, . (New Zealand)  
Sport - Athlete - Retired

SUBMITTED

No, other than maybe in exceptional circumstances. These should be clearly set out

**FINA**

Marcela Saxlund, Interim Executive Director (Switzerland)  
Sport - IF – Summer Olympic

SUBMITTED

No

**International Olympic Committee**

Hannah Emily Marie Grossenbacher, Project Manager (Switzerland)  
Sport - IOC

SUBMITTED

**Important is to ensure that the rules in place can still attract good candidates which will be willing to share their time and knowledge in the interest of the fight against doping.**

**Cabo Verde National Olympic Committee**

SUBMITTED

Filomena Fortes, President (Cape Verde)  
Sport - National Olympic Committee

No need for more flexibility

**GAISF**

SUBMITTED

Davide Delfini, Membership Manager (Switzerland)  
Sport - Other

**The strict standard of independence has been recently implemented, therefore its implementation and whether it should be further strengthened should be evaluated at a later stage.**

**New Zealand Government**

SUBMITTED

Alice Hume, . (.)  
Public Authorities - Government

No flexibility in the application of the strict independence standard is supported.

**Sport Integrity Australia**

SUBMITTED

Luke Janeczko, Assistant Director - Anti-Doping Policy (Australia)  
Public Authorities - Government

No, Australia has not seen any difficulty in application of the independence criteria to warrant any flexibility.

**Ministry of Culture Denmark**

SUBMITTED

Henrik Bramming, Head of section (Denmark)  
Public Authorities - Government

It could be considered to have less stricter criteria of independence for the President and Vice-President. However, it will require an EC composed of independent persons and that same time transparency in relation to the interest of the President and the Vice-President.

**AEPSAD - Agencia Española de Protección de la Salud en el Deporte**

SUBMITTED

Carlos Gea, Head of International Relations and Coopetation Area (España)  
NADO - NADO

No, there is no need for more flexibility in applying the Strict Standard of independence to the President, Vice-President and/or the Independent Members.

**NADO MKD**

SUBMITTED

Eli Handjiska, Sport Medicine Doctor (North Macedonia)  
NADO - NADO

There is no more flexibility needed in applying the Strict Standard of independence.

**ABCD**

SUBMITTED

Anthony Moreira, Executive Director (Brazil)  
NADO - NADO

Please see response Section 3 A1

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**UK Anti-Doping**

SUBMITTED

Jamie Piggins, International and Stakeholder Relations Officer (UK)  
NADO - NADO

No. There is no reason for flexibility and any flexibility would undermine the effectiveness of these positions and the organization. The President and Vice-President should be “truly Independent” even above others given the day-to-day management, compensation and power they levy in the organization. But, to be clear, all ExCo members should be “truly Independent” and not appointed by any stakeholder group but by an “Truly Independent” Nominating Committee.

**Sport Ireland**

SUBMITTED

Siobhan Leonard, Director of Anti-Doping & Ethics (Ireland)  
NADO - NADO

No. There is no reason for flexibility and any flexibility would undermine the effectiveness of these positions and the organization. The President and Vice-President should be “truly Independent” even above others given the day-to-day management, compensation and power they levy in the organization. But, to be clear, all ExCo members should be “truly Independent” and not appointed by any stakeholder group but by an “Truly Independent” Nominating Committee.

**UK Anti-Doping Athlete Commission**

SUBMITTED

Tony Josiah, Head of International and Stakeholder Relations (United Kingdom)  
NADO - NADO

In this role there doesn't need to be any more flexibility.

**Anti-Doping Singapore**

SUBMITTED

Patrick Goh, Chairman (Singapore)  
NADO - NADO

We believe not, as this could undermine WADA's quest for independence and good governance.

**Antidoping Switzerland**

SUBMITTED

Ernst König, CEO (Switzerland)  
NADO - NADO

- No

**U.S. Anti-Doping Agency**

SUBMITTED

Francoise Farrell, Executive Assistant to CEO (United States)  
NADO - NADO

No. There is no reason for flexibility and any flexibility would undermine the effectiveness of these positions and the organization. The President and Vice-President should be “truly Independent” even above others given the day-to-day management, compensation and power they levy in the organization. But, to be clear, all ExCo members should be “truly Independent” and not appointed by any stakeholder group but by a “Truly Independent” Nominating Committee.

**Azerbaijan National Anti-Doping Agency (AMADA)**SUBMITTED  
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Shafag Huseynli, CEO (Azerbaijan)  
NADO - NADO

No comment

### Agence française de lutte contre le dopage

SUBMITTED

Adeline Molina, RAQ (France)  
NADO - NADO

There is no reason for flexibility and any flexibility would undermine the effectiveness of these positions and the organization. Their responsibilities call for the highest standard of independence. That said, all ExCo members should be strictly independent and not appointed by any stakeholder group.

### Anti Doping Danmark

SUBMITTED

Michael Ask, CEO (Denmark)  
NADO - NADO

It could be considered to have less stricter criteria of independence for the President and Vice-President. However, it will require an EC composed of independent persons and that same time transparency in relation to the interest of the President and the Vice-President

### Japan Anti-Doping Agency

SUBMITTED

Akira Kataoka, General Manager, Results Management and Intelligence (Japan)  
NADO - NADO

NO. The President and Vice-President should be “truly Independent” in order to avoid perceived conflict of interest.

### Drug Free Sport New Zealand

SUBMITTED

Nick Paterson, Chief Executive (New Zealand)  
NADO - NADO

No

### Finnish Center for Integrity in Sports (FINCIS)

SUBMITTED

Petteri Lindblom, Legal Director (Finland)  
NADO - NADO

No. There is no reason for flexibility and any flexibility would undermine the effectiveness of these positions and the organization. The President and Vice-President should be “truly Independent” even above others given the day-to-day management, compensation and power they levy in the organization. But, to be clear, all ExCo members should be “truly Independent” and not appointed by any stakeholder group but by an “Truly Independent” Nominating Committee.

### Doping Authority Netherlands

SUBMITTED

Olivier de Hon, Chief Operating Officer (Netherlands)  
NADO - NADO

3a(ii). No, it is not true that more flexibility is needed in applying the Strict Standard of independence to the President, Vice-President and/or the Independent Members. There is no reason for flexibility and any flexibility would undermine the effectiveness of these positions and the organization. The President and Vice-President should be “truly Independent” even above others given the day-to-day management, compensation and power they levy in the organization. But, to be clear, all ExCo members should be “truly Independent” and not appointed by any stakeholder group but by an “Truly Independent” Nominating Committee.

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**National Anti Doping Agency Germany**

Andrea Gotzmann, CEO (Germany)  
NADO - NADO

SUBMITTED

No, there is no reason for flexibility. Any flexibility would undermine the effectiveness of these positions. The President and Vice-President should be "Truly independent" even above others given the day-to-day management, compensation and power they levy in the organization.

**Canadian Centre for Ethics in Sport**

Doug MacQuarrie, Chief Operating Officer (Canada)  
NADO - NADO

SUBMITTED

Absolutely not. And, in keeping with 3a) i) the entire Executive Committee should also be strictly independent. No 'appointments' to the EXCO should be permitted.

**Hellenic Council for Combating doping**

CHARIS LIAPI, Member Ex Com (GREECE)  
NADO - NADO

SUBMITTED

A deviation from the Strict Standard could be possible in exceptional circumstances fully justified and with full transparency

**Anti-Doping Norway**

Martin Holmlund Lauesen, Director - International Relations and Medical (Norge)  
NADO - NADO

SUBMITTED

No, on the contrary, the strict standard of independence should be fully applied to all members of the Executive Committee, including the President and the Vice-President

**Anti-Doping Sweden**

Christine Helle, CEO (Sweden)  
NADO - NADO

SUBMITTED

No, there should be no flexibility to the Strict Standard to make sure that the President and the Vice-President is truly independent.

**Central European Anti-Doping Organization (CEADO)**

Michael Cepic, Chairman CEADO Board (Austria)  
NADO - RADO

SUBMITTED

**Yes. Strict independence standard should not only apply to President and Vice-President, but to independent members of EC as well.**

**Anglesea Sports Medicine**

Chris Milne, Sports Physician (New Zealand)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

No, the current arrangements are fine

**iNADO**

Jorge Leyva, CEO (Germany)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

Please see response Section 3a i

**Athleten Deutschland e.V.**

Maximilian Klein, Representative for International Sport Policy (Germany)  
 Other - Other (ex. Media, University, etc.)

- No. This bears the risk to undermine strict independence standards.

**3a) (iii) (35)**

SUBMITTED

Ben Sandford, . (New Zealand)  
 Sport - Athlete - Retired

There needs to be a clear line between representative members and independent members. There are two ways i think to deal with this. Either the general standard is removed in light of a better conflict of interest policy. Or it is enhanced so that it clear that an individual is serving WADA and not another entity.

**Australian Football League**

SUBMITTED

Simon Clarke, Manager - Legal & Business Affairs (Australia)  
 Sport - IF – Other

Stricter standard must apply to all, and the nominations by the Olympic movement and Public Authorities be removed.

**FINA**

SUBMITTED

Marcela Saxlund, Interim Executive Director (Switzerland)  
 Sport - IF – Summer Olympic

Ideally you would like all of the EC members held to the strict standard, to avoid any perceptions of conflict.

**International Olympic Committee**

SUBMITTED

Hannah Emily Marie Grossenbacher, Project Manager (Switzerland)  
 Sport - IOC

**Maintain status quo**
**Cabo Verde National Olympic Committee**

SUBMITTED

Filomena Fortes, President (Cape Verde)  
 Sport - National Olympic Committee

General Standards are OK

**GAISF**

SUBMITTED

Davide Delfini, Membership Manager (Switzerland)  
 Sport - Other

**The general standard of independence has been recently implemented, therefore its implementation and whether it should be further strengthened should be evaluated at a later stage.**

**Japan Sports Agency**

SUBMITTED

Haruka Yatabe, Officer for Anti-Doping, International Affairs Division (Japan)  
 Public Authorities - Government



We should note that WADA was established as a unique organization by equal partnership between the Sports Movement and the Public Authorities when we consider the governance of WADA.

We believe that we should not fully apply the principle of corporate governance to WADA because WADA, as the Global Regulator in Anti-Doping, has a lot of different elements from commercial company corporations and rather has similar elements of international organizations, in which representatives of governments become the members of their decision-making body.

Therefore, we think it is not necessarily reasonable that all EC members should hold office in personal capacity.

### **New Zealand Government**

SUBMITTED

Alice Hume, . (.)  
Public Authorities - Government

The general standard, based on independence in character and judgement, considering all relevant factors including relationships and circumstances is appropriate of all other Executive Committee Members.

### **Sport Integrity Australia**

SUBMITTED

Luke Janeczko, Assistant Director - Anti-Doping Policy (Australia)  
Public Authorities - Government

No. Ordinary members are currently representatives of stakeholders in the international anti-doping ecosystem. Any stricter application of independence would remove the purpose of ordinary members at the table.

### **AEPSAD - Agencia Española de Protección de la Salud en el Deporte**

SUBMITTED

Carlos Gea, Head of International Relations and Cooperation Area (España)  
NADO - NADO

No, it should not be strengthened.

### **NADO MKD**

SUBMITTED

Eli Handjiska, Sport Medicine Doctor (North Macedonia)  
NADO - NADO

No need for strengthening of General standard of Independence applicable to Ordinary Members.

### **ABCD**

SUBMITTED

Anthony Moreira, Executive Director (Brazil)  
NADO - NADO

The general principle of independence should be modified for ordinary members of the Executive Committee. They should not hold at the same time a seat within the Foundation Board. There should be a clear separation of powers between Foundation Board and Executive Committee.

### **UK Anti-Doping**

SUBMITTED

Jamie Piggins, International and Stakeholder Relations Officer (UK)  
NADO - NADO

All members of the ExCo should be bound by the Stricter Definition of Independence subject to an effective cooling off period ("Truly Independent").

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**Sport Ireland**

SUBMITTED

Siobhan Leonard, Director of Anti-Doping & Ethics (Ireland)  
NADO - NADO

All members of the ExCo should be bound by the Stricter Definition of Independence subject to an effective cooling off period ("Truly Independent").

The general principle of independence should be modified for ordinary members of the Executive Committee. They

should not hold at the same time a seat within the Foundation Board.

There should be a clear separation of powers between Foundation Board and Executive Committee.

**UK Anti-Doping Athlete Commission**

SUBMITTED

Tony Josiah, Head of International and Stakeholder Relations (United Kingdom)  
NADO - NADO

These members should have a clean record - unless in an advisory role where this viewpoint could be useful. In this regard members should have commitment to clean sport, rather than clean record – the understanding and thinking of those who have operated outside the code, and are now committed to upholding it could be invaluable.

**Anti-Doping Singapore**

SUBMITTED

Patrick Goh, Chairman (Singapore)  
NADO - NADO

The general standard of independence should be strengthened (refer to 2a).

This would mean that the EC members (meant to be independent) should not sit in the FB (representational) so that they will have no conflict of roles

**Antidoping Switzerland**

SUBMITTED

Ernst König, CEO (Switzerland)  
NADO - NADO

- All members of the ExCo should be bound by the Stricter Definition of Independence

**U.S. Anti-Doping Agency**

SUBMITTED

Francoise Farrell, Executive Assistant to CEO (United States)  
NADO - NADO

All members of the ExCo should be bound by the Stricter Definition of Independence subject to an effective cooling off period ("Truly Independent").

**Azerbaijan National Anti-Doping Agency (AMADA)**

SUBMITTED

Shafag Huseynli, CEO (Azerbaijan)  
NADO - NADO

No comment

SUBMITTED

**Agence française de lutte contre le dopage**

Adeline Molina, RAQ (France)  
NADO - NADO

All members of the ExCo should be bound by the Stricter Definition of Independence subject to an effective cooling off period.

**Anti Doping Danmark**

Michael Ask, CEO (Denmark)  
NADO - NADO

SUBMITTED

Yes – see above.

**Japan Anti-Doping Agency**

Akira Kataoka, General Manager, Results Management and Intelligence (Japan)  
NADO - NADO

SUBMITTED

Obtaining expertise from individuals who work professionally within Anti-Doping movement is essential for WADA operation. Where an Official has a Conflict of Interest, such Official shall refrain from participating in the deliberations of WADA's body or entity to which he/she belongs with respect to the relevant topic and abstain from taking any part in the decisionmaking process on such issue.

**Drug Free Sport New Zealand**

Nick Paterson, Chief Executive (New Zealand)  
NADO - NADO

SUBMITTED

The general standard of independence is not a standard of independence. It specifically identifies representation, which is clear dependence and a conflict.

Independent members should be subject to the Strict Definition.

All representative members should be identified as not independent.

We support an EC model which includes independent and dependent members

**Finnish Center for Integrity in Sports (FINCIS)**

Petteri Lindblom, Legal Director (Finland)  
NADO - NADO

SUBMITTED

All members of the ExCo should be bound by the Stricter Definition of Independence subject to an effective cooling off period ("Truly Independent").

**Doping Authority Netherlands**

Olivier de Hon, Chief Operating Officer (Netherlands)  
NADO - NADO

SUBMITTED

3a(iii) All members of the ExCo should be bound by the Stricter Definition of Independence subject to an effective cooling off period ("Truly Independent").

**National Anti Doping Agency Germany**

SUBMITTED

**163/458**

Andrea Gotzmann, CEO (Germany)  
NADO - NADO

All members of the EC should be bound by the stricter definition of Independence subject to an effective cooling off period ("Truly Independent").

**Canadian Centre for Ethics in Sport**

SUBMITTED

Doug MacQuarrie, Chief Operating Officer (Canada)  
NADO - NADO

The 'strict' standard of independence should apply.

**Hellenic Council for Combating doping**

SUBMITTED

CHARIS LIAPI, Member Ex Com (GREECE)  
NADO - NADO

The Ordinary members should also fulfill the strict standards. Flexibility could apply in exceptional circumstances.

**Anti-Doping Norway**

SUBMITTED

Martin Holmlund Lauesen, Director - International Relations and Medical (Norge)  
NADO - NADO

We believe that the Stricter Standard of Independence should apply to all members of the Executive Committee, including all ordinary members. The Executive Function in WADA (i.e. ensuring enforcement) should be carried out by an apolitical body, and the Executive Committee should thus be composed of all independent and professional members without affiliations to either sport, athletes, public authorities or NADOS. This includes being subject to a cooling off period. For the same reason, members of the Executive Committee should not at the same time be able to hold a seat in the Foundation Board.

**Turkish Anti-Doping Commission**

SUBMITTED

Mehmet YOGURTCUOGLU, Deputy General Director / Legal Affairs Coordinator  
(Turkey)  
NADO - NADO

Since ExCo is the main executive authority of WADA, the decisions are taken by the majority of the members of ExCo. Thus, the independence status of all members and the objectivity of exemplary decisions are of great importance. For this reason, it would be appropriate to strengthen the independence criteria for the regular members of the ExCo and bring them closer to the criteria for the Chairperson and the Vice Chair.

**Anti-Doping Sweden**

SUBMITTED

Christine Helle, CEO (Sweden)  
NADO - NADO

The Strict Standard should apply even to the Ordinary Members plus an appropriate cooling off period. All members of the ExCo should be truly independent.

**Central European Anti-Doping Organization (CEADO)**

SUBMITTED

Michael Cepic, Chairman CEADO Board (Austria)  
NADO - RADO

**No. It would be difficult to apply, especially because ordinary members of EC that are appointed by public authorities and sport organizations are persons directly related to the public authorities and sport organizations environment. It is hard to imagine that interests of public authorities or sport organizations would be represented by independent persons.**

**Anglesea Sports Medicine**

Chris Milne, Sports Physician (New Zealand)  
Other - Other (ex. Media, University, etc.)

Not necessary

**iNADO**

Jorge Leyva, CEO (Germany)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

**The general principle of independence should be modified for ordinary members of the Executive Committee. They should not hold at the same time a seat within the Foundation Board.**

There should be a clear separation of powers between Foundation Board and Executive Committee.

**Athleten Deutschland e.V.**

Maximilian Klein, Representative for International Sport Policy (Germany)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

- Everyone must be bound to the strict definition of independence, including an effective cooling-off period.

**3b) (i) (39)**

Ben Sandford, . (New Zealand)  
Sport - Athlete - Retired

SUBMITTED

Yes, they should be the majority. WADA can't claim to be independent if it's not governed by a majority of independent individuals.

**Australian Football League**

Simon Clarke, Manager - Legal & Business Affairs (Australia)  
Sport - IF – Other

SUBMITTED

yes - they must all be independent

**World Rugby**

David Ho, Anti-Doping Science and Results Manager (Ireland)  
Sport - IF – Summer Olympic

SUBMITTED

In principle, we would support increasing the number of independent members provided that this enhances the diversity of representation and these members can be appointed by a different (independent) process. However these members would need (i) to have the necessary experience and competence personally to enhance the committee, and (ii) to offer a sufficiently differing (and independent) perspective to the committee from the public authorities and sports movement nominations. If more independent members were considered, some thought would also need to be given to how this would affect overall numbers on the committee and any impact on its ability to function effectively. As a basic rule we would advocate a maximum of 12 x EC members including at least 25% independent members.

**FINA**

Marcela Saxlund, Interim Executive Director (Switzerland)  
Sport - IF – Summer Olympic

SUBMITTED

There is no need to increase the number of independent members in the EC

**International Olympic Committee**

SUBMITTED

Hannah Emily Marie Grossenbacher, Project Manager (Switzerland)  
Sport - IOC

**No – the inclusion of independent members has just been implemented so it is not possible to have a retrospective at this stage.**

**Cabo Verde National Olympic Committee**

SUBMITTED

Filomena Fortes, President (Cape Verde)  
Sport - National Olympic Committee

No need for an increase

**GAISF**

SUBMITTED

Davide Delfini, Membership Manager (Switzerland)  
Sport - Other

**Not for the time being. It is advisable to evaluate the need to eventually increase the number of Independent Members at a later stage.**

**New Zealand Government**

SUBMITTED

Alice Hume, . (.)  
Public Authorities - Government

Appointment of (at least) a third Independent Member to the Executive Committee is recommended.

**Sport Integrity Australia**

SUBMITTED

Luke Janeczko, Assistant Director - Anti-Doping Policy (Australia)  
Public Authorities - Government

WADA should increase the independent membership of the Executive Committee. The current 50/50 split of ExCo membership composition between the sports movement and public authorities can encourage 'block-style' voting where members of the PAs and sport movement vote together as a unit on decision items. This can create a deadlock and stall discussion and action on important decision items. An ideal way to counter this practice is to introduce more independent members to hold a majority over the number of allocated seats to the Sports Movement and Public Authorities.

**Luxembourg: Minister Dan Kersch, Minister of Sport and member of the WADA Executive Committee, and Alexandre Husting, Advisor and CAHAMA Delegate**

SUBMITTED

Alexandre Husting, \* (Luxembourg)  
Public Authorities - Government

No.

**Ministry of Culture Denmark**

SUBMITTED

Henrik Bramming, Head of section (Denmark)  
Public Authorities - Government

Yes.

**AEPSAD - Agencia Española de Protección de la Salud en el Deporte**

SUBMITTED

Carlos Gea, Head of International Relations and Coopetation Area (España)

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**NADO - NADO**

No, there is no need to increase it.

**ONADE**

SUBMITTED

Janet Emen, Executive Secretary (Ecuador)  
NADO - NADO

No need

**NADO MKD**

SUBMITTED

Eli Handjiska, Sport Medicine Doctor (North Macedonia)  
NADO - NADO

No need for increasing the number of Independent Members in the EC.

**ABCD**

SUBMITTED

Anthony Moreira, Executive Director (Brazil)  
NADO - NADO

An increase in number of independent members is necessary to ensure operational independence (freedom to conduct its anti-doping activities as circumstances require including developing and implementing the World Anti-Doping Program).

WADA will benefit from independent members by: • Increase in diverse perspectives and new ideas, • different skill sets, • no (real or perceived) alliances or prejudices.

Independent candidates should bring not only individual expertise, but a reputation built outside the system.

The provisions of the Code require NADO independence in all circumstances – operationally and involvement of governments (funders). The same principle ought to apply to the global regulator for the same reasons.

**UK Anti-Doping**

SUBMITTED

Jamie Piggins, International and Stakeholder Relations Officer (UK)  
NADO - NADO

- If the FB is to be representative, not independent, then all members of the ExCo must be “Truly Independent”, for the reasons NADOs repeatedly and consistently have stated here and submitted to the prior WADA Governance WG.
- In short, in this system the FB should be WADA’s “legislature,” a body representing all WADA key stakeholders, charged with establishing WADA and anti-doping rules and policy, and with supervising the ExCo’s actions. The ExCo should be WADA’s “executive,” charged with enacting and enforcing the rules and policy made by the FB, and with supervising WADA’s professional staff and administration. The FB would set the organization’s strategic direction, while the ExCo would ensure that it is achieved.
- Under this model, the ExCo should continue to be a small, responsive, committed group of members who understand the issues, meet in timely fashion, attend all meetings and who are completely committed to the successful functioning of the organization to best achieve its mission and purpose.
- There does not appear to be a magic number for this as long as the technical and substantive skills and sufficient diversity can be achieved. There should be at least 33% independent Athletes at the ExCo.

**Sport Ireland**

SUBMITTED

Siobhan Leonard, Director of Anti-Doping & Ethics (Ireland)  
NADO - NADO

If the FB is to be representative, not independent, then all members of the ExCo must be “Truly Independent”, for the reasons NADOs repeatedly and consistently have stated here and submitted to the prior WADA Governance WG.

- In short, in this system the FB should be WADA’s “legislature,” a body representing all WADA key stakeholders, charged with establishing WADA and anti-doping rules and policy, and with supervising the ExCo’s actions. The ExCo should be WADA’s “executive,” charged with enacting and enforcing the rules and policy made by the FB, and with supervising WADA’s professional staff and administration. The FB would set the organization’s strategic direction, while the ExCo would ensure that it is achieved.

- Under this model, the ExCo should continue to be a small, responsive, committed group of members who understand the issues, meet in timely fashion, attend all meetings and who are completely committed to the successful functioning of the organization to best achieve its mission and purpose.

- There does not appear to be a magic number for this as long as the technical and substantive skills and sufficient diversity can be achieved. There should be at least 33% independent Athletes at the ExCo.

### **UK Anti-Doping Athlete Commission**

SUBMITTED

Tony Josiah, Head of International and Stakeholder Relations (United Kingdom)  
NADO - NADO

We think it would only benefit to have additional independent members - again could be more diverse and equal, different viewpoints etc. WADA could maybe bring this group to 2 plus 10 plus 4, any bigger and it might be unmanageable, the members should commit to eliciting and representing a number of views.

### **Anti-Doping Singapore**

SUBMITTED

Patrick Goh, Chairman (Singapore)  
NADO - NADO

Yes. An all-independent EC, non-representational and acting exclusively for the interests of WADA, would be the centrepiece of good governance.

### **U.S. Anti-Doping Agency**

SUBMITTED

Francoise Farrell, Executive Assistant to CEO (United States)  
NADO - NADO

If the FB is to be representative, not independent, then all members of the ExCo must be “Truly Independent”, for the reasons NADOs repeatedly and consistently have stated here and submitted to the prior WADA Governance WG.

- In short, in this system the FB should be WADA’s “legislature,” a body representing all WADA key stakeholders, charged with establishing WADA and anti-doping rules and policy, and with supervising the ExCo’s actions. The ExCo should be WADA’s “executive,” charged with enacting and enforcing the rules and policy made by the FB, and with supervising WADA’s professional staff and administration. The FB would set the organization’s strategic direction, while the ExCo would ensure that it is achieved.

- Under this model, the ExCo should continue to be a small, responsive, committed group of members who understand the issues, meet in timely fashion, attend all meetings and who are completely committed to the successful functioning of the organization to best achieve its mission and purpose.

- There does not appear to be a magic number for this as long as the technical and substantive skills and sufficient diversity can be achieved. There should be at least 50% independent Athletes at the ExCo.

### **Azerbaijan National Anti-Doping Agency (AMADA)**

SUBMITTED

Shafag Huseynli, CEO (Azerbaijan)  
NADO - NADO

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The number of independent members should be increased in order to ensure operational independence.

### Anti Doping Danmark

Michael Ask, CEO (Denmark)  
NADO - NADO

SUBMITTED

Yes – see above.

### Agence française de lutte contre le dopage

Adeline Molina, RAQ (France)  
NADO - NADO

SUBMITTED

To ensure operational independence (freedom to conduct its anti-doping activities as circumstances require including developing and implementing the World Anti-Doping Program), all members should be strictly independent. As put by iNADO, WADA will benefit from independent members by: • Increase in diverse perspectives and new ideas, • different skill sets, • no (real or perceived) alliances or prejudices. Independent candidates should bring not only individual expertise, but a reputation built outside the system. The provisions of the Code require NADO independence in all circumstances – operationally and involvement of governments (funders). The same principle ought to apply to the global regulator for the same reasons.

The FB should be WADA's "legislature," a body representing all WADA key stakeholders, charged with establishing WADA and anti-doping rules and policy, and with supervising the ExCo's actions. The ExCo should be WADA's "executive," charged with enacting and enforcing the rules and policy made by the FB, and with supervising WADA's professional staff and administration. The FB would set the organization's strategic direction, while the ExCo would ensure that it is achieved.

Under this model, the ExCo should continue to be a small, responsive, committed group of members who understand the issues, meet in timely fashion, attend all meetings and who are completely committed to the successful functioning of the organization to best achieve its mission and purpose.

### Japan Anti-Doping Agency

Akira Kataoka, General Manager, Results Management and Intelligence (Japan)  
NADO - NADO

SUBMITTED

The ExCo should continue to be a small, responsive, committed group of members who understand the issues, meet in timely fashion, attend all meetings and who are completely committed to the successful functioning of the organization to best achieve its mission and purpose. There should be a system that obtain special expertise/knowledge from the standing committee or working group, where such expertise/knowledge is necessary for ExCo to make appropriate decision.

### Drug Free Sport New Zealand

Nick Paterson, Chief Executive (New Zealand)  
NADO - NADO

SUBMITTED

Yes The EC should be making decisions solely in the best interests of WADA. While we support a model that includes independent and representative members, There should be more independent members than any single representative group, The representative members "protect" the interests of the group they represent, while seekign to do what's best for WADA, but it should be independent members that have the greater votes, whose only remit is the best interest of WADA and therefore athletes.

### Finnish Center for Integrity in Sports (FINCIS)

Petteri Lindblom, Legal Director (Finland)  
NADO - NADO

SUBMITTED

If the FB is to be representative, not independent, then all members of the ExCo must be "Truly Independent".

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In short, in this system the FB should be WADA's "legislature," a body representing all WADA key stakeholders, charged with establishing WADA and anti-doping rules and policy, and with supervising the ExCo's actions. The ExCo should be WADA's "executive," charged with enacting and enforcing the rules and policy made by the FB, and with supervising WADA's professional staff and administration. The FB would set the organization's strategic direction, while the ExCo would ensure that it is achieved.

Under this model, the ExCo should continue to be a small, responsive, committed group of members who understand the issues, meet in timely fashion, attend all meetings and who are completely committed to the successful functioning of the organization to best achieve its mission and purpose.

### **SA Institute for Drug-Free Sport**

khalid galant, CEO (South Africa)  
NADO - NADO

SUBMITTED

The focus should rather be on the independence and decision making capacity of the Exco than on the size. A more independent and smaller ExCo may be more efficient.  
Too much overlap on decision making between ExCo and FB.

### **Doping Authority Netherlands**

Olivier de Hon, Chief Operating Officer (Netherlands)  
NADO - NADO

SUBMITTED

3b(i). If the FB is to be representative, and not just independent, then all members of the ExCo must be "Truly Independent", for the reasons we and other NADOs have stated consistently and submitted to the prior WADA Governance WG. In short, in this system the FB should be WADA's "legislature," a body representing all WADA key stakeholders, charged with establishing WADA and anti-doping rules and policy, and with supervising the ExCo's actions. The ExCo should be WADA's "executive," charged with enacting and enforcing the rules and policy made by the FB, and with supervising WADA's professional staff and administration. The FB would set the organization's strategic direction, while the ExCo would ensure that it is achieved. Under this model, the ExCo should continue to be a small, responsive, committed group of members who understand the issues, meet in timely fashion, attend all meetings and who are completely committed to the successful functioning of the organization to best achieve its mission and purpose. There does not appear to be a magic number for this as long as the technical and substantive skills and sufficient diversity can be achieved. There should be at least 33% independent Athletes at the ExCo.

### **National Anti Doping Agency Germany**

Andrea Gotzmann, CEO (Germany)  
NADO - NADO

SUBMITTED

If the FB is to be representative - not independent - then all members of the EC must be "Truly Independent".

In this system the FB should be WADA's "legislature," a body representing all WADA key stakeholders, charged with establishing WADA and anti-doping rules and policy, and with supervising the EC's actions. The EC should be WADA's "executive," charged with enacting and enforcing the rules and policy made by the FB, and with supervising WADA's professional staff and administration. The FB would set the organization's strategic direction, while the EC would ensure that it is achieved.

Under this model, the EC should continue to be a small, responsive, committed group of members who understand the issues, meet in timely fashion, attend all meetings and who are completely committed to the successful functioning of the organization to best achieve its mission and purpose. There should be a reasonable number of independent Athletes at the EC.

### **Canadian Centre for Ethics in Sport**

Doug MacQuarrie, Chief Operating Officer (Canada)

SUBMITTED

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NADO - NADO

The EXCO should be relatively small and independent governors who will be charged with making decisions ALWAYS in the best interests of WADA. The EXCO should be charged with implementing the strategic objectives of the organization which are determined by the broader Foundation Board.

**Palestine Anti-doping committee**

SUBMITTED

Reem Dasa, Liaison (Palestine)

NADO - NADO

yes to have more members from all over the world which may give chance for new members to be engaged in-depth in such a position.

**Hellenic Council for Combating doping**

SUBMITTED

CHARIS LIAPI, Member Ex Com (GREECE)

NADO - NADO

Possibly in order to have a better geographical representation.

**Anti-Doping Norway**

SUBMITTED

Martin Holmlund Lauesen, Director - International Relations and Medical (Norge)

NADO - NADO

Yes – all members should be independent. The Executive Committee should primarily focus on enforcement of the rules adopted by the Foundation Board and should thus be apolitical in both actions and composition. One of the biggest problems for WADA at the moment is that decisions regarding enforcement is taken by a political body (read: representative body), which risks undermining the credibility of the decisions, as they can be perceived as based on political and other interests rather than on “the letter of the law”.

**Turkish Anti-Doping Commission**

SUBMITTED

Mehmet YOGURTCUOGLU, Deputy General Director / Legal Affairs Coordinator

(Turkey)

NADO - NADO

Yes, ExCo should be composed of more independent members to achieve operational independence in all circumstances.

The current proportion of independent members is not sufficient. Representatives of governments and sports community already hold positions in the Foundation Board. That's why, the composition of the Executive Committee should be made in a way to achieve objectivity in the implementation of the policies while still being accountable to the Foundation Board. ExCo, as the board having the executive function, should be made of more independent members who are in the majority or more active in the decision taking process in order to contribute for the the decisions to be more objective.

The increase in the number of independent and expert members will contribute to WADA's independence and efficiency in decision making. With the current situation and the number of independent members, it is technically not possible for a decision of ExCo to be issued by majority of votes. This makes independent members ineffective in terms of number. It would be appropriate to increase this number to a level that can be effective.

**Anti-Doping Sweden**

SUBMITTED

Christine Helle, CEO (Sweden)

NADO - NADO

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The members of the ExCo should be truly independent to avoid any conflict of interest in decision making of great importance of the global anti-doping work. If the ExCo is independent, then the Foundation Board can be a representative body representing all WADA key stakeholders.  
The athlete representation at the ExCo, as independent athletes, should increase.

### Central European Anti-Doping Organization (CEADO)

SUBMITTED

Michael Cepic, Chairman CEADO Board (Austria)  
NADO - RADO

**Definitely Yes. CEADO proposes to have at least one additional independent person who could represent NADO perspective. It is highly relevant that there are members in the EC who understands technicalities and practicalities of functioning of anti-doping program on a level of NADO. NADOs are very experienced in doping control, investigations and education. If the anti-doping program should be efficient it has to be practical and realistic at the same time. Interventions of such person should bring new value to discussions within EC and finally have an impact on increasing of quality of anti-doping programs worldwide. Strict standard of independence should apply to this person(s). Right now the voice of NADOs is not always taken into consideration, because of the fact that NADOs are perceived as a part of public authorities.**

### Anglesea Sports Medicine

SUBMITTED

Chris Milne, Sports Physician (New Zealand)  
Other - Other (ex. Media, University, etc.)

No, the current arrangements are fine

### iNADO

SUBMITTED

Jorge Leyva, CEO (Germany)  
Other - Other (ex. Media, University, etc.)

**An increase in number of independent members is necessary to ensure operational independence** (freedom to conduct its anti-doping activities as circumstances require including developing and implementing the World Anti-Doping Program).

**WADA will benefit from independent members by:**

- **Increase in diverse perspectives and new ideas,**
- **different skill sets,**
- **no (real or perceived) alliances or prejudices.**

Independent candidates should bring not only individual expertise, but a reputation built outside the system.

The provisions of the Code require NADO independence in all circumstances – operationally and involvement of governments (funders). The same principle ought to apply to the global regulator for the same reasons.

### Athleten Deutschland e.V.

SUBMITTED

Maximilian Klein, Representative for International Sport Policy (Germany)  
Other - Other (ex. Media, University, etc.)

- ExCo members must fulfill their duties as body enacting and enforcing the rules and policy made by the FB.
- Members to be selected through a skills assessment and recruitment based on the needs of the organization. All members must have a strict independence protocols to adhere to and undergo a

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recruitment and selection as well as a vigorous vetting process through a truly independent nominations committee.

- The fact that current members of the nominations committee were proposed by the public authorities and the sport movement is fundamentally flawed and undermines strict independence of the members of the nominations committee.
- As long as stakeholders are represented in the ExCo, the ExCo should consist of 1/3 independent athletes and/or their independent representatives.

### 3b) (ii) (32)

SUBMITTED

Ben Sandford, . (New Zealand)  
Sport - Athlete - Retired

They can propose themselves or they could be recruited by a third party entity, or the nominations committee could be changed into an appointment committee or a combination of the above.

#### Australian Football League

SUBMITTED

Simon Clarke, Manager - Legal & Business Affairs (Australia)  
Sport - IF – Other

no nominations - run it like a recruitment process where people apply

#### FINA

SUBMITTED

Marcela Saxlund, Interim Executive Director (Switzerland)  
Sport - IF – Summer Olympic

#### Cabo Verde National Olympic Committee

SUBMITTED

Filomena Fortes, President (Cape Verde)  
Sport - National Olympic Committee

answered that as no need

#### New Zealand Government

SUBMITTED

Alice Hume, . (.)  
Public Authorities - Government

The athlete community should have responsibility for appointing this Independent Member, which would be required to meet the strict independence standard.

#### Sport Integrity Australia

SUBMITTED

Luke Janeczko, Assistant Director - Anti-Doping Policy (Australia)  
Public Authorities - Government

The Nominations Committee should have its responsibilities increased to recruit independent members. Any stakeholder/signatory should also be allowed to nominate independent members.

#### Ministry of Culture Denmark

SUBMITTED

Henrik Bramming, Head of section (Denmark)  
Public Authorities - Government

The nominations committee should be responsible for the process of selecting the independent members to the EC. All members must have a strict independence protocols to adhere to and undergo a recruitment and selection process through an external independent selection agency. The process should be transparent for the stakeholders.

**AEPSAD - Agencia Española de Protección de la Salud en el Deporte**  
Carlos Gea, Head of International Relations and Coopetation Area (España)  
NADO - NADO

SUBMITTED

No comment

**NADO MKD**  
Eli Handjiska, Sport Medicine Doctor (North Macedonia)  
NADO - NADO

SUBMITTED

Negative answer of the previous question.

**ABCD**  
Anthony Moreira, Executive Director (Brazil)  
NADO - NADO

SUBMITTED

The Nominations Committee (if Nominations Committee lacks capacity the support of an outside recruitment agency could be used).

**UK Anti-Doping**  
Jamie Piggins, International and Stakeholder Relations Officer (UK)  
NADO - NADO

SUBMITTED

Any stakeholder group or WADA signatory should be allowed to recommend a "Truly Independent" Member to the ExCo, subject to the process of the independent Nominations Committee. There should be no appointments by stakeholder groups directly to the ExCo.

**Sport Ireland**  
Siobhan Leonard, Director of Anti-Doping & Ethics (Ireland)  
NADO - NADO

SUBMITTED

Any stakeholder group or WADA signatory should be allowed to recommend a "Truly Independent" Member to the ExCo, subject to the process of the independent Nominations Committee. There should be no appointments by stakeholder groups directly to the ExCo.

**UK Anti-Doping Athlete Commission**  
Tony Josiah, Head of International and Stakeholder Relations (United Kingdom)  
NADO - NADO

SUBMITTED

These could be recent athlete representatives. Proposed by either NADOS or IF's, or BPA

**Anti-Doping Singapore**  
Patrick Goh, Chairman (Singapore)  
NADO - NADO

SUBMITTED

Any stakeholder could propose. The Nominations committee, which sets the bar, vets and processes.

**U.S. Anti-Doping Agency**

SUBMITTED  
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Francoise Farrell, Executive Assistant to CEO (United States)  
NADO - NADO

Any stakeholder group or WADA signatory should be allowed to recommend a "Truly Independent" Member to the ExCo, subject to the process of the independent Nominations Committee. There should be no appointments by stakeholder groups directly to the ExCo.

**Azerbaijan National Anti-Doping Agency (AMADA)**

Shafag Huseynli, CEO (Azerbaijan)  
NADO - NADO

SUBMITTED

No comment

**Anti Doping Danmark**

Michael Ask, CEO (Denmark)  
NADO - NADO

SUBMITTED

The nominations committee should be responsible for the process of selecting the independent members to the EC. All members must have a strict independence protocols to adhere to and undergo a recruitment and selection process through an external independent selection agency. The process should be transparent for the stakeholders.

**Agence française de lutte contre le dopage**

Adeline Molina, RAQ (France)  
NADO - NADO

SUBMITTED

The Nominations Committee.

**Japan Anti-Doping Agency**

Akira Kataoka, General Manager, Results Management and Intelligence (Japan)  
NADO - NADO

SUBMITTED

The ExCo should continue to be a small, responsive, committed group of members who understand the issues, meet in timely fashion, attend all meetings and who are completely committed to the successful functioning of the organization to best achieve its mission and purpose.

**Drug Free Sport New Zealand**

Nick Paterson, Chief Executive (New Zealand)  
NADO - NADO

SUBMITTED

Independent members could be proposed by any stakeholder. All proposed members should be looked at by the Nominations committee. the Noms committee should also be empowered to seek out and identify its own candidates, utilising the networks of the Noms committee members. Representative memebrrs should not be making a decision on the appointment of independent members as they have a conflict. The Nominations committee should be further empowered to select teh indepdent members for the EC.

**Finnish Center for Integrity in Sports (FINCIS)**

Petteri Lindblom, Legal Director (Finland)  
NADO - NADO

SUBMITTED

Any stakeholder group or WADA signatory should be allowed to recommend a "Truly Independent" Member to the ExCo, subject to the process of the independent Nominations Committee. There should be no appointments by stakeholder groups directly to the ExCo.

**Doping Authority Netherlands**

Olivier de Hon, Chief Operating Officer (Netherlands)  
NADO - NADO

3b(ii). Any stakeholder group or WADA signatory should be allowed to recommend a “Truly Independent” Member to the ExCo, subject to the process of the independent Nominations Committee. There should be no appointments by stakeholder groups directly to the ExCo.

**National Anti Doping Agency Germany**

Andrea Gotzmann, CEO (Germany)  
NADO - NADO

SUBMITTED

Any stakeholder group or WADA signatory should be allowed to recommend a “Truly Independent” Member to the EC, subject to the process of the independent Nominations Committee. There should be no appointments by stakeholder groups directly to the EC.

**Canadian Centre for Ethics in Sport**

Doug MacQuarrie, Chief Operating Officer (Canada)  
NADO - NADO

SUBMITTED

No appointments to the EXCO should be permitted by any WADA stakeholder group.

**Hellenic Council for Combating doping**

CHARIS LIAPI, Member Ex Com (GREECE)  
NADO - NADO

SUBMITTED

iNADO, RADOS

**Anti-Doping Norway**

Martin Holmlund Lauesen, Director - International Relations and Medical (Norge)  
NADO - NADO

SUBMITTED

Recruitment of the board should be carried out by the nominations committee – possibly in cooperation with a professional recruitment firm. All stakeholders should be able to propose such independent members (i.e. athletes, NADOs, Sports Movement and Public Authorities), and positions should be announced publicly in a professional recruitment process.

**Turkish Anti-Doping Commission**

Mehmet YOGURTCUOGLU, Deputy General Director / Legal Affairs Coordinator  
(Turkey)  
NADO - NADO

SUBMITTED

As in the current process, each of the parties (sports movement and governments) may propose independent members in equal numbers. In this case, the election should be made by the foundation board, but the candidates should be proposed to the foundation board by other stakeholders. For example; the athletes committee and NADOs can present the potential independent candidates to take office to the foundation board.

**Anti-Doping Sweden**

Christine Helle, CEO (Sweden)  
NADO - NADO

SUBMITTED

All anti-doping stakeholders and signatories to the WADC should be able to propose members to the ExCo. Then the independent Nominations Committee should be the body to appoint the members.

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**Central European Anti-Doping Organization (CEADO)**

Michael Cepic, Chairman CEADO Board (Austria)  
NADO - RADO

SUBMITTED

**CEADO suggests the same process as with other nominations: Support of at least one stakeholder (eg. NADOs), clearance of WADA nominations committee and approval by foundation board.**

**Anglesea Sports Medicine**

Chris Milne, Sports Physician (New Zealand)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

Not applicable as I answered no to the previous question.

**iNADO**

Jorge Leyva, CEO (Germany)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

**The Nominations Committee** (if Nominations Committee lacks capacity the support of an outside recruitment agency could be used).

**Athleten Deutschland e.V.**

Maximilian Klein, Representative for International Sport Policy (Germany)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

- Stakeholder groups can recommend truly independent members to ExCo. However, these must undergo scrutiny by a truly independent nominations committee.
- Stakeholder groups may not directly nominate members to the ExCo.

**3b) (iii) (35)**

Ben Sandford, . (New Zealand)  
Sport - Athlete - Retired

SUBMITTED

Yes this needs to be strengthened as well. Currently at a governance level WADA does not have representatives of all the stakeholders that exist in the anti-doping ecosystem. The FB is made up of the two main groups at the time the agency was set up, these are then represented in equal share on the ExCo, the issue is anti-doping has changed significantly but the representation model has not changed. Athletes (not connected or there by way of an existing stakeholder) and NADOs need to be represented.

**Australian Football League**

Simon Clarke, Manager - Legal & Business Affairs (Australia)  
Sport - IF – Other

SUBMITTED

there should be no representatives

**FINA**

Marcela Saxlund, Interim Executive Director (Switzerland)  
Sport - IF – Summer Olympic

SUBMITTED

no comment

**International Olympic Committee**SUBMITTED  
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Hannah Emily Marie Grossenbacher, Project Manager (Switzerland)  
Sport - IOC

**The sports movement has five seats of which one is reserved for the IOC Athletes' Commission which appoints its representative from its elected members. The IOC AC members have received a mandate, through a democratic process, to represent their peers, in their capacity as WADA members they defend the interest of the athletes.**

**Cabo Verde National Olympic Committee**

SUBMITTED

Filomena Fortes, President (Cape Verde)  
Sport - National Olympic Committee

EC members with the necessary strength

**GAISF**

SUBMITTED

Davide Delfini, Membership Manager (Switzerland)  
Sport - Other

**WADA is a partnership between the Olympic Movement and the Public Authorities, therefore this aspect should continue to be taken into account in the composition and representation of the EC.**

**New Zealand Government**

SUBMITTED

Alice Hume, . (.)  
Public Authorities - Government

Representation by National Anti-Doping Organisations could also be considered given the critical role they play in the fight against doping in sport. The Executive Committee would benefit from their expertise when considering amendments to the International Standards and Technical Documents.

**Sport Integrity Australia**

SUBMITTED

Luke Janeczko, Assistant Director - Anti-Doping Policy (Australia)  
Public Authorities - Government

There is no need for further representation of current stakeholders in the ExCo. The ExCo should however have athlete 'representation'. Athlete representation is important as the athletes are the reason WADA exists in the first place and are directly affected by WADA's decisions. It is possible for athletes to take up 'independent' positions if not directly nominated by or representing particular stakeholders.

**Luxembourg: Minister Dan Kersch, Minister of Sport and member of the WADA Executive Committee, and Alexandre Husting, Advisor and CAHAMA Delegate**

SUBMITTED

Alexandre Husting, \* (Luxembourg)  
Public Authorities - Government

Again perhaps a Code of Conduct/Ethic could guarantee this independence and act in the sole interest of WADA.

**Ministry of Culture Denmark**

SUBMITTED

Henrik Bramming, Head of section (Denmark)  
Public Authorities - Government

The EC should not have any representative members for the reasons stated above. However, if total independence cannot be achieved for all the members of the EC, the composition of the EC should be broadened to also include more stakeholders like athletes and NADOs.

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**AEPSAD - Agencia Española de Protección de la Salud en el Deporte**  
Carlos Gea, Head of International Relations and Cooperation Area (España)  
NADO - NADO

SUBMITTED

No, it shouldn't be strengthened.

**NADO MKD**  
Eli Handjiska, Sport Medicine Doctor (North Macedonia)  
NADO - NADO

SUBMITTED

No need for the representative element in the EC to be strengthened.

**ABCD**  
Anthony Moreira, Executive Director (Brazil)  
NADO - NADO

SUBMITTED

The representative element should be lower. A functional balance between independence and a representative element could be achieved if the composition of the Executive Committee is amended to 6 independent, 3 Public Authorities, 3 Olympic Movement, 1 x Athlete, 1 x NADO representative.

**UK Anti-Doping**  
Jamie Piggins, International and Stakeholder Relations Officer (UK)  
NADO - NADO

SUBMITTED

The ExCo should not have any representative members for the reasons stated above. There should be no overlap in membership of the FB and ExCo, except for the President and Vice President.

**Sport Ireland**  
Siobhan Leonard, Director of Anti-Doping & Ethics (Ireland)  
NADO - NADO

SUBMITTED

The ExCo should not have any representative members for the reasons stated above. There should be no overlap in membership of the FB and ExCo, except for the President and Vice President.

**Russian Anti-Doping Agency "RUSADA"**  
RUSADA RUSADA, Administration (Russia)  
NADO - NADO

SUBMITTED

Executive Committee should be added by NADO representative, because NADOs have deep experience through daily practice.

**UK Anti-Doping Athlete Commission**  
Tony Josiah, Head of International and Stakeholder Relations (United Kingdom)  
NADO - NADO

SUBMITTED

The commitment of the current members to proactively reach out and solicit others viewpoint needs to be formalised and checked.

**Anti-Doping Singapore**  
Patrick Goh, Chairman (Singapore)  
NADO - NADO

SUBMITTED

On the contrary, representational elements in the EC should be diminished or eliminated.

The ideal body for representation is the Foundation Board.

**Antidoping Switzerland**

Ernst König, CEO (Switzerland)  
NADO - NADO

SUBMITTED

- No

**U.S. Anti-Doping Agency**

Francoise Farrell, Executive Assistant to CEO (United States)  
NADO - NADO

SUBMITTED

The ExCo should not have any representative members for the reasons stated above. There should be no overlap in membership of the FB and ExCo, except for the President and Vice President.

**Azerbaijan National Anti-Doping Agency (AMADA)**

Shafag Huseynli, CEO (Azerbaijan)  
NADO - NADO

SUBMITTED

Basically, considering expertise and independence of NADOs that are actually required by Code, therefore they might fit for the benefit of WADA if they have seats at EC.

**Anti Doping Danmark**

Michael Ask, CEO (Denmark)  
NADO - NADO

SUBMITTED

The EC should not have any representative members for the reasons stated above. However, if total independence cannot be achieved for all the members of the EC, the composition of the EC should be broadened to also include more stakeholders like athletes and NADOs.

**Agence française de lutte contre le dopage**

Adeline Molina, RAQ (France)  
NADO - NADO

SUBMITTED

The ExCo should not have any representative members for the reasons stated above.

**Drug Free Sport New Zealand**

Nick Paterson, Chief Executive (New Zealand)  
NADO - NADO

SUBMITTED

Yes there should be further representation. We believe in a model for the EC with comprises independent and representative members. The EC should be expanded to 15, comprising:

- SIX (6) independent members (strict definition) including the president and vice president.
- Three (3) representative members from the sports movement
- Three (3) representative members from the Public Authorities
- Three (3) representative members from the athletes, including the Chair of the WADA AC

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**Finnish Center for Integrity in Sports (FINCIS)**

Petteri Lindblom, Legal Director (Finland)

NADO - NADO

SUBMITTED

The ExCo should not have any representative members for the reasons stated above. There should be no overlap in membership of the FB and ExCo, except for the President and Vice President.

**Doping Authority Netherlands**

Olivier de Hon, Chief Operating Officer (Netherlands)

NADO - NADO

SUBMITTED

3b(iii). The ExCo should not have any representative members for the reasons stated above. There should be no overlap in membership of the FB and ExCo, except for the President and Vice President.

**National Anti Doping Agency Germany**

Andrea Gotzmann, CEO (Germany)

NADO - NADO

SUBMITTED

The EC should not have any representative members for the reasons stated above. There should be no overlap in membership of the FB and EC, except for the President and Vice President.

**Canadian Centre for Ethics in Sport**

Doug MacQuarrie, Chief Operating Officer (Canada)

NADO - NADO

SUBMITTED

As stated previously, there should not be any 'representative' members on the WADA EXCO.

**Hellenic Council for Combating doping**

CHARIS LIAPI, Member Ex Com (GREECE)

NADO - NADO

SUBMITTED

**Anti-Doping Norway**

Martin Holmlund Lauesen, Director - International Relations and Medical (Norge)

NADO - NADO

SUBMITTED

No, it should be removed all together – the Executive Committee should not be a representative body (i.e. with members representing the interest of constituencies), but a professional, apolitical body focusing on the enforcement of the rules.

**Anti-Doping Sweden**

Christine Helle, CEO (Sweden)

NADO - NADO

SUBMITTED

There should be no representative members in the ExCo, nor should there be any dual membership of the Foundation Board and the ExCo.

**Central European Anti-Doping Organization (CEADO)**

Michael Cepic, Chairman CEADO Board (Austria)

NADO - RADO

SUBMITTED

**Accordingly to what was suggested in answer for question (i) and (ii), CEADO supports NADO representation.**

### Anglesea Sports Medicine

Chris Milne, Sports Physician (New Zealand)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

The current arrangements are fine

### iNADO

Jorge Leyva, CEO (Germany)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

**The representative element should be lower.**

A functional balance between independence and a representative element could be achieved if the composition of the Executive Committee is amended to 6 independent, 3 Public Authorities, 3 Olympic Movement, 1 x Athlete, 1 x NADO representative.

### Athleten Deutschland e.V.

Maximilian Klein, Representative for International Sport Policy (Germany)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

- No. The ExCo must be 100% independent without any members representative of or under influence of stakeholders.
- They must not be any overlap between FB and ExCo (except for President and VP).

### 3b) (iv) (36)

Ben Sandford, . (New Zealand)  
Sport - Athlete - Retired

SUBMITTED

If ExCo members hold office in a personal capacity then they should not be reporting to constituencies because they do not have one.  
The ExCo should be reporting to the FB on an annual basis, similar to an AGM.  
If a EC member who is representative of a constituency then having an enhanced conflict of interest policy and process would help.

### FINA

Marcela Saxlund, Interim Executive Director (Switzerland)  
Sport - IF – Summer Olympic

SUBMITTED

no comment

### International Olympic Committee

Hannah Emily Marie Grossenbacher, Project Manager (Switzerland)  
Sport - IOC

SUBMITTED

**Essential is to have a clear Conflict of Interest policy and a register of interest which is kept up to date; Members of WADA also have a responsibility of duty of care to act in the interest of the WADA as per its statutes. This does not prevent members from holding other positions, including reporting obligations, in sports and governmental organisations.**

### Cabo Verde National Olympic Committee

SUBMITTED  
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Filomena Fortes, President (Cape Verde)  
Sport - National Olympic Committee

I agree with the premise. EC should act on the best interest of WADA

### GAISF

SUBMITTED

Davide Delfini, Membership Manager (Switzerland)  
Sport - Other

**The Conflict-of-Interest policy should deal with those circumstances and establish clear provisions to help the management of conflict of interests' cases.**

### Japan Sports Agency

SUBMITTED

Haruka Yatabe, Officer for Anti-Doping, International Affairs Division (Japan)  
Public Authorities - Government

We should note that WADA was established as a unique organization by equal partnership between the Sports Movement and the Public Authorities when we consider the governance of WADA.

We believe that we should not fully apply the principle of corporate governance to WADA because WADA, as the Global Regulator in Anti-Doping, has a lot of different elements from commercial company corporations and rather has similar elements of international organizations, in which representatives of governments become the members of their decision-making body.

Therefore, we think it is not necessarily reasonable that all EC members should hold office in personal capacity.

### New Zealand Government

SUBMITTED

Alice Hume, . (.)  
Public Authorities - Government

All Executive Committee Members should act in the best interests of WADA. Members should recuse themselves from any discussions or decisions where they have a conflict of interest or where any relationship or circumstance may affect, or appear to affect their judgement.

### Sport Integrity Australia

SUBMITTED

Luke Janeczko, Assistant Director - Anti-Doping Policy (Australia)  
Public Authorities - Government

Yes - ExCo members must always act in the best interest of WADA and disclose any information that could affect their decision-making ability. While ordinary members are there to represent a view, they must still vote in the best of interest of WADA which may at times involve taking positions contrary to those of their stakeholder group.

### Ministry of Culture Denmark

SUBMITTED

Henrik Bramming, Head of section (Denmark)  
Public Authorities - Government

As indicated above, individuals who are member of WADA governing bodies should participate solely in the best interests of WADA and anti-doping. It should be expected that from time to time this will involve

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taking positions contrary to those of the individual's "home" organization. Full transparency in relation to the interests and background of the members.

### SA Institute for Drug-Free Sport

khalid galant, CEO (South Africa)  
NADO - NADO

SUBMITTED

No person should be appointed in a personal capacity, other than independents. A global agency should be represented by constituency groups.

### ONADE

Janet Emen, Executive Secretary (Ecuador)  
NADO - NADO

SUBMITTED

All EC members must act solely in the best interest of WADA

### NADO MKD

Eli Handjiska, Sport Medicine Doctor (North Macedonia)  
NADO - NADO

SUBMITTED

All EC members must act solely in the best interest of WADA.

### ABCD

Anthony Moreira, Executive Director (Brazil)  
NADO - NADO

SUBMITTED

Executive Committee members must prioritize clean sport (opposed to "act solely in the interest of WADA") This includes any Athlete representative who should be expected to fairly balance the priorities of anti-doping and athlete rights.

Ideally, office should be held in personal capacity but if members are designated as "representatives" it is contrary to the notion of personal capacity. Executive Committee members should be expected to consult the organizations they represent to assist in good decision making and accurate reporting of Executive Committee discussions.

In our view, there is no instrument that will allow people outside the Executive Committee to objectively assess if Executive Committee members are executing the office in the interest of clean sport or rather in allegiance to the organization they represent. This is again an argument to include more independent members on the Executive Committee and to further strengthen the stricter independence criteria (see response Section 3 A1).

Executive Committee should have the ability to investigate any "inappropriate" actions which suggest lack of independence and/or compliance with accepted practice.

### UK Anti-Doping

Jamie Piggins, International and Stakeholder Relations Officer (UK)  
NADO - NADO

SUBMITTED

- There should only be "Truly Independent" members on the ExCo. As indicated above, individuals who are member of WADA governing bodies should participate solely in the best interests of WADA and anti-doping. It should be expected that from time to time this will involve taking positions contrary to those of the individual's "home" organization.
- The decisions made by Executive Committee members should be taken with priority given to WADA and the global anti-doping community. Members of the Executive Committee should be selected according to their skills rather than affiliation. The introduction of the WADA Code of Ethics and Independent Ethics Officer/Board should ensure EC members remain impartial in their decision making, with appropriate sanctions available to the Officer/ Board to ensure compliance. The Independent Ethics Officer/ Board should be granted full authority over sanctioning decisions given to Executive Committee members, and all members should be encouraged to report potentially biased decision making. Similar to the UK Parliament there could be a declaration of personal interests.

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**AEPSAD - Agencia Española de Protección de la Salud en el Deporte**

SUBMITTED

Carlos Gea, Head of International Relations and Cooperation Area (España)  
NADO - NADO

- Yes, we agree that all EC members must act solely in the best interest of WADA.- No, they should not have reporting obligations in this regard.- We do not know which instruments could be used to ensure compliance in practice

**Sport Ireland**

SUBMITTED

Siobhan Leonard, Director of Anti-Doping & Ethics (Ireland)  
NADO - NADO

There should only be "Truly Independent" members on the ExCo. As indicated above, individuals who are member of WADA governing bodies should participate solely in the best interests of WADA and anti-doping. It should be expected that from time to time this will involve taking positions contrary to those of the individual's "home" organization.

**Russian Anti-Doping Agency "RUSADA"**

SUBMITTED

RUSADA RUSADA, Administration (Russia)  
NADO - NADO

Disagree with terminology "act solely in the best interest of WADA". All EC members must "prioritize clean sport".

**UK Anti-Doping Athlete Commission**

SUBMITTED

Tony Josiah, Head of International and Stakeholder Relations (United Kingdom)  
NADO - NADO

EC members should solely act in the best interest of WADA

**Anti-Doping Singapore**

SUBMITTED

Patrick Goh, Chairman (Singapore)  
NADO - NADO

We agree with the premise that all EC members must act solely in the best interests of WADA. This premise is best served by fully independent members with no representational interests.

**U.S. Anti-Doping Agency**

SUBMITTED

Francoise Farrell, Executive Assistant to CEO (United States)  
NADO - NADO

There should only be "Truly Independent" members on the ExCo. As indicated above, individuals who are members of WADA governing bodies should participate solely in the best interests of WADA and anti-doping. It should be expected that from time to time this will involve taking positions contrary to those of the individual's "home" organization.

**Antidoping Switzerland**

SUBMITTED

Ernst König, CEO (Switzerland)  
NADO - NADO

- There should only be "Truly Independent" members on the ExCo. As indicated above, individuals who are member of WADA governing bodies should participate solely in the best interests of WADA and anti-doping.

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**Azerbaijan National Anti-Doping Agency (AMADA)**Shafag Huseynli, CEO (Azerbaijan)  
NADO - NADO

SUBMITTED

No comment

**Anti Doping Danmark**Michael Ask, CEO (Denmark)  
NADO - NADO

SUBMITTED

As indicated above, individuals who are member of WADA governing bodies should participate solely in the best interests of WADA and anti-doping. It should be expected that from time to time this will involve taking positions contrary to those of the individual's "home" organization. Full transparency in relation to the interests and background of the members.

**Agence française de lutte contre le dopage**Adeline Molina, RAQ (France)  
NADO - NADO

SUBMITTED

There should only be "Truly Independent" members on the ExCo. As indicated above, individuals who are member of WADA governing bodies should participate solely in the best interests of WADA and anti-doping. It should be expected that from time to time this will involve taking positions contrary to those of the individual's "home" organization.

As put by iNADO, there is no instrument that will allow people outside the Executive Committee to objectively assess if Executive Committee members are executing the office in the interest of clean sport or rather in allegiance to the organization they represent. This is again an argument to include more independent members on the Executive Committee and to further strengthen the stricter independence criteria. Executive Committee should have the ability to investigate any "inappropriate" actions which suggest lack of independence and/or compliance with accepted practice.

**Drug Free Sport New Zealand**Nick Paterson, Chief Executive (New Zealand)  
NADO - NADO

SUBMITTED

Currently EC members are not independent and do not serve singularly the best interest of WADA. It is clear currently that the Sports Movement prepares and votes as a block at FB and EC meetings, and the Public Authorities are trying to be similarly organised through the OneVoice mechanism. This cannot be the approach of independent members.

All members should act in the interest of WADA, underpinned by independent members.

**Finnish Center for Integrity in Sports (FINCIS)**Petteri Lindblom, Legal Director (Finland)  
NADO - NADO

SUBMITTED

There should only be "Truly Independent" members on the ExCo. As indicated above, individuals who are member of WADA governing bodies should participate solely in the best interests of WADA and anti-doping. It should be expected that from time to time this will involve taking positions contrary to those of the individual's "home" organization.

**Doping Authority Netherlands**Olivier de Hon, Chief Operating Officer (Netherlands)  
NADO - NADO

SUBMITTED

3b(iv). There should only be “Truly Independent” members on the ExCo. As indicated above, individuals who are member of WADA governing bodies should participate solely in the best interests of WADA and anti-doping. It should be expected that from time to time this will involve taking positions contrary to those of the individual’s “home” organization.

### **National Anti Doping Agency Germany**

Andrea Gotzmann, CEO (Germany)  
NADO - NADO

SUBMITTED

There should only be “Truly Independent” members on the EC. Individuals who are member of WADA governing bodies should participate solely in the best interests of WADA and anti-doping. It should be expected that from time to time this will involve taking positions contrary to those of the individual’s “home” organization.

### **Canadian Centre for Ethics in Sport**

Doug MacQuarrie, Chief Operating Officer (Canada)  
NADO - NADO

SUBMITTED

EXCO MUST be truly independent if the organization is to function in the best interests of clean sport.

### **Hellenic Council for Combating doping**

CHARIS LIAPI, Member Ex Com (GREECE)  
NADO - NADO

SUBMITTED

We fully agree that the premise that all EC members must act in the best interest of WADA and declare any conflict of interest

### **Anti-Doping Norway**

Martin Holmlund Lauesen, Director - International Relations and Medical (Norge)  
NADO - NADO

SUBMITTED

At a first glance, all members of the Executive Committee should – as a general rule – act solely in the best interest of WADA, however the answer to the questions depends on the overall framework in place:

Our main proposal is to create a professional Executive Committee, where no member represents a constituency – in this scenario, all no member has a constituency, and can therefore not report back vis-à-vis their constituencies – and therefore are also able to act solely in the best interest of WADA. The Executive Committee should operate independently from the Foundation Board (and with a different mandate), but should be accountable to it. This could be done by ensuring that the Executive Committee is acting as a collective, which is held accountable vis-à-vis the Foundation Board – this includes possible scrutiny through questioning (before or at the Foundation Board meetings).

However, if the current model with representation is kept, all members with a constituency should report back to their constituencies, and where relevant also receive mandates by their constituencies. It is important that the work of WADA would allow for this in practice if the model were chosen. The inherent function of a representative organ is to ensure representation of the constituencies.

We prefer that the Executive Committee should be fully independent – however, a truly representative body would be the only viable alternative. Unfortunately, the current model is an in-between-model, which is neither independent nor truly representative, and which does not have sufficient safeguards around transparency in place which could and should be expected of a representative body. The current model is therefore not a viable solution.

### **Anti-Doping Sweden**

Christine Helle, CEO (Sweden)  
NADO - NADO

SUBMITTED

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It should be a requirement that all members of the ExCo must act solely in the best interest of WADA, as well of the global anti-doping work. If the members of the ExCo are truly independent these applicable regulations will not be necessary.

### Central European Anti-Doping Organization (CEADO)

SUBMITTED

Michael Cepic, Chairman CEADO Board (Austria)  
NADO - RADO

**Solely acting could be difficult to achieve because members representing public authorities and sport organizations have reporting obligations to them.**

### Anglesea Sports Medicine

SUBMITTED

Chris Milne, Sports Physician (New Zealand)  
Other - Other (ex. Media, University, etc.)

The current arrangements are fine

### iNADO

SUBMITTED

Jorge Leyva, CEO (Germany)  
Other - Other (ex. Media, University, etc.)

**Executive Committee members must prioritize clean sport** (opposed to “act solely in the interest of WADA”) This includes any Athlete representative who should be expected to fairly balance the priorities of anti-doping and athlete rights.

**Ideally, office should be held in personal capacity but if members are designated as “representatives” it is contrary to the notion of personal capacity. Executive Committee members should be expected to consult the organizations they represent to assist in good decision making and accurate reporting of Executive Committee discussions.**

**In our view, there is no instrument that will allow people outside the Executive Committee to objectively assess if Executive Committee members are executing the office in the interest of clean sport or rather in allegiance to the organization they represent.** This is again an argument to include more independent members on the Executive Committee and to further strengthen the stricter independence criteria (see response Section 3 A1).

Executive Committee should have the ability to investigate any “inappropriate” actions which suggest lack of independence and/or compliance with accepted practice.

### Athleten Deutschland e.V.

SUBMITTED

Maximilian Klein, Representative for International Sport Policy (Germany)  
Other - Other (ex. Media, University, etc.)

- ExCo members must be truly independent.
- They must only act in the best interests of WADA.

### 3b) (v) (36)

### Australian Football League

SUBMITTED

Simon Clarke, Manager - Legal & Business Affairs (Australia)  
Sport - IF – Other

all should be vetted

**FINA**

Marcela Saxlund, Interim Executive Director (Switzerland)  
Sport - IF – Summer Olympic

Yes

**International Olympic Committee**

SUBMITTED

Hannah Emily Marie Grossenbacher, Project Manager (Switzerland)  
Sport - IOC

**For OM and PAs candidates it is the representative capacity that comes as a priority, furthermore these candidates have already undergone vetting by their respective organisations, there are also processes in place which allowed them to become candidates for WADA.**

**Cabo Verde National Olympic Committee**

SUBMITTED

Filomena Fortes, President (Cape Verde)  
Sport - National Olympic Committee

Only Independent Members PR and VPs

**New Zealand Government**

SUBMITTED

Alice Hume, . (.)  
Public Authorities - Government

Members other than the President, Vice President and Independent Members do not need to be vetted by the Nominations Committee.

**Sport Integrity Australia**

SUBMITTED

Luke Janeczko, Assistant Director - Anti-Doping Policy (Australia)  
Public Authorities - Government

The Nominations Committee should only vet the President, Vice-President, and any/all independent members (for so long as any non-independent members remain on the ExCo). The public authorities and sports movement put forward high-ranking officials to represent a stakeholder constituency. For example, quite often public authority members are Ministers of State where it is not appropriate for the nominations committee to vet.

**Luxembourg: Minister Dan Kersch, Minister of Sport and member of the WADA Executive Committee, and Alexandre Husting, Advisor and CAHAMA Delegate**

SUBMITTED

Alexandre Husting, \* (Luxembourg)  
Public Authorities - Government

Yes

**Ministry of Culture Denmark**

SUBMITTED

Henrik Bramming, Head of section (Denmark)  
Public Authorities - Government

Prospective members should be vetted by the Nominations Committee as the EC members should not be representative but chosen for their Independence and substantive abilities to lead WADA effectively to achieve its mission. More transparency is needed on the process.

**SA Institute for Drug-Free Sport**

SUBMITTED

khalid galant, CEO (South Africa)

**NADO - NADO**

Preferable all members should be vetted. however this process may pose challenges if a constituency's member fails the vetting.

**ONADE**

SUBMITTED

Janet Emen, Executive Secretary (Ecuador)  
NADO - NADO

All prospective members.

**NADO MKD**

SUBMITTED

Eli Handjiska, Sport Medicine Doctor (North Macedonia)  
NADO - NADO

All prospective members should be vetted and assessed also by the Nominations Committee.

**ABCD**

SUBMITTED

Anthony Moreira, Executive Director (Brazil)  
NADO - NADO

We believe it is proportionate to vet and assess all prospective Executive Committee members as a process of due diligence

**UK Anti-Doping**

SUBMITTED

Jamie Piggins, International and Stakeholder Relations Officer (UK)  
NADO - NADO

- All members recommended for the ExCo should be "Truly Independent" and should be ultimately selected by an independent Nominating Committee. As well, all recommended members should be vetted by the Nominations Committee. ExCo members should not be representative but chosen for their Independence and substantive abilities to lead WADA effectively to achieve its mission.
- All members should be scrutinised by the Nominations Committee. The Nominations Committee may need to be expanded to meet the demands of the additional work.

**AEPSAD - Agencia Española de Protección de la Salud en el Deporte**

SUBMITTED

Carlos Gea, Head of International Relations and Coopetation Area (España)  
NADO - NADO

We consider that this Nominations Committee as established, it is not useful, and it should not exist. We do not agree that prospective members should be vetted by it.

**Sport Ireland**

SUBMITTED

Siobhan Leonard, Director of Anti-Doping & Ethics (Ireland)  
NADO - NADO

All members recommended for the ExCo should be "Truly Independent" and should ultimately selected by an independent Nominating Committee. As well, all recommended members should be vetted by the Nominations Committee. ExCo members should not be representative but chosen for their Independence and substantive abilities to lead WADA effectively to achieve its mission.

**Russian Anti-Doping Agency "RUSADA"**

SUBMITTED

RUSADA RUSADA, Administration (Russia)  
NADO - NADO

Yes, they should.

**UK Anti-Doping Athlete Commission**

SUBMITTED

Tony Josiah, Head of International and Stakeholder Relations (United Kingdom)  
NADO - NADO

All prospective members should be vetted and assessed

**Anti-Doping Singapore**

SUBMITTED

Patrick Goh, Chairman (Singapore)  
NADO - NADO

All independent members should be vetted.

**U.S. Anti-Doping Agency**

SUBMITTED

Francoise Farrell, Executive Assistant to CEO (United States)  
NADO - NADO

All members recommended for the ExCo should be “Truly Independent” and should ultimately be selected by an independent Nominating Committee. As well, all recommended members should be vetted by the Nominations Committee. ExCo members should not be representative but chosen for their independence and substantive abilities to lead WADA effectively to achieve its mission.

**Antidoping Switzerland**

SUBMITTED

Ernst König, CEO (Switzerland)  
NADO - NADO

- All members recommended for the ExCo should be “Truly Independent” and should ultimately selected by an independent Nominating Committee.

**Azerbaijan National Anti-Doping Agency (AMADA)**

SUBMITTED

Shafag Huseynli, CEO (Azerbaijan)  
NADO - NADO

We think that all prospective members should be vetted and assessed.

**Anti Doping Danmark**

SUBMITTED

Michael Ask, CEO (Denmark)  
NADO - NADO

Should be vetted by the Nominations Committee as the EC members should not be representative but chosen for their Independence and substantive abilities to lead WADA effectively to achieve its mission. More transparency is needed on the process.

**Agence française de lutte contre le dopage**

SUBMITTED

Adeline Molina, RAQ (France)  
NADO - NADO

All members recommended for the ExCo should be strictly independent and should ultimately be vetted by an independent Nominating Committee. ExCo members should not be representative but chosen for their Independence and substantive abilities to lead WADA effectively to achieve its mission.

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**Drug Free Sport New Zealand**

Nick Paterson, Chief Executive (New Zealand)  
NADO - NADO

SUBMITTED

All independent members (inc President and Vice) should be vetted, approved and confirmed by the Nominations committee.

**Finnish Center for Integrity in Sports (FINCIS)**

Petteri Lindblom, Legal Director (Finland)  
NADO - NADO

SUBMITTED

All members recommended for the ExCo should be “Truly Independent” and should ultimately selected by an independent Nominating Committee. As well, all recommended members should be vetted by the Nominations Committee. ExCo members should not be representative but chosen for their Independence and substantive abilities to lead WADA effectively to achieve its mission.

**Doping Authority Netherlands**

Olivier de Hon, Chief Operating Officer (Netherlands)  
NADO - NADO

SUBMITTED

3b(v). All members recommended for the ExCo should be “Truly Independent” and should ultimately selected by an independent Nominating Committee. As well, all recommended members should be vetted by the Nominations Committee. ExCo members should not be representative but chosen for their Independence and substantive abilities to lead WADA effectively to achieve its mission.

**National Anti Doping Agency Germany**

Andrea Gotzmann, CEO (Germany)  
NADO - NADO

SUBMITTED

All members recommended for the EC should be “Truly Independent” and should ultimately selected by an independent Nominating Committee. As well, all recommended members should be vetted by the Nominations Committee. EC members should not be representative but chosen for their Independence and substantive abilities to lead WADA effectively to achieve its mission.

**Canadian Centre for Ethics in Sport**

Doug MacQuarrie, Chief Operating Officer (Canada)  
NADO - NADO

SUBMITTED

All members of EXCO should be Independent and reflect no patronage or accountability to any stakeholder. Independence and skills-based should be paramount.

**Hellenic Council for Combating doping**

CHARIS LIAPI, Member Ex Com (GREECE)  
NADO - NADO

SUBMITTED

Other members could also be assessed by the Nomination committee in full transparency.

**Anti-Doping Norway**

Martin Holmlund Lauesen, Director - International Relations and Medical (Norge)  
NADO - NADO

SUBMITTED

As we propose that all members are independent, all members should be vetted and assessed by the Nominations Committee.



**Turkish Anti-Doping Commission**

Mehmet YOGURTCUOGLU, Deputy General Director / Legal Affairs Coordinator  
(Turkey)  
NADO - NADO

SUBMITTED

We believe that it would be appropriate to evaluate all members who have voting rights in the decisions taken at ExCo in the same way, regardless of whether they are a chairperson, vice chair or an independent member. For this reason, it would be appropriate for all members to be evaluated by the Nominations Committee in terms of independence.

**Anti-Doping Sweden**

Christine Helle, CEO (Sweden)  
NADO - NADO

SUBMITTED

All prospective members should be assessed by the Nominations Committee, and they should all be truly independent.

**Central European Anti-Doping Organization (CEADO)**

Michael Cepic, Chairman CEADO Board (Austria)  
NADO - RADO

SUBMITTED

**Nominations committee should be involved in a process of appointment of President, Vice-President and independent members.**

**Anglesea Sports Medicine**

Chris Milne, Sports Physician (New Zealand)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

Ideally, all prospective members should be vetted, and their credentials checked

**iNADO**

Jorge Leyva, CEO (Germany)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

We believe it is proportionate to vet and assess all prospective Executive Committee members as a process of due diligence.

**Athleten Deutschland e.V.**

Maximilian Klein, Representative for International Sport Policy (Germany)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

- All members recommended for the ExCo should be “truly independent” and should ultimately selected by an independent nominations committee.
- All recommended members should be vetted by a truly independent nominations committee.
- ExCo members should not be representative but chosen for their independence and substantive abilities to lead WADA effectively to achieve its mission.
- The nominations committee itself needs reform. Its members must be truly independent and not proposed by the public authorities and the sport movement. There must be a mechanism that ensures a truly independent nominations committee.

**3b) (vi) (21)**

Ben Sandford, . (New Zealand)  
Sport - Athlete - Retired

SUBMITTED

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Majority should be independent (strict criteria with further changes), athletes should be represented by athlete reps that are not there by way of being part of another stakeholder (therefore also independent) and NADOs should be represented.

**FINA**

SUBMITTED

Marcela Saxlund, Interim Executive Director (Switzerland)  
Sport - IF – Summer Olympic

No comment

**AthletesCAN**

SUBMITTED

Georgina Truman, Manager, Athlete Relations and Operations (Canada)  
Sport - Other

1. While we acknowledge efforts to strengthen athlete representation within WADA governance framework, further actions need be taken to increased athlete representation at all levels of WADA. A necessary element of WADA governance reform must include increased accountability through equal and independent athlete representation at all decision-making levels. Further, the number of representatives should be proportionate to sport organizations and governments. The Executive Committee composition should reflect the following representatives:

- 1/3 of seats being elected by sport organizations;
- 1/3 of seats being elected by governments; and
- 1/3 of seats being elected by athletes and reflect athlete populations that are bound by the Code.

2. A skills-based approach must be taken in WADA Executive Committee recruitment practices. Representatives recruited to the Executive Committee must be held to strict independence criteria aligned with international best practices, and must include independent active athlete representation.

**New Zealand Government**

SUBMITTED

Alice Hume, . (.)  
Public Authorities - Government

See b).(i), (ii) and (iii) above.

**Sport Integrity Australia**

SUBMITTED

Luke Janeczko, Assistant Director - Anti-Doping Policy (Australia)  
Public Authorities - Government

No, see above.

**Luxembourg: Minister Dan Kersch, Minister of Sport and member of the WADA Executive Committee, and Alexandre Husting, Advisor and CAHAMA Delegate**

SUBMITTED

Alexandre Husting, \* (Luxembourg)  
Public Authorities - Government

Perhaps future independent members could be proposed from outside the "sports sphere" on the basis of their expertise in other international organisations or companies to bring a different vision.

**ONADE**

SUBMITTED

Janet Emen, Executive Secretary (Ecuador)  
NADO - NADO

No further comments

**NADO MKD**

Eli Handjiska, Sport Medicine Doctor (North Macedonia)  
NADO - NADO

SUBMITTED

The answer is no.

**ABCD**

Anthony Moreira, Executive Director (Brazil)  
NADO - NADO

SUBMITTED

The Executive Committee must operate independently from the Foundation Board, but ultimately be accountable to it, to ensure operational independence. Therefore, ordinary members should not be nominated from within the Foundation Board.  
As previously set out, at least six Executive Committee members, including the President and Vice President, should be independent.

**AEPSAD - Agencia Española de Protección de la Salud en el Deporte**

Carlos Gea, Head of International Relations and Cooperation Area (España)  
NADO - NADO

SUBMITTED

No comment

**Sport Ireland**

Siobhan Leonard, Director of Anti-Doping & Ethics (Ireland)  
NADO - NADO

SUBMITTED

The Executive Committee must operate independently from the Foundation Board, but ultimately be accountable to it, to ensure operational independence. Therefore, ordinary members should not be nominated from within the Foundation Board.

As previously set out, at least six Executive Committee members, including the President and Vice President, should be independent.

**Anti-Doping Singapore**

Patrick Goh, Chairman (Singapore)  
NADO - NADO

SUBMITTED

Yes. Full independence of the EC.

If not possible, then a majority independents as an interim goal.

**Azerbaijan National Anti-Doping Agency (AMADA)**

Shafag Huseynli, CEO (Azerbaijan)  
NADO - NADO

SUBMITTED

See comment on 3.b(3)

**Drug Free Sport New Zealand**

Nick Paterson, Chief Executive (New Zealand)  
NADO - NADO

SUBMITTED

We believe in a model for the EC with comprises independent and representative members. The EC should be expanded to 15, comprising:

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- SIX (6) independent members (strict definition) including the president and vice president.
- Three (3) representative members from the sports movement
- Three (3) representative members from the Public Authorities
- Three (3) representative members from the athletes, including the Chair of the WADA AC

**Doping Authority Netherlands**

SUBMITTED

Olivier de Hon, Chief Operating Officer (Netherlands)  
NADO - NADO

3b(vi). No, no other changes to the composition and appointment of the EC need to be considered.

**National Anti Doping Agency Germany**

SUBMITTED

Andrea Gotzmann, CEO (Germany)  
NADO - NADO

**Hellenic Council for Combating doping**

SUBMITTED

CHARIS LIAPI, Member Ex Com (GREECE)  
NADO - NADO

A representative of iNADO could be included

**Anti-Doping Norway**

SUBMITTED

Martin Holmlund Lauesen, Director - International Relations and Medical (Norge)  
NADO - NADO

We suggest changing the Executive Committee to consist of only fully independent and professional members selected in their personal capacity in order to ensure an apolitical enforcement of the rules.

**Central European Anti-Doping Organization (CEADO)**

SUBMITTED

Michael Cepic, Chairman CEADO Board (Austria)  
NADO - RADO

**Yes, see contribution regarding athlete representation.**

**Anglesea Sports Medicine**

SUBMITTED

Chris Milne, Sports Physician (New Zealand)  
Other - Other (ex. Media, University, etc.)

None are needed

**iNADO**

SUBMITTED

Jorge Leyva, CEO (Germany)  
Other - Other (ex. Media, University, etc.)

**The Executive Committee must operate independently from the Foundation Board, but ultimately be accountable to it, to ensure operational independence. Therefore, ordinary members should not be nominated from within the Foundation Board.**

As previously set out, at least six Executive Committee members, including the President and Vice President, should be independent.

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**3c) (i) (29)**

SUBMITTED

Ben Sandford, . (New Zealand)  
Sport - Athlete - Retired

Yes they should be public apart from any confidential part. Also the EC should report to the FB once a year.

**FINA**

SUBMITTED

Marcela Saxlund, Interim Executive Director (Switzerland)  
Sport - IF – Summer Olympic

No comment

**International Olympic Committee**

SUBMITTED

Hannah Emily Marie Grossenbacher, Project Manager (Switzerland)  
Sport - IOC

**Welcome opportunity for the EC to have more discussions; review time allocated for presentations and that for discussions; keep the option to have meetings over two days when full agenda or to have videoconferences in between in-person meetings to spread-out items; welcome more executive summaries, in particular for very technical aspects, with possibility for members to ask for more clarifications when needed; prevent repetition between the Director General's report and the different reports of the administration. One could consider having one report of the administration under the Director General's report to update the ExCo on regular activities.**

**Cabo Verde National Olympic Committee**

SUBMITTED

Filomena Fortes, President (Cape Verde)  
Sport - National Olympic Committee

No modifications

**AthletesCAN**

SUBMITTED

Georgina Truman, Manager, Athlete Relations and Operations (Canada)  
Sport - Other

The Executive Committee meetings should be open and transparent with the exception for limited topics that require in camera sessions.

**New Zealand Government**

SUBMITTED

Alice Hume, . (.)  
Public Authorities - Government

The focus of the Executive Committee should be on making the management decisions required to drive WADA and to deliver outcomes. Information items and updates can be communicated through other channels.

**Sport Integrity Australia**

SUBMITTED

Luke Janeczko, Assistant Director - Anti-Doping Policy (Australia)  
Public Authorities - Government

Departmental updates included in the meeting papers need to be taken as read and not repeated during meetings. A clear summary of decisions or actions should be made at the conclusion of each item and in the minutes.

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**Luxembourg: Minister Dan Kersch, Minister of Sport and member of the WADA Executive Committee, and Alexandre Husting, Advisor and CAHAMA Delegate**

SUBMITTED

Alexandre Husting, \* (Luxembourg)  
Public Authorities - Government

Meetings should be shorter and mainly focus on decision points in order to ensure the participation of full ExCo members. Additional meetings, perhaps online, could address agenda items that are not for decision.

After each point for decision WADA President should clearly indicate the decision that has been taken in order to avoid differences of interpretation later.

**Ministry of Culture Denmark**

SUBMITTED

Henrik Bramming, Head of section (Denmark)  
Public Authorities - Government

Like the FB meetings, ExCo meetings should be open, and only *in camera* exceptionally (for example to deal with personnel matters or sensitive investigative/compliance matters). This will increase the transparency and openness, and, hopefully, the confidence of WADA in all stakeholders. Costs can be mitigated through the use of technology (as is already happening).

**NADO MKD**

SUBMITTED

Eli Handjiska, Sport Medicine Doctor (North Macedonia)  
NADO - NADO

The answer is no.

**ABCD**

SUBMITTED

Anthony Moreira, Executive Director (Brazil)  
NADO - NADO

The volume of papers distributed complicates the identification of critical content and points for decision considered by Executive Committee. If possible, we suggest streamlining the focus of the meetings (as with the Foundation Board see Section 4 D)  
The large bulk of papers result in an inability of less wellresourced organizations to cope with expectations to review all documents and contribute to the debate.  
Expertise needs to be called in to consider other good models and propose amended practices. This can only be cost effective in the medium term

**UK Anti-Doping**

SUBMITTED

Jamie Piggins, International and Stakeholder Relations Officer (UK)  
NADO - NADO

- Like the FB meetings, ExCo meetings should be open, and only *in camera* exceptionally (for example to deal with personnel matters or sensitive investigative/compliance matters). This will increase the transparency and openness, and, hopefully, the confidence of WADA in all stakeholders. Further, there is simply no reason not to. Costs can be mitigated through the use of technology (as is already happening). Not providing papers before the meetings for thorough review and advice and then merely releasing meeting minutes months after the fact is not open, transparent and does not lead to informed, effective decision making.
- Upholding the values of transparency, integrity and accountability, all votes cast by ExCo members should be reported in full, detailing which members were for or against each decision. At the very least, these decisions should be made available to WADA stakeholders. Implementing this practice allows greater scrutiny regarding whether decisions are made in the best interests of WADA. At the very least the decisions should be shared with groups such as CAHAMA (and any other continent equivalent body), iNADO, ASOIF, AIOWF, GAISF.

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**AEPSAD - Agencia Española de Protección de la Salud en el Deporte**  
Carlos Gea, Head of International Relations and Cooperation Area (España)  
NADO - NADO

SUBMITTED

We do not know

**Sport Ireland**  
Siobhan Leonard, Director of Anti-Doping & Ethics (Ireland)  
NADO - NADO

SUBMITTED

Like the FB meetings, ExCo meetings should be open, and only *in camera* exceptionally (for example to deal with personnel matters or sensitive investigative/compliance matters). This will increase the transparency and openness, and, hopefully, the confidence of WADA in all stakeholders. Further, there is simply no reason not to. Costs can be mitigated through the use of technology (as is already happening). Not providing papers before the meetings for thorough review and advice and then merely releasing meeting minutes months after the fact is not open, transparent and does not lead to informed, effective decision making.

The large bulk of papers result in an inability of less well-resourced organizations to cope with expectations to review all documents and contribute to the debate.

Expertise needs to be called in to consider other good models and propose amended practices. This can only be cost effective in the medium term. Papers to the ExCo should be at Board appropriate level and not be in minute detail. Papers should raise appropriate matters and clearly articulate decisions that are required.

**U.S. Anti-Doping Agency**  
Francoise Farrell, Executive Assistant to CEO (United States)  
NADO - NADO

SUBMITTED

Like the FB meetings, ExCo meetings should be open, and only *in camera* exceptionally (for example to deal with personnel matters or sensitive investigative/compliance matters). This will increase the transparency and openness, and, hopefully, the confidence of WADA in all stakeholders. Further, there is simply no reason not to. Costs can be mitigated through the use of technology (as is already happening). Not providing papers before the meetings for thorough review and advice and then merely releasing meeting minutes months after the fact is not open, transparent and does not lead to informed, effective decision making.

**Azerbaijan National Anti-Doping Agency (AMADA)**  
Shafag Huseynli, CEO (Azerbaijan)  
NADO - NADO

SUBMITTED

No comment

**Anti Doping Danmark**  
Michael Ask, CEO (Denmark)  
NADO - NADO

SUBMITTED

Like the FB meetings, ExCo meetings should be open, and only *in camera* exceptionally (for example to deal with personnel matters or sensitive investigative/compliance matters). This will increase the transparency and openness, and, hopefully, the confidence of WADA in all stakeholders. Costs can be mitigated through the use of technology (as is already happening).

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**Japan Anti-Doping Agency**

Akira Kataoka, General Manager, Results Management and Intelligence (Japan)

NADO - NADO

SUBMITTED

As the issue which ExCo is handling need certain level of confidentiality, therefore ExCo meeting should not open for public. In order to achieve good governance and transparency, WADA should consider expanding its media release .

**Drug Free Sport New Zealand**

Nick Paterson, Chief Executive (New Zealand)

NADO - NADO

SUBMITTED

Yes.

The EC should be future focussed and strategic. Underpinned by governance level discussion.

There should be a more discussion and debate on specific points, where questions are addressed as they are asked, not collected up and answered in groups. The person asking the question should be able to ask supplementary questions, and other members of the EC should be able to ask questions on the same topic. Currently debate and discussion is stymied by the way the meeting is run

Papers currently are far too operational and hence too voluminous. They should be significantly reduced, and if any stakeholder asks for more detail, they should be referred to seeking it outside of and away from the EC meeting.

**Finnish Center for Integrity in Sports (FINCIS)**

Petteri Lindblom, Legal Director (Finland)

NADO - NADO

SUBMITTED

Like the FB meetings, ExCo meetings should be open, and only *in camera* exceptionally (for example to deal with personnel matters or sensitive investigative/compliance matters). This will increase the transparency and openness, and, hopefully, the confidence of WADA in all stakeholders. Further, there is simply no reason not to. Costs can be mitigated through the use of technology (as is already happening). Not providing papers before the meetings for thorough review and advice and then merely releasing meeting minutes months after the fact is not open, transparent and does not lead to informed, effective decision making.

**Doping Authority Netherlands**

Olivier de Hon, Chief Operating Officer (Netherlands)

NADO - NADO

SUBMITTED

3c(i). Like the FB meetings, ExCo meetings should be open, and only behind closed doors exceptionally (for example to deal with personnel matters or sensitive investigative/compliance matters). This will increase the transparency and openness, and, hopefully, the confidence of WADA in all stakeholders. Further, there is simply no reason not to. Costs can be mitigated through the use of technology (as is already happening). Not providing papers before the meetings for thorough review and advice and then merely releasing meeting minutes months after the fact is not open, transparent and does not lead to informed, effective decision making.

**National Anti Doping Agency Germany**

Andrea Gotzmann, CEO (Germany)

NADO - NADO

SUBMITTED



Like the FB meetings, EC meetings should be open, and only *in camera* exceptionally (e.g. to deal with personnel matters or sensitive investigative/compliance matters). This will increase the transparency and openness, and the confidence of WADA in all stakeholders. Papers should be provided before the meetings for thorough review and advice. The minutes of the EC meetings should definitely be published shortly after the conference.

**Canadian Centre for Ethics in Sport**

Doug MacQuarrie, Chief Operating Officer (Canada)  
NADO - NADO

SUBMITTED

Transparency in operations is critical to confidence, trust and legitimacy. EXCO meetings should not be 'closed to external parties (e.g. stakeholders, media, public) with the exception of when dealing with highly sensitive matters.

All meeting materials should be available in advance to enable thorough review to increase the opportunity for informed governance decisions.

**Anti-Doping Norway**

Martin Holmlund Lauesen, Director - International Relations and Medical (Norge)  
NADO - NADO

SUBMITTED

Yes, focus should strictly be on enforcement, and overlaps with items on the Foundation Board agenda should thus be avoided to largest possible extent. The regulatory functions should be left to the Foundation Board, contrary to the practice today, where the Executive Committee in practice plays a very central role in the regulation.

If a professional and independent Executive Committee is established, there would be a need to provide explanation for decisions, but not necessarily to conduct the meetings in public. However, should the current overlap between Executive Committee and the Foundation Board be kept, the meetings should be conducted in public with live streaming of the meetings and publications of meeting papers prior to the meetings in order to ensure a proper possibility to prepare for the meetings.

One of the issues is that the overlapping areas of competence – in combination with the two bodies being representative – in practice centralizes too much regulatory power in the Executive Committee. If the Executive Committee were an independent and professional committee, it could still propose items for adoption in the Foundation Board, but the first political handling of the items would be in an open representative body.

**Anti-Doping Sweden**

Christine Helle, CEO (Sweden)  
NADO - NADO

SUBMITTED

The ExCo meetings should be open for the sake of transparency and to increase the confidence in WADA and the anti-doping work. The preparations before the meetings and the release of minutes after the meetings should be timely and professionally conducted.

**Central European Anti-Doping Organization (CEADO)**

Michael Cepic, Chairman CEADO Board (Austria)  
NADO - RADO

SUBMITTED

**CEADO made the general observation that the content of EC meetings could be limited. Sometimes a bulk of documents which have to be discuss during the EC meetings is extremely large, which makes it difficult to focus on the details.**

**Anglesea Sports Medicine**

Chris Milne, Sports Physician (New Zealand)  
 Other - Other (ex. Media, University, etc.)

I am not familiar with their current content so cannot comment

**iNADO**

SUBMITTED

Jorge Leyva, CEO (Germany)  
 Other - Other (ex. Media, University, etc.)

The volume of papers distributed complicates the identification of critical content and points for decision considered by Executive Committee. If possible, we suggest streamlining the focus of the meetings (as with the Foundation Board see Section 4 D)

The large bulk of papers result in an inability of less well-resourced organizations to cope with expectations to review all documents and contribute to the debate.

Expertise needs to be called in to consider other good models and propose amended practices. This can only be cost effective in the medium term.

**Athleten Deutschland e.V.**

SUBMITTED

Maximilian Klein, Representative for International Sport Policy (Germany)  
 Other - Other (ex. Media, University, etc.)

- ExCo meetings need, just like the FB meetings, to be open and transparent.
- Exceptions for sensitive issues such as investigations can be made.

**3c) (ii) (38)**

Ben Sandford, . (New Zealand)  
 Sport - Athlete - Retired

SUBMITTED

Yes independent members should be able to apply/nominate themselves for further terms and not be dependent on a stakeholder to do this, this increases independence and the likely hood of multiple terms. Induction courses should be provided to bring new members up to speed.

**World Rugby**

SUBMITTED

David Ho, Anti-Doping Science and Results Manager (Ireland)  
 Sport - IF – Summer Olympic

World Rugby agree, some form of mandatory preparatory course would be helpful for all new members including advisors and deputies.

**FINA**

SUBMITTED

Marcela Saxlund, Interim Executive Director (Switzerland)  
 Sport - IF – Summer Olympic

Perhaps the EC should be refreshed on a staggered basis, so that maybe no more than 1/3 of the EC is renewed at any one time or in any one year.

We concur that mandatory preparation of new members is required to ensure competency in function on the EC.

**International Olympic Committee**

Hannah Emily Marie Grossenbacher, Project Manager (Switzerland)  
 Sport - IOC

Support initiative to have (mandatory) preparatory courses/introductions for new members offering them a thorough presentation of the organization, its constitution, the role and responsibilities (also under Swiss law) of members and the anti-doping ecosystem and for it to be extended to their advisors/deputies.

**Cabo Verde National Olympic Committee**

Filomena Fortes, President (Cape Verde)  
 Sport - National Olympic Committee

SUBMITTED

Constitution of a well informed staff to support key making decisions on WADA matters

**GAISF**

Davide Delfini, Membership Manager (Switzerland)  
 Sport - Other

SUBMITTED

Agree

**New Zealand Government**

Alice Hume, . (.)  
 Public Authorities - Government

SUBMITTED

Experience of Members is important, but it should not be at the expense of other diversity criteria.

Staggering appointments is one way to provide continuity and ensure that fresh perspectives are brought to discussions and decision-making.

All Members of WADA organs should have a comprehensive induction process, covering the WADA constitution, its roles and responsibilities as well as general governance principles.

**Sport Integrity Australia**

Luke Janeczko, Assistant Director - Anti-Doping Policy (Australia)  
 Public Authorities - Government

SUBMITTED

Preparatory courses for ExCo membership would be useful and on-boarding material is general good practice, however, any specific course should not be mandatory. In Australia's experience, there is enough knowledge within supporting officials to brief and update any new Minister that may be appointed to the ExCo or FB.

**Luxembourg: Minister Dan Kersch, Minister of Sport and member of the WADA Executive Committee, and Alexandre Husting, Advisor and CAHAMA Delegate**

Alexandre Husting, \* (Luxembourg)  
 Public Authorities - Government

SUBMITTED

I don't think courses would be the most suitable format but perhaps a file containing all the documents related to WADA (organisation, composition, Code, reports from recent meetings. ...) would be useful (although everything is available on the website).

**Ministry of Culture Denmark**

Henrik Bramming, Head of section (Denmark)  
 Public Authorities - Government

There should be set terms for members that allow each EC member to be effective. A two times four-year term seems appropriate.

Yes, there should be formal “on-boarding” for the EC, indeed for all WADA bodies (including the FB, standing committees, and expert groups).

**ONADE**

SUBMITTED

Janet Emen, Executive Secretary (Ecuador)  
 NADO - NADO

Members should stay in the organization as long as possible and always collaborate in the training of new prospects. Prospective members should have a wide training in order to not lose experience or efficiency in the processes.

**NADO MKD**

SUBMITTED

Eli Handjiska, Sport Medicine Doctor (North Macedonia)  
 NADO - NADO

I should be not making frequent changes of members. I agree with having (mandatory) preparatory courses.

**ABCD**

SUBMITTED

Anthony Moreira, Executive Director (Brazil)  
 NADO - NADO

To maintain the current experience, the overlap could be staggered between new members to the Executive Committee i.e. 1/3 of the Executive Committee is replaced (or re-elected) each year. An introductory course would be helpful as the Executive Committee brings on more independent members. Introductory courses will be most valuable if input is formally included from all stakeholders: NADOs, athletes, labs, etc. Introductory courses should also be extended to deputies. Rapid turnover of officials within Sport and Governments will remain a risk. Appointing more independent members who understand and agree to the term should reduce the amount of change.

**UK Anti-Doping**

SUBMITTED

Jamie Piggins, International and Stakeholder Relations Officer (UK)  
 NADO - NADO

- There should be set terms for members that allow each ExCo member to be effective. A four-year term seems appropriate to allow for proper on-boarding and productivity. Each member should be allowed no more than 2 consecutive 4-year terms.
- Additionally, a proper and mandatory on-boarding process can help address turnover and experience loss.
- Yes, there should be formal “on-boarding” for the ExCo, indeed for all WADA bodies (including the FB, standing committees, and expert groups). This is an important element in the professionalization of WADA governance.
- Whilst attendance requirements for meetings and a clear expectation set on this role must be made to anyone accepting a role as an ExCo member it is appreciated that sometimes circumstances necessitate passing attendance to a delegate/deputy. These clearly should be exceptional and limited particularly if the ExCo is comprised of ‘truly independent’ members selected for their specific

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experience and skills. Deputies/delegates should be identified by ExCo members to ensure that they can be scrutinized by the Nominations Committee to verify their experience, skills and level of independence.

**Sport Ireland**

SUBMITTED

Siobhan Leonard, Director of Anti-Doping & Ethics (Ireland)  
NADO - NADO

There should be set terms for members that allow each ExCo member to be effective. A four-year term seems appropriate to allow for proper on-boarding and productivity. Each member should be allowed no more than 2 consecutive 4-year terms.

Additionally, a proper and mandatory on-boarding process can help address turnover and experience loss.

Yes, there should be formal "on-boarding" for the ExCo, indeed for all WADA bodies (including the FB, standing committees, and expert groups). This is an important element in the professionalization of WADA governance.

Importantly, the "Truly Independent" ExCo Member should not be permitted to delegate or be represented by any deputy or other proxy. There should be mandatory attendance requirements for meetings and a clear expectation set on this role to anyone accepting a role as an ExCo member.

**AEPSAD - Agencia Española de Protección de la Salud en el Deporte**

SUBMITTED

Carlos Gea, Head of International Relations and Cooperation Area (España)  
NADO - NADO

- We consider that there is no need of previous experience of members to properly fulfill the functions entrusted to the EC. We also consider that there is no mitigation produced by the changes of membership within the EC.

- We think that there is no need of these preparatory courses or introductions.

**Russian Anti-Doping Agency "RUSADA"**

SUBMITTED

RUSADA RUSADA, Administration (Russia)  
NADO - NADO

Yes, it would be helpful to have preparatory courses/introductions for new members.

**UK Anti-Doping Athlete Commission**

SUBMITTED

Tony Josiah, Head of International and Stakeholder Relations (United Kingdom)  
NADO - NADO

- Mentoring and knowledge transfer, a good induction process and to have the support of WADA executive office. Also to stagger when members terms finish, so not everyone terms out at the same time. A continual review process should be implemented to assess what knowledge and experience is required

- Yes the above mandatory prep course is a good idea, in members' mother tongue where possible to allow quick knowledge absorption.

**Anti-Doping Singapore**

SUBMITTED

Patrick Goh, Chairman (Singapore)  
NADO - NADO

Overlapping terms may help retain collective experience.

An “on-boarding” program for new members.

**U.S. Anti-Doping Agency**

SUBMITTED

Francoise Farrell, Executive Assistant to CEO (United States)

NADO - NADO

There should be set terms for members that allow each ExCo member to be effective. A four-year term seems appropriate to allow for proper on-boarding and productivity. Each member should be allowed no more than 2 consecutive 4-year terms.

Additionally, a proper and mandatory on-boarding process can help address turnover and experience loss.

Yes, there should be formal “on-boarding” for the ExCo, indeed for all WADA bodies (including the FB, standing committees, and expert groups). This is an important element in the professionalization of WADA governance.

Importantly, the “Truly Independent” ExCo Member should not be permitted to delegate or be represented by any deputy or other proxy. There should be mandatory attendance requirements for meetings and a clear expectation set on this role to anyone accepting a role as an ExCo member.

**Azerbaijan National Anti-Doping Agency (AMADA)**

SUBMITTED

Shafag Huseynli, CEO (Azerbaijan)

NADO - NADO

3 years terms cannot be considered as a frequent change, and even there is a re-election process. Preparatory courses won't be an odd, but the issues that are decided by the Executive Committee are beyond preparatory level, although majority of members attend meetings with already decided mandate given by their constituencies.

**Anti Doping Danmark**

SUBMITTED

Michael Ask, CEO (Denmark)

NADO - NADO

There should be set terms for members that allow each EC member to be effective. A two times four-year term seems appropriate.

Additionally, a proper and mandatory on-boarding process can help address turnover and experience loss.

Importantly, the Independent Member should not be permitted to delegate or be represented by any deputy or other proxy. There should be mandatory attendance requirements for all meetings and a clear expectation set on this role to anyone accept a role as an EC member.

**Agence française de lutte contre le dopage**

SUBMITTED

Adeline Molina, RAQ (France)

NADO - NADO

There should be set terms for members that allow each ExCo member to be effective, with partial renewal (1/3 for example) . Each member should be allowed no more than 2 consecutive terms. Additionally, a proper on-boarding process can help address turnover and experience loss.

**Japan Anti-Doping Agency**

SUBMITTED

206/458

Akira Kataoka, General Manager, Results Management and Intelligence (Japan)  
NADO - NADO

One Voice approach in the Public Authority is the one of the solution for this issue. One Voice mechanism need to be strengthened.

### **Drug Free Sport New Zealand**

SUBMITTED

Nick Paterson, Chief Executive (New Zealand)  
NADO - NADO

There should be mandatory induction training for all members available on ADEL for anyone who wishes to take it. There should be nothing that WADA is uncomfortable sharing in this regard. ADOs could also use the same training for their board members, as could PAs.

### **Finnish Center for Integrity in Sports (FINCIS)**

SUBMITTED

Petteri Lindblom, Legal Director (Finland)  
NADO - NADO

Yes, there should be formal “on-boarding” for the ExCo, indeed for all WADA bodies (including the FB, standing committees, and expert groups).

Importantly, the “Truly Independent” ExCo Member should not be permitted to delegate or be represented by any deputy or other proxy. There should be mandatory attendance requirements for meetings and a clear expectation set on this role to anyone accepting a role as an ExCo member.

### **Doping Authority Netherlands**

SUBMITTED

Olivier de Hon, Chief Operating Officer (Netherlands)  
NADO - NADO

3c(ii). There should be set terms for members that allow each ExCo member to be effective. A four-year term seems appropriate to allow for proper on-boarding and productivity. Each member should be allowed no more than 2 consecutive 4-year terms. Additionally, a proper and mandatory on-boarding process can help address turnover and experience loss. Such an “on-boarding” should be standard for all WADA bodies (including the FB, standing committees, and expert groups). This is an important element in the professionalization of WADA governance.

Importantly, the “Truly Independent” ExCo Member should not be permitted to delegate or be represented by any deputy or other proxy. There should be mandatory attendance requirements for meetings and a clear expectation set on this role to anyone accepting a role as an ExCo member.

### **National Anti Doping Agency Germany**

SUBMITTED

Andrea Gotzmann, CEO (Germany)  
NADO - NADO

There should be set terms for members that allow each EC member to work effective. A four-year term seems appropriate to allow for proper on-boarding and productivity. Each member should be allowed no more than 2 consecutive 4-year terms. Additionally, a proper and mandatory on-boarding process can help address turnover and experience loss.

- Yes, there should be formal “on-boarding” for the EC, indeed for all WADA bodies (including the FB, standing committees, and expert groups). This is an important element in the professionalization of WADA governance.

- Importantly, the “Truly Independent” EC member should not be permitted to delegate or be represented by any deputy or other proxy. There should be mandatory attendance requirements for meetings and a clear expectation set on this role to anyone accepting a role as an EC member.

**Canadian Centre for Ethics in Sport**

Doug MacQuarrie, Chief Operating Officer (Canada)  
NADO - NADO

SUBMITTED

With an expectation for effective contributions from all EXCO members, a maximum of two terms of 4 years each preceded by proper orientation and on-boarding.

In order to be an effective contributor - thorough orientation and effective on-boarding is necessary.

**Palestine Anti-doping committee**

Reem Dasa, Liaison (Palestine)  
NADO - NADO

SUBMITTED

to extend it which may help prevent the loss of experience and have more quality of the decision- making process

**Hellenic Council for Combating doping**

CHARIS LIAPI, Member Ex Com (GREECE)  
NADO - NADO

SUBMITTED

When in the EC there is a balance between old members and fresh ones that possess the necessary expertise the quality of the decision making process is not going to be altered. Preparatory courses would be of great help for new members of any group.

**Anti-Doping Norway**

Martin Holmlund Lauesen, Director - International Relations and Medical (Norge)  
NADO - NADO

SUBMITTED

As we suggest that the Executive Committee is composed of independent and professional members, their prior knowledge and experience in Anti-Doping specific matters may be limited for some of the members, as they might be selected based on their prior knowledge and experience from other fields. A preparatory course/introduction for new members could therefore be helpful. Additionally, a thorough on-boarding process may address issues arising from turnover and experience loss in this regard.

In a professional independent Executive Committee, the participation of the members in the Executive Committee should be mandatory, and therefore it would not be relevant to extend the onboarding to deputies.

**Turkish Anti-Doping Commission**

Mehmet YOGURTCUOGLU, Deputy General Director / Legal Affairs Coordinator  
(Turkey)  
NADO - NADO

SUBMITTED

If a legal regulation can be made to prevent the same members taking up roles both in ExCo and the Foundation Board, this may pave the way for experienced and expert persons to take office in ExCo for a longer period of time. Since the majority of the members, except for the President, Vice President and two independent members, are also members of the Foundation Board at the present time, a change in the Foundation Board also affects ExCo. In addition, the political circulation on the side of the governments can directly affect ExCo. At this stage, it is especially important that the members to be appointed by the governments are chosen from those who will be least affected by such changes.

208/458



**Anti-Doping Sweden**

Christine Helle, CEO (Sweden)  
NADO - NADO

SUBMITTED

A system should be set up where members can stay long enough for their contribution to be effective but not so long that it closes off new members with new perspectives and possibly other expertise. There may, for example, be terms of 3-4 years and a maximum of 2 terms. To reduce the risk of loss of experience, a system for efficient transfer of experience can be established when members step aside and new ones join.

Yes, for both the ExCo and for all the WADA bodies.

**Central European Anti-Doping Organization (CEADO)**

Michael Cepic, Chairman CEADO Board (Austria)  
NADO - RADO

SUBMITTED

**CEADO proposes 2 terms, with a staggered change of terms to ensure that not all members of the EC finish their 2 terms period at the same time.**

Would it be helpful:

- to have (mandatory) preparatory courses/introductions for new members offering them a thorough presentation of the organization, its constitution, the role and responsibilities (also under Swiss law) of members and the anti-doping ecosystem?

**Yes, CEADO supports mandatory e-learning courses and an onboarding phase.**

- to extend it also to the advisors / deputies?

**Not mandatory, they should know about the system anyway.**

**Anglesea Sports Medicine**

Chris Milne, Sports Physician (New Zealand)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

Progressive replacement of members is essential. Preparatory information/courses would be desirable.

**iNADO**

Jorge Leyva, CEO (Germany)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

To maintain the current experience, the overlap could be staggered between new members to the Executive Committee i.e. 1/3 of the Executive Committee is replaced (or re-elected) each year

An introductory course would be helpful as the Executive Committee brings on more independent members. Introductory courses will be most valuable if input is formally included from all stakeholders: NADOs, athletes, labs, etc. Introductory courses should also be extended to deputies.

Rapid turnover of officials within Sport and Governments will remain a risk. Appointing more independent members who understand and agree to the term should reduce the amount of change.

**Athleten Deutschland e.V.**

Maximilian Klein, Representative for International Sport Policy (Germany)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

- 4-year term, not more than two 4-year-terms per member.
- Ensure proper on-boarding process.

**3c) (iii) (32)**

SUBMITTED

Ben Sandford, . (New Zealand)  
Sport - Athlete - Retired

The EC should be accountable to the FB. There should be clear expectations of what this is and members of the EC held accountable. Like an AGM

**FINA**

SUBMITTED

Marcela Saxlund, Interim Executive Director (Switzerland)  
Sport - IF – Summer Olympic

Yes

**International Olympic Committee**

SUBMITTED

Hannah Emily Marie Grossenbacher, Project Manager (Switzerland)  
Sport - IOC

**As example, the IOC EB conducts a self-assessment based on a questionnaire looking into individual and group performance. The outcomes of the questionnaire are then discussed by the IOC EB in a brainstorming session facilitated by the chair of the Audit Committee.**

**Cabo Verde National Olympic Committee**

SUBMITTED

Filomena Fortes, President (Cape Verde)  
Sport - National Olympic Committee

Yes. What should be the criteria of such evaluation? Criteria should be taken by an evaluation committee based on experience auditors that can serve as guidance on the EC performance. What consequences should follow from such evaluation (e.g. publishing, submitting to the Foundation Board, etc.)? Only Submitting to the foundation board. Assessment should be based on a self evaluation criteria platform.

**New Zealand Government**

SUBMITTED

Alice Hume, . (.)  
Public Authorities - Government

A performance evaluation of the Executive Committee should be undertaken every two years. Evaluations would improve the operation of the Committee and help ensure that the Committee and WADA management consistently deliver agreed outcomes.

The evaluation should focus on the performance of the Committee, rather than individual Members. Key evaluation criteria should include:

- strategy, risk and financial performance
- composition (with an emphasis on diversity) and structure
- WADA's integrity, reputation and culture
- management performance and planning.

The results of the evaluation should be formally submitted to the Foundation Board.

210/458

**Sport Integrity Australia**

SUBMITTED

Luke Janeczko, Assistant Director - Anti-Doping Policy (Australia)  
Public Authorities - Government

Yes – as the ExCo moves towards more independent membership there should be a performance evaluation of the ExCo as a whole and the individual members.

The criteria of evaluation should include; manner of conduct and professionalism during the meetings, an objective analysis of the quality and quantity of interventions and comments, and conduct outside of meetings that are relevant to their ExCo membership, e.g. divulging confidential information to outside sources.

The evaluation should be conducted yearly.

**Luxembourg: Minister Dan Kersch, Minister of Sport and member of the  
WADA Executive Committee, and Alexandre Husting, Advisor and  
CAHAMA Delegate**

SUBMITTED

Alexandre Husting, \* (Luxembourg)  
Public Authorities - Government

No

**Ministry of Culture Denmark**

SUBMITTED

Henrik Bramming, Head of section (Denmark)  
Public Authorities - Government

If the EC is fully independent the performance of EC members should be subject to evaluation. That evaluation should be tied to the EC's mandate and to achievement of performance indicators in WADA's strategic plan and annual operating plans.

An independent specialized agency

**SA Institute for Drug-Free Sport**

SUBMITTED

khalid galant, CEO (South Africa)  
NADO - NADO

Performance evaluation should be at least every two years and should be done against normal governance measurements such as meeting management, clear decision making etc. Such evaluation can be performed by a Business School faculty. WADA should guard against using expensive business consultants for routine corporate activities.

**ONADE**

SUBMITTED

Janet Emen, Executive Secretary (Ecuador)  
NADO - NADO

Yes evaluation should be done in a 360 degrees order. Meaning everyone should evaluate superiors, pairs, and employees below them. The whole team should be evaluated according to the results of their actions and group informs. Results of evaluations should be shared internally first, in order to take actions, and then published with conclusions and actions taken.

**NADO MKD**

SUBMITTED

Eli Handjiska, Sport Medicine Doctor (North Macedonia)  
NADO - NADO

There should not be a performance evaluation of the EC.

**ABCD**

Anthony Moreira, Executive Director (Brazil)  
NADO - NADO

Periodic performance reviews should be conducted by the Foundation Board to ensure the Executive Committee is performing at a high level. Both as a whole and individual evaluations will contribute to this goal.  
Possible evaluation criteria are still to be defined but having a vision for the position could allow the Foundation Board to assess the level of individual success/performance.

**UK Anti-Doping**

Jamie Piggins, International and Stakeholder Relations Officer (UK)  
NADO - NADO

SUBMITTED

If the ExCo is “Truly Independent” and expert-based, as it should be, the performance of ExCo members should be subject to evaluation. That evaluation should be tied to the ExCo’s mandate and to the achievement of performance indicators in WADA’s strategic plan and annual operating plans.

**Sport Ireland**

Siobhan Leonard, Director of Anti-Doping & Ethics (Ireland)  
NADO - NADO

SUBMITTED

If the ExCo is “Truly Independent” and expert-based, as it should be, the performance of ExCo should be subject to evaluation. That evaluation should be tied to the ExCo’s mandate and to achievement of performance indicators in WADA’s strategic plan and annual operating plans.

**AEPSAD - Agencia Española de Protección de la Salud en el Deporte**

Carlos Gea, Head of International Relations and Coopetation Area (España)  
NADO - NADO

SUBMITTED

- We consider that there is no need of a performance evaluation of the EC as a whole and of the individual members.

**UK Anti-Doping Athlete Commission**

Tony Josiah, Head of International and Stakeholder Relations (United Kingdom)  
NADO - NADO

SUBMITTED

Yes – as will other Boards there should be a skills audit and effectiveness review self assessed yearly – potentially for WADA an external audit should occur every 2 or 4 years. The Chair should also conduct individual reviews yearly. Individually members should contribute to the WADA CEO performance annually.

**Anti-Doping Singapore**

Patrick Goh, Chairman (Singapore)  
NADO - NADO

SUBMITTED

Yes. For Both. Suggest consultation with experts on details of such an evaluation.

**U.S. Anti-Doping Agency**

Francoise Farrell, Executive Assistant to CEO (United States)  
NADO - NADO

SUBMITTED

If the ExCo is “Truly Independent” and expert-based, as it should be, the performance of ExCo members should be subject to evaluation. That evaluation should be tied to the ExCo’s mandate and to achievement of performance indicators in WADA’s strategic plan and annual operating plans.

212/458

**Azerbaijan National Anti-Doping Agency (AMADA)**

SUBMITTED

Shafag Huseynli, CEO (Azerbaijan)  
NADO - NADO

All organs of WADA – EC, Standing Committees, Advisory Groups shall be evaluated for performance. In this regard , KPIs need to be determined.

**Anti Doping Danmark**

SUBMITTED

Michael Ask, CEO (Denmark)  
NADO - NADO

If the EC is fully independent the performance of EC members should be subject to evaluation. That evaluation should be tied to the EC's mandate and to achievement of performance indicators in WADA's strategic plan and annual operating plans.

The evaluation should be done by a specialized independent agency.

**Drug Free Sport New Zealand**

SUBMITTED

Nick Paterson, Chief Executive (New Zealand)  
NADO - NADO

Yes there should, once a year. The simplest way to do it may be to run it through a third party who seeks feedback from EC attendees and perhaps observers. It must be submitted to the FB. We think the WADA DG should be accountable to the EC, and the EC accountable to the FB. The FB is then accountable to all stakeholders.

**Finnish Center for Integrity in Sports (FINCIS)**

SUBMITTED

Petteri Lindblom, Legal Director (Finland)  
NADO - NADO

If the ExCo is "Truly Independent" and expert-based, as it should be, the performance of ExCo members should be subject to evaluation. That evaluation should be tied to the ExCo's mandate and to achievement of performance indicators in WADA's strategic plan and annual operating plans.

**Doping Authority Netherlands**

SUBMITTED

Olivier de Hon, Chief Operating Officer (Netherlands)  
NADO - NADO

3c(iii). If the ExCo is "Truly Independent" and expert-based, as it should be, the performance of ExCo members should be subject to public evaluation at least bi-annually. That evaluation should be tied to the ExCo's mandate and to achievement of performance indicators in WADA's strategic plan and annual operating plans.

**National Anti Doping Agency Germany**

SUBMITTED

Andrea Gotzmann, CEO (Germany)  
NADO - NADO

If the EC is "Truly Independent" and expert-based, as it should be, the performance of EC members should be subject to evaluation. That evaluation should be tied to the EC's mandate and to achievement of performance indicators in WADA's strategic plan and annual operating plans.

**Canadian Centre for Ethics in Sport**SUBMITTED  
213/458

Doug MacQuarrie, Chief Operating Officer (Canada)  
NADO - NADO

Evaluation of individuals, committees and operational units can only lead to improved quality and organizational effectiveness.

**Hellenic Council for Combating doping**  
CHARIS LIAPI, Member Ex Com (GREECE)  
NADO - NADO

SUBMITTED

A performance evaluation is always useful. A time frame of 6-9 months is reasonable. After the first evaluation if the performance is not the expected one, a course repetition should be mandatory.

**Anti-Doping Norway**  
Martin Holmlund Lauesen, Director - International Relations and Medical (Norge)  
NADO - NADO

SUBMITTED

As we propose a professional and independent Executive Committee, we would support a performance evaluation in the end of each term in office as a basis for deciding on reappointment. That evaluation should be tied to the Executive Committee's mandate and to achievement of performance indicators in WADA's strategic plan and annual operating plans.

**Anti-Doping Sweden**  
Christine Helle, CEO (Sweden)  
NADO - NADO

SUBMITTED

Yes, there should be an evaluation of both the ExCo as a whole as well as the individual members. The evaluation should refer to WADA's strategic plan and annual operating plans. Evaluation should be undertaken annually if possible. If this is not possible, it should be undertaken once every mandate period of the individual member and before the member possibly is appointed for one more period. The evaluation should be undertaken by external and independent consultants.

**Central European Anti-Doping Organization (CEADO)**  
Michael Cepic, Chairman CEADO Board (Austria)  
NADO - RADO

SUBMITTED

No.

**Anglesea Sports Medicine**  
Chris Milne, Sports Physician (New Zealand)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

I believe that feedback from external stakeholders is probably sufficient. If a performance evaluation is carried out, then it should use widely accepted methodology.

**iNADO**  
Jorge Leyva, CEO (Germany)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

**Periodic performance reviews should be conducted by the Foundation Board to ensure the Executive Committee is performing at a high level.** Both as a whole and individual evaluations will contribute to this goal.

214/458

Possible evaluation criteria are still to be defined but having a vision for the position could allow the Foundation Board to assess the level of individual success/performance

### **Athleten Deutschland e.V.**

SUBMITTED

Maximilian Klein, Representative for International Sport Policy (Germany)  
Other - Other (ex. Media, University, etc.)

- Yes, ensure proper onboarding for all and make it mandatory.
- ExCo members should not delegate to or be represented by deputies.

### **3c) (iv) (34)**

SUBMITTED

Ben Sandford, . (New Zealand)  
Sport - Athlete - Retired

Yes they are appropriate. They could be reviewed once an appropriate level of independence of the EC is achieved.

### **FINA**

SUBMITTED

Marcela Saxlund, Interim Executive Director (Switzerland)  
Sport - IF – Summer Olympic

Three terms would be fine, but there should be a limit of some sort.

### **International Olympic Committee**

SUBMITTED

Hannah Emily Marie Grossenbacher, Project Manager (Switzerland)  
Sport - IOC

**Appropriate, this was only just implemented following the governance reforms adopted in 2018 – maintain current status quo as not sufficient time to have retrospective.**

### **Cabo Verde National Olympic Committee**

SUBMITTED

Filomena Fortes, President (Cape Verde)  
Sport - National Olympic Committee

I would propose a longer first and second term (4 Years)

### **GAISF**

SUBMITTED

Davide Delfini, Membership Manager (Switzerland)  
Sport - Other

**Appropriate for the time being. It is advisable to evaluate the need to modify the number of terms (maybe extending it to harmonize it with the term limit for other position within WADA i.e EC Members) at a later stage.**

### **New Zealand Government**

SUBMITTED

Alice Hume, . (.)  
Public Authorities - Government

The time limits for the WADA President and Vice President are appropriate.

**Sport Integrity Australia**

Luke Janeczko, Assistant Director - Anti-Doping Policy (Australia)  
Public Authorities - Government

The current term limits are appropriate.

**Luxembourg: Minister Dan Kersch, Minister of Sport and member of the WADA Executive Committee, and Alexandre Husting, Advisor and CAHAMA Delegate**

Alexandre Husting, \* (Luxembourg)  
Public Authorities - Government

SUBMITTED

These term limits are appropriate.

**Ministry of Culture Denmark**

Henrik Bramming, Head of section (Denmark)  
Public Authorities - Government

SUBMITTED

Experience is of course a valuable asset to the position as President and Vice-President. Maybe two times four years term limit would be more balanced in that respect.

**ONADE**

Janet Emen, Executive Secretary (Ecuador)  
NADO - NADO

SUBMITTED

It is appropriate.

**NADO MKD**

Eli Handjiska, Sport Medicine Doctor (North Macedonia)  
NADO - NADO

SUBMITTED

We respect 2 x three years (cf. art. V.1. of the WADA Governance Regulations).

**ABCD**

Anthony Moreira, Executive Director (Brazil)  
NADO - NADO

SUBMITTED

2 x 3-year terms seem like an accepted as a good governance practice.

**UK Anti-Doping**

Jamie Piggins, International and Stakeholder Relations Officer (UK)  
NADO - NADO

SUBMITTED

These are appropriate and work well with the cycle of the revision of the World Anti-Doping Code.

**Sport Ireland**

Siobhan Leonard, Director of Anti-Doping & Ethics (Ireland)  
NADO - NADO

SUBMITTED

The terms should be 4-years with no one being allowed to serve more than two consecutive terms.

**AEPSAD - Agencia Española de Protección de la Salud en el Deporte**

Carlos Gea, Head of International Relations and Cooperation Area (España)

SUBMITTED

**216/458**



NADO - NADO

Yes, we consider the current term limits appropriate.

**Russian Anti-Doping Agency "RUSADA"**

SUBMITTED

RUSADA RUSADA, Administration (Russia)  
NADO - NADO

Yes, consider these term limits appropriate.

**UK Anti-Doping Athlete Commission**

SUBMITTED

Tony Josiah, Head of International and Stakeholder Relations (United Kingdom)  
NADO - NADO

Two, three year terms is fine. Any longer would be too long.

**Anti-Doping Singapore**

SUBMITTED

Patrick Goh, Chairman (Singapore)  
NADO - NADO

Yes. But we are also comfortable with 2 x 4 year terms.

**U.S. Anti-Doping Agency**

SUBMITTED

Francoise Farrell, Executive Assistant to CEO (United States)  
NADO - NADO

The terms should be 4-years with no one being allowed to serve more than two consecutive terms.

**Azerbaijan National Anti-Doping Agency (AMADA)**

SUBMITTED

Shafag Huseynli, CEO (Azerbaijan)  
NADO - NADO

It is appropriate.

**Anti Doping Danmark**

SUBMITTED

Michael Ask, CEO (Denmark)  
NADO - NADO

Experience is of course a valuable asset to the position as President and Vice-President. Maybe two times four years term limit would be more balanced in that respect.

**Japan Anti-Doping Agency**

SUBMITTED

Akira Kataoka, General Manager, Results Management and Intelligence (Japan)  
NADO - NADO

Single serving term of three years which applies all other individuals within WADA organs seems appropriate. Thus, the term for President and Vice-President should also be the same term period (i.e. 3 years) and the maximum number of terms to be twice. (i.e. 2X three years).

**SA Institute for Drug-Free Sport**

SUBMITTED

Khalid Galant, CEO (South Africa)

217/458

NADO - NADO

maximum two terms of 3yrs

**Doping Authority Netherlands**

SUBMITTED

Olivier de Hon, Chief Operating Officer (Netherlands)  
NADO - NADO

3c(iv). The terms for the WADA President and Vice President should be 4-years with no one being allowed to serve more than two consecutive terms.

**National Anti Doping Agency Germany**

SUBMITTED

Andrea Gotzmann, CEO (Germany)  
NADO - NADO

The terms should be 4-years with no one being allowed to serve more than two consecutive terms.

**Canadian Centre for Ethics in Sport**

SUBMITTED

Doug MacQuarrie, Chief Operating Officer (Canada)  
NADO - NADO

Limits of two terms of 4-years should be enforced.

**Hellenic Council for Combating doping**

SUBMITTED

CHARIS LIAPI, Member Ex Com (GREECE)  
NADO - NADO

The term limits are quite reasonable

**Anti-Doping Norway**

SUBMITTED

Martin Holmlund Lauesen, Director - International Relations and Medical (Norge)  
NADO - NADO

Yes – one reappointment would be suitable – a total of 6 years provides a good balance between rotation and continuity.

**Turkish Anti-Doping Commission**

SUBMITTED

Mehmet YOGURTCUOGLU, Deputy General Director / Legal Affairs Coordinator  
(Turkey)  
NADO - NADO

The 6-year period covers a sufficient period for such positions. Of course, although continuity is of great importance in such international organizations, dynamic and renewed management positions will contribute positively to the determination and motivation of the institution.

**Anti-Doping Sweden**

SUBMITTED

Christine Helle, CEO (Sweden)  
NADO - NADO

The term of 3 year is appropriate but can be extended to 4 year without compromising WADA's governance. The number of terms should be limited to two terms as it is today.

SUBMITTED

**Central European Anti-Doping Organization (CEADO)**

Michael Cepic, Chairman CEADO Board (Austria)  
NADO - RADO

**CEADO suggests 2 x 4 years, because as soon as the president and vice-president starts, they almost have to start the re-election campaign**

**Anglesea Sports Medicine**

Chris Milne, Sports Physician (New Zealand)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

I believe the current term limits are appropriate.

**iNADO**

Jorge Leyva, CEO (Germany)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

2 x 3-year terms seem like an accepted as a good governance practice.

**Athleten Deutschland e.V.**

Maximilian Klein, Representative for International Sport Policy (Germany)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

- Yes, evaluation of truly independent and expert-based ExCo is necessary.

**3c) (v) (31)****FINA**

Marcela Saxlund, Interim Executive Director (Switzerland)  
Sport - IF – Summer Olympic

SUBMITTED

These terms should not count, if someone later becomes President or Vice President

**International Olympic Committee**

Hannah Emily Marie Grossenbacher, Project Manager (Switzerland)  
Sport - IOC

SUBMITTED

**Appropriate, this was only just implemented following the governance reforms adopted in 2018 – maintain current status quo as not sufficient time to have retrospective.**

**Cabo Verde National Olympic Committee**

Filomena Fortes, President (Cape Verde)  
Sport - National Olympic Committee

SUBMITTED

Same term as PR and VP

**GAISF**

Davide Delfini, Membership Manager (Switzerland)  
Sport - Other

SUBMITTED

**Appropriate for the time being. It is advisable to evaluate the need to modify the number of terms at a later stage.**

**New Zealand Government**

Alice Hume, . (.)  
Public Authorities - Government

All Members of WADA organs should also serve for a maximum of two three-year terms.

**Sport Integrity Australia**

Luke Janeczko, Assistant Director - Anti-Doping Policy (Australia)  
Public Authorities - Government

SUBMITTED

The current term limits are appropriate.

**Luxembourg: Minister Dan Kersch, Minister of Sport and member of the WADA Executive Committee, and Alexandre Husting, Advisor and CAHAMA Delegate**

Alexandre Husting, \* (Luxembourg)  
Public Authorities - Government

SUBMITTED

These term limits are appropriate.

**ONADE**

Janet Emen, Executive Secretary (Ecuador)  
NADO - NADO

SUBMITTED

Time limit is appropriate. should always consider democracy.

**NADO MKD**

Eli Handjiska, Sport Medicine Doctor (North Macedonia)  
NADO - NADO

SUBMITTED

We respect in total 3 x three years for EC members according to WADA Statutes (Art. 11).

**ABCD**

Anthony Moreira, Executive Director (Brazil)  
NADO - NADO

SUBMITTED

Terms of 2 x 3-years represent a standard for good governance.

**UK Anti-Doping**

Jamie Piggins, International and Stakeholder Relations Officer (UK)  
NADO - NADO

SUBMITTED

These term limits are too long and should be reduced to no more than 2 consecutive, 4-year terms (maximum service 8-years). This would promote fresh thinking and perspectives, while ensuring sufficient longevity to build anti-doping and WADA expertise and justify a robust investment in on-boarding.

**Sport Ireland**

Siobhan Leonard, Director of Anti-Doping & Ethics (Ireland)  
NADO - NADO

SUBMITTED

These term limits are too long and should be reduced to no more than 2 consecutive, 4-year terms (maximum service 8-years).

**AEPSAD - Agencia Española de Protección de la Salud en el Deporte**

Carlos Gea, Head of International Relations and Cooperation Area (España)

NADO - NADO

We consider that EC members appointed for a term of three years, should be able to be reappointed for a maximum of another three year period (in total 2 x three years). 9 years as President, Vice-President or even EC member could lead to improper personal interests due to ties generated by the position.

**Russian Anti-Doping Agency "RUSADA"**

RUSADA RUSADA, Administration (Russia)

NADO - NADO

SUBMITTED

Yes, consider these terms appropriate.

**UK Anti-Doping Athlete Commission**

Tony Josiah, Head of International and Stakeholder Relations (United Kingdom)

NADO - NADO

SUBMITTED

Two three year terms (2x3) if enough.

**Anti-Doping Singapore**

Patrick Goh, Chairman (Singapore)

NADO - NADO

SUBMITTED

Yes. But we are also comfortable with 2 X 4 year terms.

**U.S. Anti-Doping Agency**

Francoise Farrell, Executive Assistant to CEO (United States)

NADO - NADO

SUBMITTED

These term limits are too long and should be reduced to no more than 2 consecutive, 4-year terms (maximum service 8-years). This would promote fresh thinking and perspectives, while ensuring sufficient longevity to build anti-doping and WADA expertise and justify a robust investment in on-boarding.

**Azerbaijan National Anti-Doping Agency (AMADA)**

Shafag Huseynli, CEO (Azerbaijan)

NADO - NADO

SUBMITTED

It would be more appropriate to have 2 term of 3 years.

**Japan Anti-Doping Agency**

Akira Kataoka, General Manager, Results Management and Intelligence (Japan)

NADO - NADO

SUBMITTED

Current rule (i.e. a term of three years and may be reappointed for a maximum of two further terms of three years (in total 3 x three years)) is appropriate.

**SA Institute for Drug-Free Sport**

khalid galant, CEO (South Africa)

NADO - NADO

SUBMITTED

maximum two terms of 3yrs

**Doping Authority Netherlands**

Olivier de Hon, Chief Operating Officer (Netherlands)

SUBMITTED

**221/458**

## NADO - NADO

3c(v). The current term limits for EC members (other than the President and the Vice-President) are too long and should be reduced to no more than 2 consecutive, 4-year terms (maximum service 8-years). This would promote fresh thinking and perspectives, while ensuring sufficient longevity to build anti-doping and WADA expertise and justify a robust investment in on-boarding.

**National Anti Doping Agency Germany**

Andrea Gotzmann, CEO (Germany)  
NADO - NADO

SUBMITTED

These term limits are too long and should be reduced to no more than 2 consecutive, 4-year terms (maximum service 8-years). This would promote fresh thinking and perspectives, while ensuring sufficient longevity to build anti-doping and WADA expertise and justify a robust investment in on-boarding.

**Canadian Centre for Ethics in Sport**

Doug MacQuarrie, Chief Operating Officer (Canada)  
NADO - NADO

SUBMITTED

As previously stated, terms of service should be limited to 2 consecutive terms of 4 years for a maximum of 8-years. Longer service leads to stale and stagnant contributions.

**Hellenic Council for Combating doping**

CHARIS LIAPI, Member Ex Com (GREECE)  
NADO - NADO

SUBMITTED

The term of 3 years X2 instead of X3 is more reasonable

**Anti-Doping Norway**

Martin Holmlund Lauesen, Director - International Relations and Medical (Norge)  
NADO - NADO

SUBMITTED

It would be relevant to have the same term limits for members of the Executive Committee as for the president/vice-president. A total of max 6 years in office would provide a good balance between continuity and rotation. This would promote fresh thinking and perspectives, while ensuring sufficient longevity to build up knowledge about WADA and anti-doping expertise as well as to justify a robust investment in on-boarding.

**Turkish Anti-Doping Commission**

Mehmet YOGURTCUOGLU, Deputy General Director / Legal Affairs Coordinator  
(Turkey)  
NADO - NADO

SUBMITTED

What matters here will be the number of independent members. While the total period of 6 years for the President and the Vice President above was sufficient in terms of representation, if an increase in the number of independent members in ExCo can be achieved, their appointment for 3 terms of 3 years will be more beneficial for the structure, considering the dependency and expert characteristics of these members.

**Anti-Doping Sweden**

Christine Helle, CEO (Sweden)  
NADO - NADO

SUBMITTED

The maximum number of consecutive terms should be 2 to make sure there is a place for new members with new perspectives and possibly other expertise. This will strengthen the work in the ExCo.

**Central European Anti-Doping Organization (CEADO)**

SUBMITTED

Michael Cepic, Chairman CEADO Board (Austria)  
NADO - RADO

Twice for 4 years

**Anglesea Sports Medicine**

SUBMITTED

Chris Milne, Sports Physician (New Zealand)  
Other - Other (ex. Media, University, etc.)

I think these are appropriate.

**iNADO**

SUBMITTED

Jorge Leyva, CEO (Germany)  
Other - Other (ex. Media, University, etc.)

Terms of 2 x 3-years represent a standard for good governance.

**Athleten Deutschland e.V.**

SUBMITTED

Maximilian Klein, Representative for International Sport Policy (Germany)  
Other - Other (ex. Media, University, etc.)

- Current term limits are too long.
- Make it a 4-year term and limit maximum period to not more than two 4-year-terms.

**3c) (vi) (29)**

Ben Sandford, . (New Zealand)  
Sport - Athlete - Retired

SUBMITTED

Yes both lower and upper

**World Rugby**

SUBMITTED

David Ho, Anti-Doping Science and Results Manager (Ireland)  
Sport - IF – Summer Olympic

World Rugby would not agree with this. Age is not a reliable gauge of expertise or competence and could be considered discriminatory.

**FINA**

SUBMITTED

Marcela Saxlund, Interim Executive Director (Switzerland)  
Sport - IF – Summer Olympic

Yes ; 75 years

**International Olympic Committee**

SUBMITTED

Hannah Emily Marie Grossenbacher, Project Manager (Switzerland)  
Sport - IOC

223/458

**No as there are already term limits**

**Cabo Verde National Olympic Committee**

Filomena Fortes, President (Cape Verde)  
Sport - National Olympic Committee

SUBMITTED

Yes. 70 years.

**GAISF**

Davide Delfini, Membership Manager (Switzerland)  
Sport - Other

SUBMITTED

**Not needed**

**New Zealand Government**

Alice Hume, . (.)  
Public Authorities - Government

SUBMITTED

No minimum or maximum age limits need be specified as long as generational diversity is achieved.

**Sport Integrity Australia**

Luke Janeczko, Assistant Director - Anti-Doping Policy (Australia)  
Public Authorities - Government

SUBMITTED

No. Age limits unnecessarily restrict talent availability for a role that does not require any skills that are inhibited or restricted by age.

**Luxembourg: Minister Dan Kersch, Minister of Sport and member of the WADA Executive Committee, and Alexandre Husting, Advisor and CAHAMA Delegate**

Alexandre Husting, \* (Luxembourg)  
Public Authorities - Government

SUBMITTED

No

**Ministry of Culture Denmark**

Henrik Bramming, Head of section (Denmark)  
Public Authorities - Government

SUBMITTED

As long as members of the EC live up to the performance criteria there should be no lower or upper limit to age.

**ONADE**

Janet Emen, Executive Secretary (Ecuador)  
NADO - NADO

SUBMITTED

As the roles require a lot of responsibility and experience, no person under 19yo should be considered.

**NADO MKD**

Eli Handjiska, Sport Medicine Doctor (North Macedonia)  
NADO - NADO

SUBMITTED

We agree to the low age limitation.



**ABCD**

Anthony Moreira, Executive Director (Brazil)  
NADO - NADO

If WADA increases the no. of independent seats, includes NADOs and Athletes then we do not think that an age limit is necessary as a wider spectrum of voices will be represented. A broadening of representation of the Foundation Board is likely to limit any perceived issue with age. Similarly, independent members are less likely to be selected where there is any sense that age may compromise their performance. Otherwise, if status quo is kept, an age limit (e.g., 75) could be appropriate to promote younger members with new ideas.

**UK Anti-Doping**

Jamie Piggins, International and Stakeholder Relations Officer (UK)  
NADO - NADO

SUBMITTED

No, as this may conflict with employment laws within signatories' countries. It should be based on competence.

**Sport Ireland**

Siobhan Leonard, Director of Anti-Doping & Ethics (Ireland)  
NADO - NADO

SUBMITTED

No.

**AEPSAD - Agencia Española de Protección de la Salud en el Deporte**

Carlos Gea, Head of International Relations and Coopetation Area (España)  
NADO - NADO

SUBMITTED

No, we do not consider that limitations related to age should be introduced.

**UK Anti-Doping Athlete Commission**

Tony Josiah, Head of International and Stakeholder Relations (United Kingdom)  
NADO - NADO

SUBMITTED

Not as long the members are up to date with everything, and are competent in their roles.

**Anti-Doping Singapore**

Patrick Goh, Chairman (Singapore)  
NADO - NADO

SUBMITTED

We believe not.

**Azerbaijan National Anti-Doping Agency (AMADA)**

Shafag Huseynli, CEO (Azerbaijan)  
NADO - NADO

SUBMITTED

Age diversity might be beneficial to have fresh and out-of-box thinking.

**Anti Doping Danmark**

Michael Ask, CEO (Denmark)  
NADO - NADO

SUBMITTED

As long as members of the EC live up to the performance criteria there should be no lower or upper limit to age. That would be discriminatory.

**Drug Free Sport New Zealand**

Nick Paterson, Chief Executive (New Zealand)  
NADO - NADO

SUBMITTED

There should be a upper age limit for members, and in particular the independent members.

**SA Institute for Drug-Free Sport**

khalid galant, CEO (South Africa)  
NADO - NADO

SUBMITTED

Yes, 65 years old

**Doping Authority Netherlands**

Olivier de Hon, Chief Operating Officer (Netherlands)  
NADO - NADO

SUBMITTED

3c(vi). A lower age limit of 18 years and an upper age limit of 70 years seems to be appropriate for EC members.

**National Anti Doping Agency Germany**

Andrea Gotzmann, CEO (Germany)  
NADO - NADO

SUBMITTED

**Hellenic Council for Combating doping**

CHARIS LIAPI, Member Ex Com (GREECE)  
NADO - NADO

SUBMITTED

Age is a factor but experience and expertise are more important.

**Turkish Anti-Doping Commission**

Mehmet YOGURTCUOGLU, Deputy General Director / Legal Affairs Coordinator  
(Turkey)  
NADO - NADO

SUBMITTED

It would be appropriate to blend maturity and youth in the right way in order to elevate the motivation and energy needed in the current world order and the fight against doping. In this sense, establishing a system where more young people are encouraged to work in WADA sub-committees will open the way for these people to take positions in ExCo in the future. This will automatically lower the average the age of the members of ExCo. However, regulation of this with rules will also speed up these processes.

**Central European Anti-Doping Organization (CEADO)**

Michael Cepic, Chairman CEADO Board (Austria)  
NADO - RADO

SUBMITTED

**CEADO suggests an upper age limit of 70 years.**

**Anglesea Sports Medicine**

Chris Milne, Sports Physician (New Zealand)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

I think that an upper age limit of 75 years would be appropriate. Lower limit of maybe 30 years, but flexibility for athlete representatives who are outstanding individuals.

**iNADO**

SUBMITTED

Jorge Leyva, CEO (Germany)  
Other - Other (ex. Media, University, etc.)

**If WADA increases the no. of independent seats, includes NADOs and Athletes then we do not think that an age limit is necessary as a wider spectrum of voices will be represented.**

A broadening of representation of the Foundation Board is likely to limit any perceived issue with age. Similarly, independent members are less likely to be selected where there is any sense that age may compromise their performance.

Otherwise, if status quo is kept, an age limit (e.g., 75) could be appropriate to promote younger members with new ideas.

**3c) (vii) (32)**

SUBMITTED

Ben Sandford, . (New Zealand)  
Sport - Athlete - Retired

Yes all independent members should be

**World Rugby**

SUBMITTED

David Ho, Anti-Doping Science and Results Manager (Ireland)  
Sport - IF – Summer Olympic

World Rugby would consider that whilst a fee or payment is not unreasonable, this must offer no financial incentive above that which is commensurate with the work and time involved.

**FINA**

SUBMITTED

Marcela Saxlund, Interim Executive Director (Switzerland)  
Sport - IF – Summer Olympic

EC members should be indemnified against personal liability for work done as an EC member (if this is what the question is directed at).

**International Olympic Committee**

SUBMITTED

Hannah Emily Marie Grossenbacher, Project Manager (Switzerland)  
Sport - IOC

**Members already receive a per diems – the annual indemnity for the independent members was decided upon to maintain attractivity in the positions as the strict independence criteria makes it very difficult for the members to hold any other function than WADA membership. As a non-for-profit Swiss Foundation, WADA is not an organisation with a purpose to secure revenues for its members. For greater transparency WADA's policy on per diems could be made public on its website.**

**GAISF**

SUBMITTED

Davide Delfini, Membership Manager (Switzerland)  
Sport - Other

The independent Members should receive an indemnity, the amount of the indemnity should be appropriate considering the strict criteria and competences needed.

**New Zealand Government**

SUBMITTED

Alice Hume, . (.)  
Public Authorities - Government

Indemnities should not be paid to Executive Committee Members.

**Sport Integrity Australia**

SUBMITTED

Luke Janeczko, Assistant Director - Anti-Doping Policy (Australia)  
Public Authorities - Government

Independent members should be paid a fair and reasonable fee for their service. Representatives of public authorities and sports movement should not be paid.

**Luxembourg: Minister Dan Kersch, Minister of Sport and member of the WADA Executive Committee, and Alexandre Husting, Advisor and CAHAMA Delegate**

SUBMITTED

Alexandre Husting, \* (Luxembourg)  
Public Authorities - Government

No

**NADO MKD**

SUBMITTED

Eli Handjiska, Sport Medicine Doctor (North Macedonia)  
NADO - NADO

Maybe yes, but we are not sure about the positions and the amount.

**ABCD**

SUBMITTED

Anthony Moreira, Executive Director (Brazil)  
NADO - NADO

Generally, per diems only for Executive Committee work should apply however a case can be made for an annual indemnity for the Athlete representative. Additionally, should it be needed to attract qualified people, introducing indemnity could also be considered for independent members.

**UK Anti-Doping**

SUBMITTED

Jamie Piggins, International and Stakeholder Relations Officer (UK)  
NADO - NADO

Under the model that all members of the ExCo are not representative and meet a reformed definition of independence along the lines of the "Stricter Independence Standard" then yes, all members of the ExCo should be paid a fair and reasonable fee for their service.

**Sport Ireland**

SUBMITTED

Siobhan Leonard, Director of Anti-Doping & Ethics (Ireland)  
NADO - NADO

Under the model that all members of the ExCo are not representative and meet a reformed definition of independence along the lines of the “Stricter Independence Standard” then yes, all members of the ExCo should be paid a fair and reasonable fee for their service.

**AEPSAD - Agencia Española de Protección de la Salud en el Deporte**  
Carlos Gea, Head of International Relations and Coopetation Area (España)  
NADO - NADO

SUBMITTED

No, we consider that EC members should not be entitled to an annual indemnity.

**U.S. Anti-Doping Agency**  
Francoise Farrell, Executive Assistant to CEO (United States)  
NADO - NADO

SUBMITTED

Under the model that all members of the ExCo are not representative and meet a reformed definition of independence along the lines of the “Stricter Independence Standard” then yes, all members of the ExCo should be paid a fair and reasonable fee for their service.

**Antidoping Switzerland**  
Ernst König, CEO (Switzerland)  
NADO - NADO

SUBMITTED

- Under the model that all members of the ExCo are not representative and meet a reformed definition of independence along the lines of the “Stricter Independence Standard” then yes, all members of the ExCo should be paid a fair and reasonable fee for their service.

**Azerbaijan National Anti-Doping Agency (AMADA)**  
Shafag Huseynli, CEO (Azerbaijan)  
NADO - NADO

SUBMITTED

We think only independent members should be entitled to annual indemnity.

**Anti Doping Danmark**  
Michael Ask, CEO (Denmark)  
NADO - NADO

SUBMITTED

Yes. The EC should consist of independent highly qualified persons, and they should be paid accordingly.

**Agence française de lutte contre le dopage**  
Adeline Molina, RAQ (France)  
NADO - NADO

SUBMITTED

Under the model that all members of the ExCo are not representative and meet a reformed definition of independence along the lines of the “Stricter Independence Standard” then yes, all members of the ExCo should be paid a fair and reasonable fee for their service.

**Japan Anti-Doping Agency**  
Akira Kataoka, General Manager, Results Management and Intelligence (Japan)  
NADO - NADO

SUBMITTED

all members of the ExCo should be paid a fair and reasonable fee for their service.

**Finnish Center for Integrity in Sports (FINCIS)**

SUBMITTED  
229/458

Petteri Lindblom, Legal Director (Finland)  
NADO - NADO

Under the model that all members of the ExCo are not representative and meet a reformed definition of independence along the lines of the "Stricter Independence Standard" then yes, all members of the ExCo should be paid a fair and reasonable fee for their service.

**SA Institute for Drug-Free Sport**  
khalid galant, CEO (South Africa)  
NADO - NADO

SUBMITTED

Independent members should be entitled to an annual indemnity

**Doping Authority Netherlands**  
Olivier de Hon, Chief Operating Officer (Netherlands)  
NADO - NADO

SUBMITTED

3c(vii). Under the model that all members of the ExCo are not representative and meet a reformed definition of independence along the lines of the "Stricter Independence Standard" then yes, all members of the ExCo should be paid a fair and reasonable fee for their service.

**National Anti Doping Agency Germany**  
Andrea Gotzmann, CEO (Germany)  
NADO - NADO

SUBMITTED

Under the model that all members of the EC are not representative and meet a reformed definition of independence along the lines of the "Stricter Independence Standard" then yes, all members of the EC should be paid a fair and reasonable fee for their service.

**Canadian Centre for Ethics in Sport**  
Doug MacQuarrie, Chief Operating Officer (Canada)  
NADO - NADO

SUBMITTED

A fair stipend for EXCO service is not unreasonable provided that the members are truly independent in keeping with a strict interpretation.

**Hellenic Council for Combating doping**  
CHARIS LIAPI, Member Ex Com (GREECE)  
NADO - NADO

SUBMITTED

Any member of the EC should be entitled to an annual indemnity. President , Vice president might have higher indemnity and then the rest of the members equal amount. An Increase of countries' contribution under the current circumstances is difficult.

**Anti-Doping Norway**  
Martin Holmlund Lauesen, Director - International Relations and Medical (Norge)  
NADO - NADO

SUBMITTED

Yes, as we propose changing the Executive Committee to an independent and professional committee, all members should be entitled to an annual indemnity. The amount should reflect that it is not a fulltime job and that the budget is (partially) funded by the taxpayers of the world.

**Turkish Anti-Doping Commission**

Mehmet YOGURTCUOGLU, Deputy General Director / Legal Affairs Coordinator  
(Turkey)  
NADO - NADO

If we are talking about more independent members, and if stricter independence criteria are to be set for the President, for the Vice President and all members, there must be some payoffs for these individuals to devote their entire time to the fight against doping. Especially, a process can be established to benefit from the experiences of these people. If the members of ExCo start to serve in a semi-professional manner, a fee should be determined for this. In determining this fee; the fee policies of some international organizations in the world can be examined. The United Nations and the Council of Europe can be cited as an example for such organizations.

**Anti-Doping Sweden**

Christine Helle, CEO (Sweden)  
NADO - NADO

SUBMITTED

If the members are to be truly independent (as mentioned above), they should be paid a reasonable fee.

**Central European Anti-Doping Organization (CEADO)**

Michael Cepic, Chairman CEADO Board (Austria)  
NADO - RADO

SUBMITTED

**No, when representing public authorities and sport organizations no indemnity is needed. Regarding independent members an annual indemnity could be considered.**

**Anglesea Sports Medicine**

Chris Milne, Sports Physician (New Zealand)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

It depends on the time commitment. Possibly the President and Vice President. It would need to be commensurate with the time commitment, and maybe up to USD 5000-10,000.

**iNADO**

Jorge Leyva, CEO (Germany)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

**Generally, per diems only for Executive Committee work should apply however a case can be made for an annual indemnity for the Athlete representative.**

Additionally, should it be needed to attract qualified people, introducing indemnity could also be considered for independent members.

**Athleten Deutschland e.V.**

Maximilian Klein, Representative for International Sport Policy (Germany)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

- If the ExCo is truly independent, its members should be paid a reasonable fee for their work.

**3c) (viii) (14)****FINA**

Marcela Saxlund, Interim Executive Director (Switzerland)  
Sport - IF – Summer Olympic

SUBMITTED

No comment

**New Zealand Government**

Alice Hume, . (.)

Public Authorities - Government

SUBMITTED

No additional changes are proposed at this stage.

**Ministry of Culture Denmark**

Henrik Bramming, Head of section (Denmark)

Public Authorities - Government

SUBMITTED

There is a need to ensure a clearer division of roles and responsibilities with fewer overlaps between the executive function of the Executive Committee and the legislative functions of the Foundation Board than today. Whereas transparency is important in every step of the legislative function, the most important part of the transparency in the executive function is clear and elaborated reasonings for decisions and as the basis for legislative proposals.

**NADO MKD**

Eli Handjiska, Sport Medicine Doctor (North Macedonia)

NADO - NADO

SUBMITTED

The answer is no.

**ABCD**

Anthony Moreira, Executive Director (Brazil)

NADO - NADO

SUBMITTED

The roles of the Foundation Board and Executive Committee should be clearly defined. If the Foundation Board is the oversight mechanism for the activities of WADA, then to include Foundation Board members on the Executive Committee would be an obvious (and unnecessary) conflict of interest. The separation of powers is a good governance practice in non-governmental organizations or in the business world. The separation of power between the management (Executive Committee) of an organization and the Board (Foundation Board) creates a system of checks and balances that entails the implementation of internal control procedures. A checks and balances system is paramount to prevent the concentration of power and ensures that decision-making is robust, independent and free from improper influences.

**AEPSAD - Agencia Española de Protección de la Salud en el Deporte**

Carlos Gea, Head of International Relations and Cooperation Area (España)

NADO - NADO

SUBMITTED

No, we do not have any other comments with respect to other possible changes to the EC.

**Anti-Doping Singapore**

Patrick Goh, Chairman (Singapore)

NADO - NADO

SUBMITTED

See 3b) (vi)

**Azerbaijan National Anti-Doping Agency (AMADA)**

Shafag Huseynli, CEO (Azerbaijan)

NADO - NADO

SUBMITTED

No comment

**Anti Doping Danmark**

Michael Ask, CEO (Denmark)

NADO - NADO

SUBMITTED



There is a need to ensure a clearer division of roles and responsibilities with fewer overlaps between the executive function of the Executive Committee and the legislative functions of the Foundation Board than today.

The EC should – as the executive function – be a professional and fully independent body responsible for enforcing the rules set out by the FB. The EC would neither overlap with the FB in composition or in agendas, and the members would not be allowed to have any formal current affiliations with any of the stakeholders, instead the representation of a number of different competences should be ensured as:

- Management and Leadership
- Accounting and finance
- Governance
- Regulatory and Compliance
- Legal
- Human Rights
- Human Resources
- Medical
- Law enforcement
- Athletes
- International relations
- Marketing
- Communications

Whereas transparency is important in every step of the legislative function, the most important part of the transparency in the executive function is clear and elaborated reasonings for decisions and as the basis for legislative proposals.

**Doping Authority Netherlands**

SUBMITTED

Olivier de Hon, Chief Operating Officer (Netherlands)  
NADO - NADO

3c(viii). No other changes seem to be necessary.

**National Anti Doping Agency Germany**

SUBMITTED

Andrea Gotzmann, CEO (Germany)  
NADO - NADO

**Anti-Doping Norway**

SUBMITTED

Martin Holmlund Lauesen, Director - International Relations and Medical (Norge)  
NADO - NADO

There is a need to ensure a clearer division of roles and responsibilities with fewer overlaps between the executive function of the Executive Committee and the legislative/regulating functions of the Foundation Board than today.

Anti-Doping Norway finds that the Executive Committee should – as the executive function responsible for enforcement of rules– be a professional and fully independent body responsible for enacting and enforcing the rules and policies set out by the Foundation Board. The Executive Committee should neither overlap with the Foundation Board in composition, competences, responsibilities or in agendas, and the members would not be allowed to have any formal current affiliations with any of the stakeholders, instead the representation of a number of different competences should be ensured (e.g. anti-doping, law, politics, medical, former experience from government, former experience from sports governing bodies).

Whereas transparency is important in every step of the legislative/regulating function, transparency in the executive function could be sufficiently ensured by clear and elaborated reasonings for decisions and the basis for legislative/regulating proposals. However, if an Executive Committee with a composition based representation (partially or in whole) is kept, the general rule should be full transparency of meeting papers and meetings.

### Anglesea Sports Medicine

SUBMITTED

Chris Milne, Sports Physician (New Zealand)  
Other - Other (ex. Media, University, etc.)

Nil else

### iNADO

SUBMITTED

Jorge Leyva, CEO (Germany)  
Other - Other (ex. Media, University, etc.)

**The roles of the Foundation Board and Executive Committee should be clearly defined.** If the Foundation Board is the oversight mechanism for the activities of WADA, then to include Foundation Board members on the Executive Committee would be an obvious (and unnecessary) conflict of interest.

The separation of powers is a good governance practice in non-governmental organizations or in the business world. The separation of power between the management (Executive Committee) of an organization and the Board (Foundation Board) creates a system of checks and balances that entails the implementation of internal control procedures. A checks and balances system is paramount to prevent the concentration of power and ensures that decision-making is robust, independent and free from improper influences.

### 3d) (22)

SUBMITTED

Ben Sandford, . (New Zealand)  
Sport - Athlete - Retired

There needs to be representatives of athletes on the EC, this is different from people who are ex athletes and different from people who represent athletes in stakeholder organizations and are on the EC because of this.

### FINA

SUBMITTED

Marcela Saxlund, Interim Executive Director (Switzerland)  
Sport - IF – Summer Olympic

No further comment

234/458

**AthletesCAN**

SUBMITTED

Georgina Truman, Manager, Athlete Relations and Operations (Canada)  
Sport - Other

Decisions regarding stakeholder compliance should be transferred from the WADA Executive Committee to the WADA Foundational Board to ensure transparency, and build trust among athletes and other stakeholders.

**Sport Integrity Australia**

SUBMITTED

Luke Janeczko, Assistant Director - Anti-Doping Policy (Australia)  
Public Authorities - Government

Not applicable.

**Ministry of Culture Denmark**

SUBMITTED

Henrik Bramming, Head of section (Denmark)  
Public Authorities - Government

Openness and transparency are of extreme importance to ensure the trust in the system from the various stakeholders. The outset for all decisions in the EC should be a clear working and decision procedures and access to working documents for all stakeholders (with respect to data protection regulations). Furthermore, the amount of papers stakeholders have to go through within a very limited timeframe makes it impossible to ensure an inclusive and enlightened discussion, which is imperative for taking good decisions.

**ONADE**

SUBMITTED

Janet Emen, Executive Secretary (Ecuador)  
NADO - NADO

No further comments.

**NADO MKD**

SUBMITTED

Eli Handjiska, Sport Medicine Doctor (North Macedonia)  
NADO - NADO

There is no comment.

**ABCD**

SUBMITTED

Anthony Moreira, Executive Director (Brazil)  
NADO - NADO

The proposed composition of the Executive Committee would be: 6 x independent, 3 x Public Authorities, 3 x Olympic Movement, 1 x NADO, 1 x athlete.  
In general, regarding the Executive Committee, steps should be taken to enhance independence, appointment criteria, transparency, and qualified decision-making. Performance evaluation should be implemented.

**UK Anti-Doping**

SUBMITTED

Jamie Piggins, International and Stakeholder Relations Officer (UK)  
NADO - NADO

- There is a need to ensure a clearer division of roles and responsibilities with fewer overlaps between the executive function of the ExCo and the legislative functions of the FB than today.
- The ExCo should – as the executive function – be a professional and fully independent body responsible for enforcing the rules set out by the FB. The ExCo would neither overlap with the FB in

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composition or in agendas, and the members would not be allowed to have any formal current affiliations with any of the stakeholders, instead the representation of a number of different competences should be ensured (e.g. anti-doping, law, politics, medical, former experience from government, former experience from sports governing bodies).

- Whereas transparency is important in every step of the legislative function, the most important part of the transparency in the executive function is clear and elaborated reasonings for decisions. However, if an ExCo with any touch of representation is kept, the general rule should be full transparency of meeting papers and meetings.

### **Sport Ireland**

Siobhan Leonard, Director of Anti-Doping & Ethics (Ireland)  
NADO - NADO

SUBMITTED

There is a need to ensure a clearer division of roles and responsibilities with fewer overlaps between the executive function of the ExCo and the legislative functions of the FB than today.

· The ExCo should – as the executive function – be a professional and fully independent body responsible for enforcing the rules set out by the FB. The ExCo would neither overlap with the FB in composition or in agendas, and the members would not be allowed to have any formal current affiliations with any of the stakeholders, instead the representation of a number of different competences should be ensured (e.g. anti-doping, law, politics, medical, former experience from government, former experience from sports governing bodies).

Whereas transparency is important in every step of the legislative function, the most important part of the transparency in the executive function is clear and elaborated reasonings for decisions. However, if an ExCo with any touch of representation is kept, the general rule should be full transparency of meeting papers and meetings.

### **AEPSAD - Agencia Española de Protección de la Salud en el Deporte**

Carlos Gea, Head of International Relations and Coopetation Area (España)  
NADO - NADO

SUBMITTED

No comments.

### **U.S. Anti-Doping Agency**

Francoise Farrell, Executive Assistant to CEO (United States)  
NADO - NADO

SUBMITTED

- There is a need to ensure a clearer division of roles and responsibilities with fewer overlaps between the executive function of the ExCo and the legislative functions of the FB than today.
- The ExCo should – as the executive function – be a professional and fully independent body responsible for enforcing the rules set out by the FB. The ExCo would neither overlap with the FB in composition or in agendas, and the members would not be allowed to have any formal current affiliations with any of the stakeholders, instead the representation of a number of different competences should be ensured (e.g. anti-doping, law, politics, medical, former experience from government, former experience from sports governing bodies).
- Whereas transparency is important in every step of the legislative function, the most important part of the transparency in the executive function is clear and elaborated reasonings for decisions. However, if an ExCo with any touch of representation is kept, the general rule should be full transparency of meeting papers and meetings.

### **Azerbaijan National Anti-Doping Agency (AMADA)**

Shafag Huseynli, CEO (Azerbaijan)  
NADO - NADO

SUBMITTED

No comment

### **Anti Doping Danmark**

Michael Ask, CEO (Denmark)  
NADO - NADO

SUBMITTED

Openness and transparency are of extreme importance to ensure the trust in the system from the various stakeholders. The outset for all decisions in the EC should be a clear working and decision procedures and access to working documents for all stakeholders (with respect to data protection regulations).

Furthermore, the amount of papers stakeholders have to go through within a very limited timeframe makes it impossible to ensure an inclusive and enlightened discussion, which is imperative for taking good decisions.

### **Drug Free Sport New Zealand**

Nick Paterson, Chief Executive (New Zealand)  
NADO - NADO

SUBMITTED

Membership of the EC should be split between independent and dependent/representative members with an increase to reflect greater constituencies:

- Independent president and vice-president
- Independent members (4)
- Representative members – Sport (3)
- Representative members – PAs (3)
- Representative members – athletes (3)

The Ex-Co would meet four times a year, perhaps twice virtually and twice in person.

The EC would then be a true governance Board holding the DG to account who is responsible for the operational delivery of the strategy set by the EC.

The FB would also be ultimately responsible for signing off on members of the EC as selected by the Noms committee (independent members) or other stakeholders (representative members).

### **Finnish Center for Integrity in Sports (FINCIS)**

Petteri Lindblom, Legal Director (Finland)  
NADO - NADO

SUBMITTED

There is a need to ensure a clearer division of roles and responsibilities with fewer overlaps between the executive function of the ExCo and the legislative functions of the FB than today.

The ExCo should – as the executive function – be a professional and fully independent body responsible for enforcing the rules set out by the FB. The ExCo would neither overlap with the FB in composition or in agendas, and the members would not be allowed to have any formal current affiliations with any of the stakeholders, instead the representation of a number of different competences should be ensured (e.g. anti-doping, law, politics, medical, former experience from government, former experience from sports governing bodies).

Whereas transparency is important in every step of the legislative function, the most important part of the transparency in the executive function is clear and elaborated reasonings for decisions. However, if an ExCo with any touch of representation is kept, the general rule should be full transparency of meeting papers and meetings.

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**Doping Authority Netherlands**

Olivier de Hon, Chief Operating Officer (Netherlands)  
NADO - NADO

SUBMITTED

3d. There is a need to ensure a clearer division of roles and responsibilities with fewer overlaps between the executive function of the ExCo and the legislative functions of the FB than today.

The ExCo should – as the executive function – be a professional and fully independent body responsible for enforcing the rules set out by the FB. The ExCo would neither overlap with the FB in composition or in agendas, and the members would not be allowed to have any formal current affiliations with any of the stakeholders, instead the representation of a number of different competences should be ensured (e.g. anti-doping, law, politics, medical, former experience from government, former experience from sports governing bodies).

Whereas transparency is important in every step of the legislative function, the most important part of the transparency in the executive function is clear and elaborated reasonings for decisions. However, if an ExCo with any touch of representation is kept, the general rule should be full transparency of meeting papers and meetings.

**National Anti Doping Agency Germany**

Andrea Gotzmann, CEO (Germany)  
NADO - NADO

SUBMITTED

There is a need to ensure a clearer division of roles and responsibilities with fewer overlaps between the executive function of the EC and the legislative functions of the FB than today.

The EC should – as the executive function – be a professional and fully independent body responsible for enforcing the rules set out by the FB. The EC would neither overlap with the FB in composition or in agendas.

Whereas transparency is important in every step of the legislative function, the most important part of the transparency in the executive function is clear and elaborated reasoning for decisions.

**Hellenic Council for Combating doping**

CHARIS LIAPI, Member Ex Com (GREECE)  
NADO - NADO

SUBMITTED

No further comments

**Anglesea Sports Medicine**

Chris Milne, Sports Physician (New Zealand)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

Nil else

**iNADO**

Jorge Leyva, CEO (Germany)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

The proposed composition of the Executive Committee would be: 6 x independent, 3 x Public Authorities, 3 x Olympic Movement, 1 x NADO, 1 x athlete.

In general, regarding the Executive Committee, steps should be taken to enhance independence, appointment criteria, transparency, and qualified decision-making. Performance evaluation should be implemented.

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**Athleten Deutschland e.V.**

SUBMITTED

Maximilian Klein, Representative for International Sport Policy (Germany)  
Other - Other (ex. Media, University, etc.)

- Ensure less overlap between executive ExCo functions and legislative FB functions.
- Ensure ExCo needs to be truly independent. ExCo members must not have any affiliations with stakeholders. Recruitment of ExCo members must be fully merit- and expert-based.
- Reform the nominations committee. There must be a truly independent mechanism and nominations committee to judge about nominations.
- The members of the nominations committee must not be proposed by the sport movement and/or the public authorities. This undermines its independence.

**4. Foundation Board (FB) (21)****Global Athlete with Athletics Association and NOC Athlete Commission of Denmark, Netherlands and Norway**

SUBMITTED

Rob Koehler, Director General (Canada)

Sport - Athlete Representative (State the name of the athlete body in Organization name)

**Question 4: The WADA Foundation Board** (Yearly budget for Exco and Board US\$1,013,500)

- The Foundation Board could serve as a stakeholder representative body with equal representation from the sports movement, government and athlete representatives.
- WADA could consider expanding stakeholders to include NADOs but athletes must maintain at least 1/3 of a vote.
- Less stringent independence requirements would be necessary and recognition that these organizations have loyalties to their constituents should be known and transparent. At the same time all members should be held accountable to placing the interest of WADA and clean sport as a priority.

**USOPC Athlete Advisory Council**

SUBMITTED

Meryl Fishler, Coordinator (United States)

Sport - Athlete Representative (State the name of the athlete body in Organization name)

**4. Foundation Board****1. Balanced, Representative Body****2. Greater Athlete Membership****3. Clear Delineation of Roles**

The foundation board should serve as a balanced representative body that includes athletes, NADOs, laboratories, public authorities, and the sports movement. The FB should be charged with duties like committee oversight, developing the strategic plan, drafting anti-doping policies, and establishing the budget.

**International Cricket Council**

SUBMITTED

Vanessa Hobkirk, Anti-Doping Manager (United Arab Emirates)

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Sport - IF – IOC-Recognized

No comment

**Australian Football League**

SUBMITTED

Simon Clarke, Manager - Legal & Business Affairs (Australia)  
Sport - IF – Other

You cannot legitimately continue to operate with the current set up, dominated by Olympic sports. Any direct link to the Olympic movement must be removed,. Sport and therefore doping bigger than the Olympics.

**Cerebral Palsy International Sport and Recreation Association**

SUBMITTED

Halim Jebali, CPISRA Medical Committee Chair (Tunisia)  
Sport - IF – Other

Le Conseil de fondation est constitué de personnes des Gouvernements et de personnes du Monde du Sport Il serait souhaitable que des personnes plus proches du terrain soient également représentés : responsables des NADO et représentant d'athlètes  
Role du CF : stratégie - choix de politique - grandes lignes - supervision du CE  
L'opérationnel est du ressort du CE

**USOPC**

SUBMITTED

Christopher McCleary, General Counsel (US)  
Sport - National Olympic Committee

Given the strengthened EC described above, the Foundation Board can be updated to be a more fully representative body, better balancing athlete, independent, and stakeholder voices and views. We would suggest an FB configured this way:

- 36 Members in total
- 12 Independent (of which 6 Independent Athletes)
- 10 Olympic movement (of which 3 Athletes)
- 10 public authorities (of which 3 Athletes)
- 2 NADO
- 1 WADA President
- 1 WADA Vice-President

Based on this improved EC and FB structure, we think WADA can work towards further sharpening the distinct roles of these two bodies: The first a true executive body for the organization and oversight of WADA's compliance work, and the second a representative body for Code approval, committee oversight, and strategy and budgetary recommendations in support of the work of the first.

**New Zealand Government**

SUBMITTED

Alice Hume, . (.)  
Public Authorities - Government

The Foundation Board could be enlarged to include two National Anti-Doping Organisation representatives.  
The appointment processes for the Foundation Board are adequate.

**Sport Integrity Australia**SUBMITTED  
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Luke Janeczko, Assistant Director - Anti-Doping Policy (Australia)  
Public Authorities - Government

Australia sees the Foundation Board's (FB) role as setting the strategic direction of WADA, and consequently, global anti-doping arrangements. The current composition limits stakeholder representation to WADA's two founding membership groups – the sport movement and public authorities. The global anti-doping ecosystem has evolved since WADA was established in 1999, and consequently stakeholders that now play a large role in anti-doping arrangements, such as NADOs and athletes, are left without a voice. This governance consultation process provides an opportunity for stakeholders to reflect on WADA's governance arrangements, and how we can make it more inclusive and representative for all stakeholders.

### Office of National Drug Control Policy

SUBMITTED

Richard Baum, United States Coordinator, Doping in Sport (United States of America)  
Public Authorities - Government

The Foundation Board – in order to properly fulfill the WADA legislative function – must be a broad representative body responsible for strategic guidance, for overall review of the Executive Board performance, for standard-setting including establishing rules (including the World Anti-Doping Code) and for approval of both budget and other significant financial decisions impacting WADA's sound financial management.

The composition of the Foundation Board should be broader than today, expanded to approximately 50 members, split evenly among:

- Public authorities;
- The Olympic movement;
- National Anti-Doping Agencies (NADOs);
- Independent Athletes;
- Laboratories.

This new Foundation Board would be more representative—inclusive of all the major stakeholders in the entire anti-doping enterprise. Decisions made by a body constituted in this way would bring a needed depth of expertise around the table and would ensure a broader ownership of the Foundation Board's decisions. Each group would need to determine, and disclose publicly, a fair and appropriate process to select their representatives. It is anticipated that Foundation Board Members could serve four years, and then be extended for a second four years, after which they would need to leave the Foundation Board for one term before being eligible to serve a final four-year term.

In order to protect the interests of the primary funders of WADA, a system of weighted voting, only on budget matters, should be established. Public authorities and Olympic Movement representatives would count double on such votes, given them a very strong, but not decisive voice in deciding on budget issues. This balance, broadening the Foundation Board to include all key stakeholders within the deliberations of the Foundation Board, combined with protecting the interests of funders responsible for explaining how their resources are utilized, will be key to the success of this new approach. It is a way to both ensure the financial integrity of WADA while bringing the world's top experts dealing with antidoping on a daily basis into the center of the critically important legislative work of the new Foundation Board.

The Foundation Board should elect a Chair and Vice Chair, serving four-year terms. Generally, the former Vice Chair should serve as the subsequent Chair to promote continuity, but that is at the discretion of the full Foundation Board. As referenced above in the discussion of the proposed new Executive Board, the Foundation Board Chair and Vice Chair will have a critical role presiding over Foundation Board meetings, developing meeting agendas, coordinating with their counterparts in the Executive Board throughout the year and otherwise ensuring the smooth administration of the Foundation Board's operation and keeping the other

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Foundation Board Members up to date. Such updates at regular intervals will be important throughout the year to ensure Members can stay on top of all WADA activities.

The Foundation Board should consider their frequency of meetings, but could meet twice a year, with one meeting being shorter and a second meeting extending several days. A longer meeting would be important in forging strong relationships among Foundation Board Members and allowing for deep dives in to key issues and emerging challenges. Of course, the Foundation Board would always have the option of virtual meetings or conference calls to provide general updates or to respond to new or urgent matters requiring their attention.

The Foundation Board can utilize WADA staff to plan and conduct their meetings, draft documents, and to take notes. However, any draft Foundation Board documents, such as meeting minutes, must be reviewed by the Foundation Board Chair and/or Vice Chair and voted on by the full Foundation Board before they are considered final and broadly disseminated.

As indicated above, the Executive Board (including the president and vice-president) will not be members of the Foundation Board but will take part in the meetings and be available for questions from members of the Foundation Board and to make presentations. As the legislative body, all Foundation Board meetings should be in public and if possible live-streamed online in order to increase the transparency. As is the case with several other legislative functions, all meeting papers that do not include sensitive personal information should be publicly available prior to the meeting and placed on the Foundation Board section of the WADA web site.

The democratic nature of WADA may be further strengthened by utilizing, every 4-6 years, the World Conference on Doping in Sport, in order to establish priorities or identify important new tasks for the Foundation Board to take on. This could further increase the democratic involvement of a broad number of stakeholders providing input in to WADA and ensuring all voices involved with and interested in preventing doping and promoting clean sport have a chance to be heard.

*In summary, the new Foundation Board should have the following functions:*

- Legislative: make anti-doping rules and policies, as well as top-level WADA policies for governance and administration, and to ensure proper participation of anti-doping stakeholders in WADA.
- Strategic: establish WADA's multi-year strategic plan and its performance indicators and assess performance of WADA and all of its components.
- Budgetary: formalize WADA's multi-year budget and ensure the contributions needed to fund it, appointment of auditors, approve decisions relating to the acquisition of real estate or other significant purchases.
- Appointments of Executive Board: Working with the Nominations Committee, the Foundation Board will identify and vet possible nominations for key roles on the Executive Board, including President and Vice President.
- Reporting: Annual public reporting and compliance with Swiss law.

As stated above about the proposed Executive Board, it will be important for the Foundation Board to establish a culture of continuous improvement. This should include regular efforts, after the second year, to assess its effectiveness, and, if appropriate, to hire an outside consultant to review its own performance and provide recommendations for improving its functioning.

The United States appreciates the opportunity to lay out a model for a new Foundation Board and Executive Board that will put WADA in position to be a strong, independent, effective organization – one fit for its critically important mission. The current model, although it includes important features, needs to be replaced. There is excessive and inappropriate overlap currently between the Executive Committee and the Foundation Board. It is necessary to separate their roles and responsibilities into clear legislative/strategic management (Foundation Board) and Executive, day-to-day management and administration (Executive Board). The current arrangement, with duplicative ExCo and FB meetings, with their document packages virtually identical, is a clear indication of governance inefficiency and that the functions of the FB and ExCo overlap far too much. It is time for this to change. The United States looks forward to being an active partner

with all WADA stakeholders as we move forward together to updating WADA to meet today's important and complex challenges to clean sport.

### **Organizacion Nacional Antidopaje de Uruguay**

José Veloso Fernandez, Jefe de control Dopaje (Uruguay)  
NADO - NADO

SUBMITTED

I consider it essential to take care of the age of each member. No member of the Foundation Board should spend 70 years serving on it. Age should be an exclusive criterion. His replacement must be endorsed by a successor with experience and expertise in anti-doping representing the Stakeholder who nominates him for the position.

### **Bahrain Olympic committee**

Zainab Anwar, Antidoping specialist (Kingdom of Bahrain)  
NADO - NADO

SUBMITTED

4a) we agree on the mentioned point.4b) we have no objections on the responsibilities of the FB.4c) yes there is.4d) no .4e) there should not be any other changes.4f) no comments.

### **Comitato Permanente Antidoping (NADO)**

Claudio Muccioli, President (San Marino)  
NADO - NADO

SUBMITTED

no comment

### **UK Anti-Doping**

Jamie Piggins, International and Stakeholder Relations Officer (UK)  
NADO - NADO

SUBMITTED

At present, the FB includes only those WADA stakeholders which as its funders: Public Authorities and the Sport Movement (which appoints some athletes to represent and speak for it). Key stakeholders such as independent athletes (who speak for themselves), NADOs (who conduct the majority of anti-doping work) and laboratories are excluded.

### **U.S. Anti-Doping Agency**

Francoise Farrell, Executive Assistant to CEO (United States)  
NADO - NADO

SUBMITTED

NADOs have consistently argued that the FB should ideally be (a) more independent, failing which it should at least be (b) fully representative.

At present, the FB includes only those WADA stakeholders which are its funders: Public Authorities and the Sport Movement (which appoints some athletes to represent and speak for it).Key stakeholders such as independent athletes (who speak for themselves), NADOs (who conduct the majority of anti-doping work) and laboratories are excluded.

It makes no sense that the FB includes a minority of ADOs (which are international sport organizations and major event organizations) and excludes the majority.

The perception is that WADA is a "pay for play" organization without regard for the interests of all of its stakeholders.

### **SA Institute for Drug-Free Sport**

khalid galant, CEO (South Africa)  
NADO - NADO

SUBMITTED

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Foundation Board needs to be more robust with respect to representing stakeholders in anti-doping. Athletes, Laboratories and NADOs need to be represented to articulate their perspectives and interests. It is too cumbersome, inefficient and disingenuous to the work of these representative groups to only be represented on the committee/working group level.

**Doping Authority Netherlands**

Olivier de Hon, Chief Operating Officer (Netherlands)  
NADO - NADO

SUBMITTED

4(a). Ideally, the FB should be composed of individuals independent of the stakeholders WADA serves. There could be a combination of truly independent members that meet the Stricter Definition of Independence. This would build confidence in WADA's ability to deal with rogue stakeholders, such as the Russia or the IWF in recent times. It would signal a commitment to clean athletes as opposed to sport organizations. If not fully independent, the FB must represent all stakeholders, not just its funders. Key stakeholders such as Independent Athletes (who speak for themselves as individuals but with profound experience), NADOs (who conduct the majority of anti-doping work) and laboratories (who conduct one of the most essential aspects of anti-doping work) should be represented as well as "Truly Independent" experts.

**Drug Free Sport New Zealand**

Nick Paterson, Chief Executive (New Zealand)  
NADO - NADO

SUBMITTED

The FB composition is currently 50% from the Sports Movement and 50% from Public Authorities, reflecting the funding of WADA. This has the feel of "pay-to-play".

We recommend the FB meetings be re-established more akin to an Annual General Meeting, at which all stakeholders have a voice, representative or otherwise. This must include Athletes and NADOs, as well as the Sports Movement and PAs. It might also include Labs.

The FB would then only meet once a year, rather than two, again as an Annual General Meeting.

This would also allow the FB membership to increase up to, say, 50, as follows:

- Chair and deputy to be independent
- Sports (18)
- PAs (18)
- Athletes (6)
- NADOs (6)

**Hellenic Council for Combating doping**

CHARIS LIAPI, Member Ex Com (GREECE)  
NADO - NADO

SUBMITTED

**Anti-Doping Norway**

Martin Holmlund Lauesen, Director - International Relations and Medical (Norge)  
NADO - NADO

SUBMITTED

*There is a need to ensure a clearer division of roles and responsibilities with fewer overlaps between the Executive Committee and the Foundation Board than today.*

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*There is a need to broaden the representation in the Foundation Board in order to bring in relevant expertise and ensure broader democratic support and involvement in the legislative function of WADA, e.g. by strengthening the representation of other stakeholder groups in the Foundation Board and/or including in the legislative function the World Conference as a forum for broad democratic representation.*

*There is a need a need to increase transparency within WADA and the anti-doping community at large, in particular in relation to the legislative functions of WADA, in order to ensure sufficient trust to increase WADA's strength and independence.*

### Anglesea Sports Medicine

Chris Milne, Sports Physician (New Zealand)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

See below

### iNADO

Jorge Leyva, CEO (Germany)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

### 4a) (38)

Ben Sandford, . (New Zealand)  
Sport - Athlete - Retired

SUBMITTED

The FB is no longer representative of the stakeholders in anti-doping, at the time of the foundation of WADA it was, but as anti-doping has developed the FB is now only representing the funding partners. There needs to be athlete representation on the FB, this is not achieved by athlete representatives from within one of the stakeholders. There needs to be independent athlete representation that represents the athletes and not another group. The FB should be 1/3, 1/3, 1/3 split between the PA, OM, and independent athlete representatives. There also needs to be NADO representation. In this case there could be a 1/4 x 4 split on the FB with the above 3 groups and NADO's.

### FINA

Marcela Saxlund, Interim Executive Director (Switzerland)  
Sport - IF – Summer Olympic

SUBMITTED

no comment

### International Olympic Committee

Hannah Emily Marie Grossenbacher, Project Manager (Switzerland)  
Sport - IOC

SUBMITTED

**The Foundation Board has a size which both allows a fair and diverse representation of its founders while maintaining discussion possible. Four seats allocated to the Olympic Movement are reserved for the IOC Athletes' Commission which provides equal representation to that of the other stakeholders of the Olympic Movement. Many members of the WADA, both from Public Authorities and Olympic Movement, are in effect competing or retired international level athletes.**

### Cabo Verde National Olympic Committee

Filomena Fortes, President (Cape Verde)  
Sport - National Olympic Committee

SUBMITTED

No changes

**GAISF**

Davide Delfini, Membership Manager (Switzerland)  
Sport - Other

**No changes needed. WADA is a partnership between the Olympic Movement and the Public Authorities; therefore this aspect should continue to be taken into account in the composition and representation of the FB.**

**AthletesCAN**

Georgina Truman, Manager, Athlete Relations and Operations (Canada)  
Sport - Other

SUBMITTED

1. The Foundation Board composition should reflect the following representatives:
  - 1/3 of seats being elected by sport organizations;
  - 1/3 of seats being elected by governments; and
  - 1/3 of seats being elected by athletes and reflect athlete populations that are bound by the Code.
2. A skills-based approach must be taken in WADA Foundation Board recruitment practices

**Japan Sports Agency**

Haruka Yatabe, Officer for Anti-Doping, International Affairs Division (Japan)  
Public Authorities - Government

SUBMITTED

When we consider the composition of the Foundation Board, we should consider the fundamental founding construction of WADA. That is, we should keep in mind that WADA was established as a unique organization by equal partnership between the Sports Movement and the Public Authorities and has been run by the equal contributions, as represented by equal monetary contributions.

**Sport Integrity Australia**

Luke Janeczko, Assistant Director - Anti-Doping Policy (Australia)  
Public Authorities - Government

SUBMITTED

Australia suggests the Foundation Board (FB) should be representative of the broader global anti-doping community and include independent athletes and National Anti-Doping Organisations (NADOs) in its membership. The Foundation Board largely makes decisions on the overall direction of global anti-doping, for example approval of the Code and WADA's strategic plan. Given the intimate involvement of athletes and NADOs in the global anti-doping eco-system, it is important that these groups are at the table with a significant voice and voting power to provide a more representative decision.

The Foundation Board should be structured to avoid non-funding members binding public authorities and the sport movement to funding contributions they may not agree with.

Athlete representation should not be drawn from the sport movement membership base. That is, athletes should be independent and not members of other athlete committees/commissions.

**Luxembourg: Minister Dan Kersch, Minister of Sport and member of the WADA Executive Committee, and Alexandre Husting, Advisor and CAHAMA Delegate**

Alexandre Husting, \* (Luxembourg)  
Public Authorities - Government

SUBMITTED

No

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**Ministry of Culture Denmark**

Henrik Bramming, Head of section (Denmark)  
Public Authorities - Government

SUBMITTED

The FB should have a broader stakeholder composition than only the sports movement and the governments. The role of the FB is to be the overall regulator and legislative body. It therefore seems odd and in contrast to normal democratic principles that major stakeholders, who are severely regulated by the WADA code and underlying standards, do not have a direct influence on the legislative work. Therefore, NADOs and independent athletes and maybe even further stakeholders should be represented in FB.

**ONADE**

Janet Emen, Executive Secretary (Ecuador)  
NADO - NADO

SUBMITTED

No changes required

**NADO MKD**

Eli Handjiska, Sport Medicine Doctor (North Macedonia)  
NADO - NADO

SUBMITTED

The members of the should be appointed by the joint proposal of the Olympic Movement and the public authorities.

**ABCD**

Anthony Moreira, Executive Director (Brazil)  
NADO - NADO

SUBMITTED

The Foundation Board is composed by governments and sport bodies which are inevitably conflicted. The composition of the Foundation Board was appropriate in the urgent circumstances 20 years ago when WADA was formed. In our view, the Foundation Board no longer adequately or appropriately represents the relevant stakeholders.

If the Foundation Board is to be a representative body, it should include Code Signatories (NADOs) and other key stakeholders (athletes) in decision-making processes.

Those fundamentally impacted by the Code – athletes – must immediately have a say in its evolution. NADOs, the only independent organizations solely devoted to antidoping in all its regards, also warrant a voice. Giving votes to these groups, who are central to the entire antidoping system, would improve the breadth of expertise and knowledge available to the Foundation Board, it would additionally improve the democracy by ensuring that policy is not determined by only two stakeholders, both of whom have clear conflicts of interest.

In the short term, the WADA Athlete Committee could nominate the Athlete Representatives, until a broader, more democratic model can be found.

iNADO does not represent all NADOs but has the capacity to institute a consultative process such that NADOs can have input into representation.

We consider appropriate to allocate a total of ten seats of the current Foundation Board for NADOs and Athletes (e.g., 5+5)

**AEPSAD - Agencia Española de Protección de la Salud en el Deporte**

Carlos Gea, Head of International Relations and Coopetation Area (España)  
NADO - NADO

SUBMITTED

We consider that there is no need of any changes in this regard.

**UK Anti-Doping**

Jamie Piggins, International and Stakeholder Relations Officer (UK)  
NADO - NADO

SUBMITTED

- Ideally, the FB should be composed of individuals independent of the stakeholders WADA serves. There could be a combination of truly independent members that meet the Stricter Definition of Independence. This would build confidence in WADA's ability to deal with rogue stakeholders, such as Russia or the IWF. It would signal a commitment to clean athletes as opposed to sport organizations.
- If not fully independent, the FB must represent all stakeholders, not just its funders. Key stakeholders such as Independent Athletes (who speak for themselves), NADOs (who conduct the majority of anti-doping work) and laboratories should be represented as well as "Truly Independent" experts.

**Sport Ireland**

SUBMITTED

Siobhan Leonard, Director of Anti-Doping & Ethics (Ireland)  
NADO - NADO

Ideally, the FB should be composed of individuals independent of the stakeholders WADA serves. There could be a combination of truly independent members that meet the Stricter Definition of Independence. This would build confidence in WADA's ability to deal with rogue stakeholders, such as Russia or the IWF. It would signal a commitment to clean athletes as opposed to sport organizations.

If not fully independent, the FB must represent all stakeholders, not just its funders. Key stakeholders such as Independent Athletes (who speak for themselves), NADOs (who conduct the majority of anti-doping work) and laboratories should be represented as well as "Truly Independent" experts.

If the Foundation Board is to be a representative body, it should include Code Signatories (NADOs) and other key stakeholders (athletes) and labs in decision-making processes.

Those fundamentally impacted by the Code – athletes – must immediately have a say in its evolution.

NADOs, the only independent organizations solely devoted to anti-doping in all its regards, also warrant a voice.

Giving votes to these groups, who are central to the entire anti-doping system, would improve the breadth of expertise and knowledge available to the Foundation Board, it would additionally improve the democracy by ensuring that policy is not determined by only two stakeholders, both of whom have clear conflicts of interest.

**Russian Anti-Doping Agency "RUSADA"**

SUBMITTED

RUSADA RUSADA, Administration (Russia)  
NADO - NADO

Foundation Board should include NADOs and athletes in decision-making processes.

**UK Anti-Doping Athlete Commission**

SUBMITTED

Tony Josiah, Head of International and Stakeholder Relations (United Kingdom)  
NADO - NADO

We think athlete representation is always a good thing so would welcome more athlete voices on this board.

**Anti-Doping Singapore**

SUBMITTED

Patrick Goh, Chairman (Singapore)  
NADO - NADO

While the genesis of WADA was an equal partnership of Sport and Governments, we are of the opinion that today, WADA's mission could be better served by inclusion of other key stakeholder groups such as

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independent athletes and NADOs into the FB.

This is particularly so as anti-doping becomes more professional, specialised and complex, and the last 2 decades of practical execution of the Code has provided much learning and insight for those most impacted by WADA's programmes (Athletes and NADO's) which can be channeled towards improving WADA.

### **Antidoping Switzerland**

Ernst König, CEO (Switzerland)  
NADO - NADO

SUBMITTED

- The FB must represent all stakeholders, not just its funders. Key stakeholders such as Independent Athletes and NADOs should be represented as well as "Truly Independent" experts.

### **U.S. Anti-Doping Agency**

Francoise Farrell, Executive Assistant to CEO (United States)  
NADO - NADO

SUBMITTED

Ideally, the FB should be composed of individuals independent of the stakeholders WADA serves. There could be a combination of truly independent members that meet the Stricter Definition of Independence. This would build confidence in WADA's ability to deal with rogue stakeholders, such as Russia or the IWF. It would signal a commitment to clean athletes as opposed to sport organizations.

If not fully independent, the FB must represent all stakeholders, not just its funders. Key stakeholders such as Independent Athletes (who speak for themselves), NADOs (who conduct the majority of anti-doping work) and laboratories should be represented as well as "Truly Independent" experts.

### **Azerbaijan National Anti-Doping Agency (AMADA)**

Shafag Huseynli, CEO (Azerbaijan)  
NADO - NADO

SUBMITTED

Considering expertise and independence of NADOs that is actually required by Code, then NADOs representation at the FB would serve for the best interest of WADA and clean sport.

### **Anti Doping Danmark**

Michael Ask, CEO (Denmark)  
NADO - NADO

SUBMITTED

The FB should have a broader stakeholder composition than only the sports movement and the governments. The role of the FB is to be the overall regulator and legislative body. It therefore seems odd and in contrast to normal democratic principles that major stakeholders, who are severely regulated by the WADA code and underlying standards, do not have a direct influence on the legislative work. Therefore, NADOs and independent athletes and maybe even further stakeholders should be represented in FB. The argument that "those who pay should decide" seems more relevant for shareholders in a private company, even though also there it is good governance standards that different interest groups like workers unions and customers are properly represented.

### **Agence française de lutte contre le dopage**

Adeline Molina, RAQ (France)  
NADO - NADO

SUBMITTED

The FB must represent all key stakeholders, not just its funders such as athletes , NADOs (who conduct the majority of anti-doping work).

**Japan Anti-Doping Agency**

Akira Kataoka, General Manager, Results Management and Intelligence (Japan)

NADO - NADO

the FB must represent all stakeholders, not just its funders. Key stakeholders such as Independent Athletes (who speak for themselves), NADOs (who conduct the majority of anti-doping work) and laboratories should be represented as well as “Truly Independent” experts.

**Finnish Center for Integrity in Sports (FINCIS)**

Petteri Lindblom, Legal Director (Finland)

NADO - NADO

SUBMITTED

The FB must represent all stakeholders, not just its funders. Key stakeholders such as Independent Athletes (who speak for themselves), NADOs (who conduct the majority of anti-doping work) and laboratories should be represented as well as “Truly Independent” experts.

**Doping Authority Netherlands**

Olivier de Hon, Chief Operating Officer (Netherlands)

NADO - NADO

SUBMITTED

4(a). Ideally, the FB should be composed of individuals independent of the stakeholders WADA serves. There could be a combination of truly independent members that meet the Stricter Definition of Independence. This would build confidence in WADA’s ability to deal with rogue stakeholders, such as the Russia or the IWF in recent times. It would signal a commitment to clean athletes as opposed to sport organizations. If not fully independent, the FB must represent all stakeholders, not just its funders. Key stakeholders such as Independent Athletes (who speak for themselves as individuals but with profound experience), NADOs (who conduct the majority of anti-doping work) and laboratories (who conduct one of the most essential aspects of anti-doping work) should be represented as well as “Truly Independent” experts.

**Drug Free Sport New Zealand**

Nick Paterson, Chief Executive (New Zealand)

NADO - NADO

SUBMITTED

The FB composition is currently 50% from the Sports Movement and 50% from Public Authorities, reflecting the funding of WADA. This has the feel of “pay-to-play”.

We recommend the FB meetings be re-established more akin to an Annual General Meeting, at which all stakeholders have a voice, representative or otherwise. This must include Athletes and NADOs, as well as the Sports Movement and PAs. It might also include Labs.

The FB would then only meet once a year, rather than two, again as an Annual General Meeting.

This would also allow the FB membership to increase up to, say, 50, as follows:

- Chair and deputy to be independent
- Sports (18)
- PAs (18)
- Athletes (6)
- NADOs (6)

**National Anti Doping Agency Germany**

SUBMITTED

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Andrea Gotzmann, CEO (Germany)  
NADO - NADO

The FB - not fully independent - must represent all stakeholders, not just its funders. Key stakeholders such as Independent Athletes (who speak for themselves), NADOs (who conduct the majority of anti-doping work) and laboratories should be represented as well as "Truly Independent" experts.

### Canadian Centre for Ethics in Sport

SUBMITTED

Doug MacQuarrie, Chief Operating Officer (Canada)  
NADO - NADO

The best structure would be for the Fdn Board to not contain members who merely represent stakeholders. Ideally the membership should also reflect strictly independent individuals. If the Fdn Board is not structured to be truly independent, the Fdn Board should then be reflective of ALL anti-doping stakeholders not only funders AND independent anti-doping experts. Key stakeholders like NADOs, Independent Athletes and Laboratories should have a voice at the Fdn Board table.

### Hellenic Council for Combating doping

SUBMITTED

CHARIS LIAPI, Member Ex Com (GREECE)  
NADO - NADO

The composition of FB is quite balanced

### Anti-Doping Norway

SUBMITTED

Martin Holmlund Lauesen, Director - International Relations and Medical (Norge)  
NADO - NADO

As a legislative/regulatory body, the Foundation Board should have a broader composition than today, where athletes are under-represented, NADOs and possibly Laboratories – who deal with anti-doping on an everyday basis and can therefore bring a relevant expertise into the discussions – are not represented in their own right at all. NADOs are required to be independent from both sports and governments. And at the same time, NADOs are the only signatory group which is not represented in the Foundation Board.

Recognizing that the NADOs and Athletes are not contributing (directly) to operational budget of WADA, it might be worth keeping public authorities and the sports movement as "the first among equals" when agreeing on the total size of the budget (i.e. increases or decreases in the contributions), but the athletes and NADOs can provide some much needed different perspectives in the discussions when establishing rules and cracking down the budget to different areas.

### Turkish Anti-Doping Commission

SUBMITTED

Mehmet YOGURTCUOGLU, Deputy General Director / Legal Affairs Coordinator  
(Turkey)  
NADO - NADO

In terms of composition, National Anti-Doping Organizations and athletes should be represented at the Foundation Board in addition to the stakeholders funding WADA. The interests of clean sport can be supported better through a wider stakeholder participation in the decision making process.

### Anti-Doping Sweden

SUBMITTED

Christine Helle, CEO (Sweden)  
NADO - NADO

Ideally the FB should have memmbers that are independent of the WADA stakeholders. If this is not applicable, the second best is that the FB are to represent all the stakeholders in anti-doping and not only the funders of WADA. Important stakeholders no missing are representatives of independent athletes, NADOs and laboratories.

**Central European Anti-Doping Organization (CEADO)**

Michael Cepic, Chairman CEADO Board (Austria)

NADO - RADO

**Some regulation for public authorities: From their quote, four seats should be NADO representatives.**

**Anglesea Sports Medicine**

SUBMITTED

Chris Milne, Sports Physician (New Zealand)

Other - Other (ex. Media, University, etc.)

The composition is probably appropriate. The membership is relatively large at up to 36. I suspect that there may be an appetite for reducing the size of the Foundation Board. Provided that representation was maintained, this would be reasonable. Another option would be to have a smaller subgroup providing feedback to the full FB.

**iNADO**

SUBMITTED

Jorge Leyva, CEO (Germany)

Other - Other (ex. Media, University, etc.)

The Foundation Board is composed by governments and sport bodies which are inevitably conflicted. The composition of the Foundation Board was appropriate in the urgent circumstances 20 years ago when WADA was formed. In our view, the Foundation Board no longer adequately or appropriately represents the relevant stakeholders.

**If the Foundation Board is to be a representative body, it should include Code Signatories (NADOs) and other key stakeholders (athletes) in decision-making processes.**

Those fundamentally impacted by the Code – athletes – must immediately have a say in its evolution.

NADOs, the only independent organizations solely devoted to anti-doping in all its regards, also warrant a voice.

Giving votes to these groups, who are central to the entire anti-doping system, would improve the breadth of expertise and knowledge available to the Foundation Board, it would additionally improve the democracy by ensuring that policy is not determined by only two stakeholders, both of whom have clear conflicts of interest.

In the short term, the WADA Athlete Committee could nominate the Athlete Representatives, until a broader, more democratic model can be found.

iNADO does not represent all NADOs but has the capacity to institute a consultative process such that NADOs can have input into representation.

We consider appropriate to allocate a total of ten seats of the current Foundation Board for NADOs and Athletes (e.g., 5+5)

**Athleten Deutschland e.V.**

SUBMITTED

Maximilian Klein, Representative for International Sport Policy (Germany)

Other - Other (ex. Media, University, etc.)

- WADA FB should not only represent its funders, but its stakeholders.
- There are more stakeholders to WADA than just the sport movement and the public authorities.
- Independent athletes and/or their independent representatives should be represented in the FB with 1/3 of the votes and seats

**4b) (33)**

SUBMITTED

Ben Sandford, . (New Zealand)  
Sport - Athlete - Retired

There needs to be a clear division between the FB and EC, at the moment the EC is a sub group of FB members. These need to be two different bodies and the FB should report to the FB with the FB holding the EC to account.

**FINA**

SUBMITTED

Marcela Saxlund, Interim Executive Director (Switzerland)  
Sport - IF – Summer Olympic

no comment

**Cabo Verde National Olympic Committee**

SUBMITTED

Filomena Fortes, President (Cape Verde)  
Sport - National Olympic Committee

No changes

**GAISF**

SUBMITTED

Davide Delfini, Membership Manager (Switzerland)  
Sport - Other

**No changes needed.**

**New Zealand Government**

SUBMITTED

Alice Hume, . (.)  
Public Authorities - Government

The decision-making responsibilities of the Foundation Board are appropriate.

**Sport Integrity Australia**

SUBMITTED

Luke Janeczko, Assistant Director - Anti-Doping Policy (Australia)  
Public Authorities - Government

The FB should be responsible for making decisions that affect the broader strategic anti-doping operating environment. That is, decisions where it is important that all stakeholders are at the table and have a voice in deliberations. Examples of these issues include amendments to World Anti-Doping Code and International Standards, WADA's budget and strategic plan, and Independent appointments to the Executive Committee.

**Ministry of Culture Denmark**

SUBMITTED

Henrik Bramming, Head of section (Denmark)  
Public Authorities - Government

See above.

**AEPSAD - Agencia Española de Protección de la Salud en el Deporte**

SUBMITTED

Carlos Gea, Head of International Relations and Coopetation Area (España)  
NADO - NADO

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We consider that there is no need of any changes in this regard.

**ONADE**

SUBMITTED

Janet Emen, Executive Secretary (Ecuador)  
NADO - NADO

No changes

**NADO MKD**

SUBMITTED

Eli Handjiska, Sport Medicine Doctor (North Macedonia)  
NADO - NADO

- To ensure the independence of the Foundation and transparency in all its activities
- to publish, each year, a report in English and French on all its activities

**ABCD**

SUBMITTED

Anthony Moreira, Executive Director (Brazil)  
NADO - NADO

The FB's main purpose should become the regulatory body of WADA and the supervisory authority. Exclude from the FB's mandate operational or management matters or decisions and limit its mandate to matters listed in order of priority:

1. supervision 2. fundamental policy (WADA statutes and governance regulations) 3. appointing of officials 4. overall budget and funding

The concept of strategy can be interpreted in different ways. However, we think strategy should not be part of the Foundation Board mandate.

To strengthen the appointing authority of the Foundation Board a stronger synergy between Independent Nominations Committee and Foundation Board is imaginable. In many countries, key government positions proposed by the Executive Branch are vetted and approved, or rejected, by the Senate. Nominations committee could play a more relevant role and the nomination process must be clear and transparent.

**UK Anti-Doping**

SUBMITTED

Jamie Piggins, International and Stakeholder Relations Officer (UK)  
NADO - NADO

- Legislative: make anti-doping rules and policies, as well as top-level WADA policies for governance and administration, and ensure proper participation in anti-doping of WADA stakeholders.
- Strategic: make WADA's multi-year strategic plan and its performance indicators
- Budgetary: establish WADA's multi-year budget and ensure the contributions needed to fund it, appointment of auditors, decisions relating to the acquisition, against payment or transfer of all real estate
- Annual public reporting and compliance with Swiss law.

**Sport Ireland**

SUBMITTED

Siobhan Leonard, Director of Anti-Doping & Ethics (Ireland)  
NADO - NADO

Legislative: make anti-doping rules and policies, as well as top-level WADA policies for governance and administration, and ensure proper participation in anti-doping of WADA stakeholders.

Strategic: make WADA's multi-year strategic plan and its performance indicators

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Budgetary: establish WADA's multi-year budget and ensure the contributions needed to fund it, appointment of auditors, decisions relating to the acquisition, against payment or transfer of all real estate

Annual public reporting and compliance with Swiss law.

### **Anti-Doping Singapore**

Patrick Goh, Chairman (Singapore)  
NADO - NADO

SUBMITTED

Fundamentally, the FB should be a "house of representatives" creating legislation, setting direction and top-line strategy, and approving budgets, and providing oversight to the EC.

### **Antidoping Switzerland**

Ernst König, CEO (Switzerland)  
NADO - NADO

SUBMITTED

- Legislative: make anti-doping rules and policies, as well as top-level WADA policies for governance and administration, and ensure proper participation in anti-doping of WADA stakeholders
- Strategic: make WADA's multi-year strategic plan and its performance indicators
- Budgetary: establish WADA's multi-year budget and ensure the contributions needed to fund it, appointment of auditors, decisions relating to the acquisition, against payment or transfer of all real estate

### **U.S. Anti-Doping Agency**

Francoise Farrell, Executive Assistant to CEO (United States)  
NADO - NADO

SUBMITTED

Legislative: make anti-doping rules and policies, as well as top-level WADA policies for governance and administration, and ensure proper participation in anti-doping of WADA stakeholders.

Strategic: make WADA's multi-year strategic plan and its performance indicators

Budgetary: establish WADA's multi-year budget and ensure the contributions needed to fund it, appointment of auditors, decisions relating to the acquisition, against payment or transfer of all real estate

Annual public reporting and compliance with Swiss law.

### **Azerbaijan National Anti-Doping Agency (AMADA)**

Shafag Huseynli, CEO (Azerbaijan)  
NADO - NADO

SUBMITTED

No comment

### **Anti Doping Danmark**

Michael Ask, CEO (Denmark)  
NADO - NADO

SUBMITTED

Please see 4a)

### **Agence française de lutte contre le dopage**

Adeline Molina, RAQ (France)  
NADO - NADO

SUBMITTED

The FB's main purpose should become the regulatory body of WADA and the supervisory authority. Exclude from the FB's mandate operational or management matters or decisions and limit its mandate to matters listed in order of priority: 1. supervision 2. fundamental policy (WADA statutes and governance regulations) 3. overall budget and funding It may play a role in appointing officials along with the Nomination Committee.

**Japan Anti-Doping Agency**

Akira Kataoka, General Manager, Results Management and Intelligence (Japan)  
NADO - NADO

SUBMITTED

**Finnish Center for Integrity in Sports (FINCIS)**

Petteri Lindblom, Legal Director (Finland)  
NADO - NADO

SUBMITTED

Legislative: make anti-doping rules and policies, as well as top-level WADA policies for governance and administration, and ensure proper participation in anti-doping of WADA stakeholders.

Strategic: make WADA's multi-year strategic plan and its performance indicators

Budgetary: establish WADA's multi-year budget and ensure the contributions needed to fund it, appointment of auditors, decisions relating to the acquisition, against payment or transfer of all real estate

Annual public reporting and compliance with Swiss law.

**SA Institute for Drug-Free Sport**

khalid galant, CEO (South Africa)  
NADO - NADO

SUBMITTED

FB owns the WADA strategic plan and the WADC. FB must provide oversight that budget aligns with strategic plan and is spent against the indicators in the plan.  
FB should hold ExCO and WADA management to account against the performance indicators of the Strat Plan.

**Doping Authority Netherlands**

Olivier de Hon, Chief Operating Officer (Netherlands)  
NADO - NADO

SUBMITTED

4(b). At least in four areas:

- Legislative: make anti-doping rules and policies, as well as top-level WADA policies for governance and administration, and ensure proper participation in anti-doping of WADA stakeholders.

- Strategic: make WADA's multi-year strategic plan and its performance indicators

- Budgetary: establish WADA's multi-year budget and ensure the contributions needed to fund it, appointment of auditors, decisions relating to the acquisition, against payment or transfer of all real estate

- Annual public reporting and compliance with Swiss law.

**Drug Free Sport New Zealand**

Nick Paterson, Chief Executive (New Zealand)  
NADO - NADO

SUBMITTED



The EC is accountable to all of its stakeholders via the FB annual meeting.

FB remains the appointing authority for the EC, though the Noms committee would be responsible for selecting candidates. Then FB's role is to approve, unless there is a significant issue or error the Noms Committee has missed. This would be rare.

The FB would adopt and amend any changes to the WADC.

The FB would not supervise any committees - these are either the domain of the EC if they are subcommittees of the EC, or the domain for the DG if the committees are operational in nature.

FB would also sign off on strategy, budget.

### **National Anti Doping Agency Germany**

SUBMITTED

Andrea Gotzmann, CEO (Germany)  
NADO - NADO

Legislative: make anti-doping rules and policies, as well as top-level WADA policies for governance and administration, and ensure proper participation in anti-doping of WADA stakeholders.

Strategic: make WADA's multi-year strategic plan and its performance indicators

Budgetary: establish WADA's multi-year budget and ensure the contributions needed to fund it, appointment of auditors, decisions relating to the acquisition, against payment or transfer of all real estate

Annual public reporting and compliance with Swiss law.

### **Canadian Centre for Ethics in Sport**

SUBMITTED

Doug MacQuarrie, Chief Operating Officer (Canada)  
NADO - NADO

Several key functions come to mind. Strategic - enshrining a multi-year strategic plan and KPIs (key performance indicators); Regulatory - where rules and policies and administrative requirements are established, legal and regulatory compliance; Budgetary - a long term financial plan and annual budget, funding review and independent oversight; Annual reporting.

### **Palestine Anti-doping committee**

SUBMITTED

Reem Dasa, Liaison (Palestine)  
NADO - NADO

no changes

### **Hellenic Council for Combating doping**

SUBMITTED

CHARIS LIAPI, Member Ex Com (GREECE)  
NADO - NADO

No changes

### **Anti-Doping Norway**

SUBMITTED

Martin Holmlund Lauesen, Director - International Relations and Medical (Norge)  
NADO - NADO

In theory, the described functions of the Foundation Board seem relevant and appropriate. However, practice has shown that there are some issues:

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- The overlap with the Executive Committee is noticeable, among others because that the Executive Committee in practice also is set up as a representative body which deals with many of the same agenda items as the Foundation Board (even if the Executive Committee "only" recommends, or if issues are for information for the Foundation Board).

- The Foundation Board is not the only regulatory body, as the Executive Committee also regulates through binding rules such as the International Standards, Technical Documents etc. and through non-mandatory guidelines.

The solution is to change the mandate, composition and role of the Executive Committee rather than to change the Foundation Board.

### **Central European Anti-Doping Organization (CEADO)**

SUBMITTED

Michael Cepic, Chairman CEADO Board (Austria)  
NADO - RADO

**No changes suggested.**

### **Anglesea Sports Medicine**

SUBMITTED

Chris Milne, Sports Physician (New Zealand)  
Other - Other (ex. Media, University, etc.)

The responsibilities seem appropriate

### **iNADO**

SUBMITTED

Jorge Leyva, CEO (Germany)  
Other - Other (ex. Media, University, etc.)

### **The FB's main purpose should become the regulatory body of WADA and the supervisory authority.**

Exclude from the FB's mandate operational or management matters or decisions and limit its mandate to matters listed in order of priority:

1. supervision
2. fundamental policy (WADA statutes and governance regulations)
3. appointing of officials
4. overall budget and funding

The concept of strategy can be interpreted in different ways. However, we think strategy should not be part of the Foundation Board mandate.

To strengthen the appointing authority of the Foundation Board a stronger synergy between Independent Nominations Committee and Foundation Board is imaginable. In many countries, key government positions proposed by the Executive Branch are vetted and approved, or rejected, by the Senate. Nominations committee could play a more relevant role and the nomination process must be clear and transparent.

### **Athleten Deutschland e.V.**

SUBMITTED

Maximilian Klein, Representative for International Sport Policy (Germany)  
Other - Other (ex. Media, University, etc.)

▪  
The FB should have legislative, strategic, budgetary and reporting functions.

**4c) (36)**

SUBMITTED

▪  
Ben Sandford, . (New Zealand)  
Sport - Athlete - Retired

No because there is to much repetition of people who sit on both. The EC needs to be either majority independent or completed independent members, and then the roles of the two bodies can be better defined.

**FINA**

SUBMITTED

Marcela Saxlund, Interim Executive Director (Switzerland)  
Sport - IF – Summer Olympic

no comment

**International Olympic Committee**

SUBMITTED

Hannah Emily Marie Grossenbacher, Project Manager (Switzerland)  
Sport - IOC

**Yes, the clarifications have been provided in the revised statutes and Regulations adopted in November 2019.**

**Cabo Verde National Olympic Committee**

SUBMITTED

Filomena Fortes, President (Cape Verde)  
Sport - National Olympic Committee

Clear Separation

**GAISF**

SUBMITTED

Davide Delfini, Membership Manager (Switzerland)  
Sport - Other

**No changes needed.**

**New Zealand Government**

SUBMITTED

Alice Hume, . (.)  
Public Authorities - Government

There is a clear separation between the allocated decision-making of the Foundation Board and Executive Committee.

**Sport Integrity Australia**

SUBMITTED

Luke Janeczko, Assistant Director - Anti-Doping Policy (Australia)  
Public Authorities - Government

The regulations and statutes sufficiently explain the separation of powers between the ExCo and FB. However, Australia has the following structural suggestions to distinguish the FB and ExCo:

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The membership of FB and ExCo should be different from one another. Currently, members of ExCo recommend a decision to the FB, which they are also members of. Consequently, the same people are deliberating on a decision item which limits the diversity of scrutiny applied to important issues. The overlap of agenda items and agenda papers is a clear indication the structure is not currently working in the most effective manner.

**Luxembourg: Minister Dan Kersch, Minister of Sport and member of the WADA Executive Committee, and Alexandre Husting, Advisor and CAHAMA Delegate**

SUBMITTED

Alexandre Husting, \* (Luxembourg)  
Public Authorities - Government

The roles and responsibilities of the FB and the ExCo should be more clearly defined in the statutes, especially as regards the ExCo. It is not always easy to identify what is the responsibility of first or of the second.

The participation of the same representatives in the meetings of the FB and the ExCo does not help to have a clear understanding of the respective responsibilities of each body.

**Ministry of Culture Denmark**

SUBMITTED

Henrik Bramming, Head of section (Denmark)  
Public Authorities - Government

The agendas of EC and FB meetings, and their document packages, remain largely the same.

**ONADE**

SUBMITTED

Janet Emen, Executive Secretary (Ecuador)  
NADO - NADO

Yes

**NADO MKD**

SUBMITTED

Eli Handjiska, Sport Medicine Doctor (North Macedonia)  
NADO - NADO

Yes, there is a clear separation of powers between the FB and the EC.

**ABCD**

SUBMITTED

Anthony Moreira, Executive Director (Brazil)  
NADO - NADO

The role and composition of the Foundation Board must be separate from the Executive Committee to allow for sufficient checks and balances, including the President and Vice President. As explained in Section 3 B6 for the Foundation Board to fulfill its supervisory role, Foundation Board members should not be eligible to sit on the Executive Committee. The Executive Committee should be charged with the objective implementation of Foundation Board policy and the adoption of other policy within their authority based on the best technical advice from the various committees and staff. The Executive Committee should then report back to the Foundation Board and, as necessary, justify the policies it has adopted. This is not possible when the same people are involved in implementation and oversight/assessment.

**UK Anti-Doping**

SUBMITTED

Jamie Piggins, International and Stakeholder Relations Officer (UK)  
NADO - NADO

No, there is not sufficient separation at present. Roles, agendas and decisions, largely overlap and are duplicative except for the important "enforcement" decision which are now left to the ExCo. The agendas of ExCo and FB meetings, and their document packages, remain largely the same.

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**Sport Ireland**

Siobhan Leonard, Director of Anti-Doping & Ethics (Ireland)  
NADO - NADO

SUBMITTED

No, there is not sufficient separation at present. Roles, agendas and decisions, largely overlap and are duplicative except for the important "enforcement" decision which are now left to the ExCo. The agendas of ExCo and FB meetings, and their document packages, remain largely the same. This is a clear indication of governance inefficiency and that the functions of the FB and ExCo are still overlap far too much.

**AEPSAD - Agencia Española de Protección de la Salud en el Deporte**

Carlos Gea, Head of International Relations and Coopetation Area (España)  
NADO - NADO

SUBMITTED

No comments.

**UK Anti-Doping Athlete Commission**

Tony Josiah, Head of International and Stakeholder Relations (United Kingdom)  
NADO - NADO

SUBMITTED

We think there is enough differentiation between the roles

**Anti-Doping Singapore**

Patrick Goh, Chairman (Singapore)  
NADO - NADO

SUBMITTED

Separation of powers between FB and EC could be made clearer, along with separation of members, i.e. no member sits on both committees.

Currently, the EC appears to be a subset of the FB, with a few independent members. Ideally, the EC acts as an independent executive body, separate from, and reporting to, the foundation board which is a legislative and representational body representing all major stakeholders..

**Antidoping Switzerland**

Ernst König, CEO (Switzerland)  
NADO - NADO

SUBMITTED

- No, there is not sufficient separation at present. Roles, agendas and decisions often overlap and are duplicative. The agendas of ExCo and FB meetings, and their document packages, remain largely the same. This is a clear indication of governance inefficiency and that the functions of the FB and ExCo still overlap too much.

**U.S. Anti-Doping Agency**

Francoise Farrell, Executive Assistant to CEO (United States)  
NADO - NADO

SUBMITTED

No, there is not sufficient separation at present. Roles, agendas and decisions, largely overlap and are duplicative except for the important "enforcement" decision which are now left to the ExCo. The agendas of ExCo and FB meetings, and their document packages, remain largely the same. This is a clear indication of governance inefficiency and that the functions of the FB and ExCo still overlap far too much.

**Azerbaijan National Anti-Doping Agency (AMADA)**

Shafag Huseynli, CEO (Azerbaijan)  
NADO - NADO

EC and FB is in fact operational/executive and strategic oversight bodies. In this regard, members of FB should not have seats in EC.

Additionally, EC shall have clear mandates delegated by the FB on the matters that can be decided by them. Current WADA Statute entails that EC shall decide on the matters not reserved for the FB. However, in our view, clear mandate shall be given both to FB and EC.

**Anti Doping Danmark**

Michael Ask, CEO (Denmark)  
NADO - NADO

SUBMITTED

The agendas of EC and FB meetings, and their document packages, remain largely the same. This is a clear indication of governance inefficiency and that the functions of the FB and EC still overlap far too much.

**Japan Anti-Doping Agency**

Akira Kataoka, General Manager, Results Management and Intelligence (Japan)  
NADO - NADO

SUBMITTED

Roles, agendas and decisions, seems overlapping and are duplicative except for the important "enforcement" decision which are now left to the ExCo.

**Agence française de lutte contre le dopage**

Adeline Molina, RAQ (France)  
NADO - NADO

SUBMITTED

No, there is not sufficient separation at present. Roles, agendas and decisions, largely overlap. The role and composition of the Foundation Board must be separate from the Executive Committee to allow for sufficient checks and balances. For the Foundation Board to fulfill its supervisory role, Foundation Board members should not be eligible to sit on the Executive Committee.

**Finnish Center for Integrity in Sports (FINCIS)**

Petteri Lindblom, Legal Director (Finland)  
NADO - NADO

SUBMITTED

No, there is not sufficient separation at present. Roles, agendas and decisions, largely overlap and are duplicative except for the important "enforcement" decision which are now left to the ExCo. The agendas of ExCo and FB meetings, and their document packages, remain largely the same. This is a clear indication of governance inefficiency and that the functions of the FB and ExCo are still overlap far too much.

**SA Institute for Drug-Free Sport**

khalid galant, CEO (South Africa)  
NADO - NADO

SUBMITTED

More clarity on decision-making authority between FB & ExCo & WADA Management. Each entity must have the authority and courage to make decisions within their remit and not keep pushing up the organisation's decision making ladder. The FB is the oversight body and their should not be so much overlap between the decision-making agendas of the FB and ExCo.

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**Doping Authority Netherlands**

Olivier de Hon, Chief Operating Officer (Netherlands)  
NADO - NADO

SUBMITTED

4(c). There is not sufficient separation at present. Roles, agendas, and decisions largely overlap and are duplicative except for the important "enforcement" decision which are now left to the ExCo. The agendas of ExCo and FB meetings, and their document packages, remain largely the same. This is a clear indication of governance inefficiency and that the functions of the FB and ExCo are still overlap far too much.

**Drug Free Sport New Zealand**

Nick Paterson, Chief Executive (New Zealand)  
NADO - NADO

SUBMITTED

The distinction currently between FB and EC is far from clear. The meetings back to back result in the FB being a mirror largely of the EC, and it is clear the power/decision making is at EC. The FB currently is not a good use of time for those involved. The one exception with the FB is that it is public, and as a result a number of matters are raised at EC and then again at FB simply to have them in the public domain. This is reflective of inefficient structure and a lack of belief and trust in the EC currently. Again, to reorder as a governance board meeting four times a year (EC) and an Annual General Meeting of stakeholders meeting once a year (FB) would give greater clarity to role and purpose of each group.

**National Anti Doping Agency Germany**

Andrea Gotzmann, CEO (Germany)  
NADO - NADO

SUBMITTED

No, there is not sufficient separation at present. Roles, agendas and decisions, largely overlap and are duplicative. The agendas of EC and FB meetings, and their document packages, remain largely the same. This is an indication of inefficiency and that the functions of the FB and EC are still overlap far too much.

**Canadian Centre for Ethics in Sport**

Doug MacQuarrie, Chief Operating Officer (Canada)  
NADO - NADO

SUBMITTED

No - the Fdn Board and EXCO authorities are redundant in too many ways as there is not sufficient separation at present. Meetings attend to similar matters and largely duplicate each other with limited exception. This redundancy is a huge waste of resources.

**Hellenic Council for Combating doping**

CHARIS LIAPI, Member Ex Com (GREECE)  
NADO - NADO

SUBMITTED

The separation of powers between EC and FB is quite clear

**Anti-Doping Norway**

Martin Holmlund Lauesen, Director - International Relations and Medical (Norge)  
NADO - NADO

SUBMITTED

No, there is not a sufficient clear separation of powers! Anti-Doping Norway believes that there should be a clear and clean distinction between the regulatory (legislative) role of the Foundation Board, and the Executive (enforcement) role of the Executive Committee – and with that a clear separation of powers.

At the moment, the agendas of Executive Committee and Foundation Board meetings, and their document packages, are more or less the same, which is a clear indication of governance inefficiency and

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that the functions (or the roles and responsibilities) of the Foundation Board and Executive Committee still overlap too much.

Building on the parliamentary chain of governance, Anti-Doping Norway would therefore propose a new governance model, with a clearer and more stringent division of roles and responsibilities between the Foundation Board and the Executive Committee:

- All stakeholders, (including athletes and signatories to both the WADC and to the UNESCO Convention) elects their representatives of the Foundation Board. It may be worth considering giving the World Conference on Doping in Sport a formal role in the adoption of the World Anti-Doping Code (as a form of general assembly).
- The Foundation Board oversees and elect the members of the Executive Committee, however more importantly, the Foundation Board is responsible for legislation/regulation (i.e. all rule making, incl. budget, WADC (if this is not carried out by the World Conference), international standards, guidelines etc. = i.e. today's role, but expanded with the rule- and standard setting of the Executive Committee, and without any decision on enforcement).
- The Executive Committee oversees the administration and reports to the Foundation Board. It prepares the proposals for the Foundation Board as a fully professional board without ties to any government, NADO, athlete group or sports organization. The Executive Committee is responsible for political guidance on implementation (i.e. ensuring the execution and enforcement of the rules).
- The administration implements the rules and supports the Executive Committee by preparing both the executive decision-making and the legislative preparation.

### Anti-Doping Sweden

Christine Helle, CEO (Sweden)  
NADO - NADO

SUBMITTED

It seems that there is not sufficient separation as roles, agendas and decisions seem to overlap between the FB and the ExCo. We believe a clearer separation of roles and powers will result in a more cost efficient, effective and modern organization.

### Central European Anti-Doping Organization (CEADO)

Michael Cepic, Chairman CEADO Board (Austria)  
NADO - RADO

SUBMITTED

**CEADO suggests a clearer separation. FB should be responsible for strategic and representation issues and EC should focus directly on executive items and on the "tactical level".**

### Anglesea Sports Medicine

Chris Milne, Sports Physician (New Zealand)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

Yes, I think there is relatively clear differentiation. The members of the FB should do the governance, leaving those on the EC to enact the executive functions.

### iNADO

Jorge Leyva, CEO (Germany)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

**The role and composition of the Foundation Board must be separate from the Executive Committee to allow for sufficient checks and balances, including the President and Vice President.**

As explained in Section 3 B6 for the Foundation Board to fulfill its supervisory role, Foundation Board members should not be eligible to sit on the Executive Committee. The Executive Committee should be charged with the objective implementation of Foundation Board policy and the adoption of other policy

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within their authority based on the best technical advice from the various committees and staff. The Executive Committee should then report back to the Foundation Board and, as necessary, justify the policies it has adopted.

This is not possible when the same people are involved in implementation and oversight/assessment.

**Athleten Deutschland e.V.**

SUBMITTED

Maximilian Klein, Representative for International Sport Policy (Germany)  
Other - Other (ex. Media, University, etc.)

- Currently, there is no sufficient separation of powers.
- Currently, instead, there are overlapping roles, agendas and decisions between ExCo and FB.

**4d) (28)**

SUBMITTED

Ben Sandford, . (New Zealand)  
Sport - Athlete - Retired

Yes, absolutely. There is almost complete repetition between the EC and FB meetings which shows that there is no clear enough difference between the two bodies. WADA management should be reporting to the EC and the EC should be reporting to the FB.

**FINA**

SUBMITTED

Marcela Saxlund, Interim Executive Director (Switzerland)  
Sport - IF – Summer Olympic

no comment

**GAISF**

SUBMITTED

Davide Delfini, Membership Manager (Switzerland)  
Sport - Other

**No changes needed.**

**New Zealand Government**

SUBMITTED

Alice Hume, . (.)  
Public Authorities - Government

Foundation Board meetings should concentrate on high-level governance, organisational strategy and the anti-doping landscape. Information items and updates can be communicated through other channels.

**Sport Integrity Australia**

SUBMITTED

Luke Janeczko, Assistant Director - Anti-Doping Policy (Australia)  
Public Authorities - Government

Where departmental updates are provided in the meeting papers these items should be taken as read and no verbal update provided in the meeting. Departmental heads should be available to provide answers to questions but should not simply repeat updates that are provided in the meeting material.

**Luxembourg: Minister Dan Kersch, Minister of Sport and member of the  
WADA Executive Committee, and Alexandre Hustung, Advisor and**

SUBMITTED

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**CAHAMA Delegate**

Alexandre Husting, \* (Luxembourg)  
Public Authorities - Government

Same comment as for the ExCo meetings.(3 c i).

**Ministry of Culture Denmark**

Henrik Bramming, Head of section (Denmark)  
Public Authorities - Government

SUBMITTED

FB should concentrate on strategies, legislation, approving the budget and similar overarching items. Two meeting a year seems appropriate.. All operational decisions should be taken by the EC.

**ONADE**

Janet Emen, Executive Secretary (Ecuador)  
NADO - NADO

SUBMITTED

Should not be modified.

**NADO MKD**

Eli Handjiska, Sport Medicine Doctor (North Macedonia)  
NADO - NADO

SUBMITTED

No, the conduct and content of FB Meetings should not be modified.

**ABCD**

Anthony Moreira, Executive Director (Brazil)  
NADO - NADO

SUBMITTED

As with the Executive Committee response (Section 3 C1), the volume of papers and focus of meetings needs to be streamlined to ensure efficiency and enhance the ability of all organizations to contribute to critical discussion.

**UK Anti-Doping**

Jamie Piggins, International and Stakeholder Relations Officer (UK)  
NADO - NADO

SUBMITTED

- The FB should only meet once a year unless something material occurs that necessitates an additional meeting.
- The overlaps of agendas and some documents of ExCo and FB meetings seems to be an effort to inform the FB (and wider WADA stakeholder community), although this has been selective as the ExCo, which meets in confidence, retains decision making over key matters. There are better ways to ensure transparency and openness. If the work of the ExCo were more transparent, then the members of the FB could inform themselves of that work and FB meetings could focus solely on those matters within the FB's mandate.

**Sport Ireland**

Siobhan Leonard, Director of Anti-Doping & Ethics (Ireland)  
NADO - NADO

SUBMITTED

The FB should only meet once a year unless something material occurs that necessitates an additional meeting.

The overlaps of agendas and some documents of ExCo and FB meetings seems to be an effort to inform the FB (and wider WADA stakeholder community), although this has been selective as the ExCo, which meets in confidence, retains decision making over key matters. There are better ways to ensure

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transparency and openness. If the work of the ExCo were more transparent, then the members of the FB could inform themselves of that work and FB meetings could focus solely on those matters within the FB's mandate.

As with the Executive Committee response (Section 3 C1), the volume of papers and focus of meetings needs to be streamlined to ensure efficiency and enhance the ability of all organizations to contribute to critical discussion.

**AEPSAD - Agencia Española de Protección de la Salud en el Deporte**  
Carlos Gea, Head of International Relations and Cooperation Area (España)  
NADO - NADO

SUBMITTED

We do not know.

**U.S. Anti-Doping Agency**  
Francoise Farrell, Executive Assistant to CEO (United States)  
NADO - NADO

SUBMITTED

The FB should only meet once a year unless something material occurs that necessitates an additional meeting.

The overlaps of agendas and some documents of ExCo and FB meetings seems to be an effort to inform the FB (and wider WADA stakeholder community), although this has been selective as the ExCo, which meets in confidence, retains decision making over key matters. There are better ways to ensure transparency and openness. If the work of the ExCo were more transparent, then the members of the FB could inform themselves of that work and FB meetings could focus solely on those matters within the FB's mandate.

**Azerbaijan National Anti-Doping Agency (AMADA)**  
Shafag Huseynli, CEO (Azerbaijan)  
NADO - NADO

SUBMITTED

No comment

**Anti Doping Danmark**  
Michael Ask, CEO (Denmark)  
NADO - NADO

SUBMITTED

As previously stated, the FB should concentrate on strategies, legislation, approving the budget and similar overarching items. Two meeting a year seems appropriate. One in person and one virtual. All operational decisions should be taken by the EC.

**Japan Anti-Doping Agency**  
Akira Kataoka, General Manager, Results Management and Intelligence (Japan)  
NADO - NADO

SUBMITTED

The FB may only meet in person once a year and have web meeting if something material occurs that necessitates an additional meeting.

**Finnish Center for Integrity in Sports (FINCIS)**  
Petteri Lindblom, Legal Director (Finland)  
NADO - NADO

SUBMITTED

The FB should only meet once a year unless something material occurs that necessitates an additional meeting.

The overlaps of agendas and some documents of ExCo and FB meetings seems to be an effort to inform the FB (and wider WADA stakeholder community), although this has been selective as the ExCo, which meets in confidence, retains decision making over key matters. There are better ways to ensure transparency and openness. If the work of the ExCo were more transparent, then the members of the FB could inform themselves of that work and FB meetings could focus solely on those matters within the FB's mandate.

**Doping Authority Netherlands**

SUBMITTED

Olivier de Hon, Chief Operating Officer (Netherlands)  
NADO - NADO

4(d). The FB should only meet once a year unless something material occurs that necessitates an additional meeting. The overlaps of agendas and some documents of ExCo and FB meetings seems to be an effort to inform the FB (and wider WADA stakeholder community), although this has been selective as the ExCo, which meets in confidence, retains decision making over key matters. There are better ways to ensure transparency and openness. If the work of the ExCo were more transparent, then the members of the FB could inform themselves of that work and FB meetings could focus solely on those matters within the FB's mandate.

**Drug Free Sport New Zealand**

SUBMITTED

Nick Paterson, Chief Executive (New Zealand)  
NADO - NADO

See earlier response. The current long agenda and papers, already consider mostly by the EC, is inefficient at best.

**National Anti Doping Agency Germany**

SUBMITTED

Andrea Gotzmann, CEO (Germany)  
NADO - NADO

The FB should only meet once a year unless something material occurs that necessitates an additional meeting. No overlapping agendas with EC.

**Canadian Centre for Ethics in Sport**

SUBMITTED

Doug MacQuarrie, Chief Operating Officer (Canada)  
NADO - NADO

Frequency of Fdn Board meetings should be reduced to an annual meeting with the option of calling a 2nd or 3rd meeting should the need arise.

A clearer mandate between the Fdn Board and the EXCO would greatly improve efficiency. Fdn Board meetings seem to operate now as a way to be informed of what EXCO did on the previous day! Although the current decision making regimen often prevents the Fdn Board from exercising any of its organization authority. This situation could be greatly improved with clear and non-redundant responsibilities. Transparency and therefore trust and credibility suffers greatly in the current model.

**Palestine Anti-doping committee**

SUBMITTED

Reem Dasa, Liaison (Palestine)  
NADO - NADO

no changes

**Anti-Doping Norway**

Martin Holmlund Lauesen, Director - International Relations and Medical (Norge)

NADO - NADO

Bearing in mind our call for a separation of the legislative/regulating power on the one hand, and the executive power on the other hand, the Foundation Board should – as the legislative/regulating function – be a broad representative body responsible for standard-setting incl. establishing rules (WADC, ISs, TDs, guidelines etc.) and for approval of both budget and accounts.

As such the composition should be broader than today (including representatives of athletes, NADOs and possibly Laboratories) in order to decrease the dependency on one stakeholder and ensure a broader ownership of the rules. In addition, this would bring more expertise around the table. The representatives of the public authorities and of the Olympic Movement may remain the “firsts among equals” when agreeing on the size of the Financial Envelope of WADA, as they finance the organization, but the expertise of those dealing with antidoping on an everyday basis will be brought into the center of the legislative/regulating work and the division of the budget.

Members of the Executive Committee (incl. the president and vice-president) should not be members of the Foundation Board but should take part in the meetings and be available for questions from members of the Foundation Board.

As the legislative/regulating body, all Foundation Board meetings should be held in public and live-streamed online in order to increase the transparency. As is the case with several other legislative/regulating functions, all meeting papers should be publicly available (also prior to the meetings) – which would also make it possible for the members to consult with their constituencies.

**Central European Anti-Doping Organization (CEADO)**

Michael Cepic, Chairman CEADO Board (Austria)

NADO - RADO

SUBMITTED

**No suggestions.****Anglesea Sports Medicine**

Chris Milne, Sports Physician (New Zealand)

Other - Other (ex. Media, University, etc.)

SUBMITTED

I am unaware of the content of the meetings so cannot comment.

**iNADO**

Jorge Leyva, CEO (Germany)

Other - Other (ex. Media, University, etc.)

SUBMITTED

As with the Executive Committee response (Section 3 C1), the volume of papers and focus of meetings needs to be streamlined to ensure efficiency and enhance the ability of all organizations to contribute to critical discussion.

**Athleten Deutschland e.V.**

Maximilian Klein, Representative for International Sport Policy (Germany)

Other - Other (ex. Media, University, etc.)

SUBMITTED

▪

Make ExCo meetings more transparent, so that FB members can be better informed beforehand and FB meetings can focus on original mandate of the FB.

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**4e) (30)**

SUBMITTED

Ben Sandford, . (New Zealand)  
Sport - Athlete - Retired

The FB needs to be a representative body, the numbers need to be increased to have athlete and NADO representation, it should only meet once a year, and needs to change from representing funds to representing stakeholders who would include the funders.

**FINA**

SUBMITTED

Marcela Saxlund, Interim Executive Director (Switzerland)  
Sport - IF – Summer Olympic

no comment

**Cabo Verde National Olympic Committee**

SUBMITTED

Filomena Fortes, President (Cape Verde)  
Sport - National Olympic Committee

All Ok

**GAISF**

SUBMITTED

Davide Delfini, Membership Manager (Switzerland)  
Sport - Other

**No changes needed.**

**AthletesCAN**

SUBMITTED

Georgina Truman, Manager, Athlete Relations and Operations (Canada)  
Sport - Other

Key stakeholders, including athletes and smaller nations, are excluded from governance of WADA Foundational Board due to the correlation between seat allocation and financial contributions. Funding must be decoupled from decision-making to achieve true governance reform. Further, WADA governance reform must include increased accountability through equal and independent athlete representation. The Foundation Board composition should reflect the following representatives:

- 1/3 of seats being elected by sport organizations;
- 1/3 of seats being elected by governments; and
- 1/3 of seats being elected by athletes and reflect athlete populations that are bound by the Code.

**New Zealand Government**

SUBMITTED

Alice Hume, . (.)  
Public Authorities - Government

No other changes are proposed to the composition of the Foundation Board. Financial contributions (provided they have been paid) should have no bearing on voting or representational rights.

**Sport Integrity Australia**

SUBMITTED

Luke Janeczko, Assistant Director - Anti-Doping Policy (Australia)  
Public Authorities - Government

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Financial contributions should not be a factor in gaining representation rights.

**Luxembourg: Minister Dan Kersch, Minister of Sport and member of the WADA Executive Committee, and Alexandre Husting, Advisor and CAHAMA Delegate**

SUBMITTED

Alexandre Husting, \* (Luxembourg)  
Public Authorities - Government

No

**ONADE**

SUBMITTED

Janet Emen, Executive Secretary (Ecuador)  
NADO - NADO

No changes required

**NADO MKD**

SUBMITTED

Eli Handjiska, Sport Medicine Doctor (North Macedonia)  
NADO - NADO

No other changes to be considered to FB.

**ABCD**

SUBMITTED

Anthony Moreira, Executive Director (Brazil)  
NADO - NADO

If the Foundation Board is to be a truly representative body, then it is for the main stakeholder groups to determine who represents them. As made clear, there are two groups directly and crucially impacted by the full breadth of WADAs work: athletes and NADOs, and they should be represented at Foundation Board level by individuals of their choice.

A consideration should be given to the number of members currently on the Foundation Board (38). It is important to determine whether this number is necessary, efficient, and effective? The risk is that in a such a large group, individual members remain inactive, lethargic, anonymous. Thought should be given to the idea of reducing the number of members on the Foundation Board, for example to around 20.

**UK Anti-Doping**

SUBMITTED

Jamie Piggins, International and Stakeholder Relations Officer (UK)  
NADO - NADO

A properly representative FB can protect the interests of WADA's funders in budgetary matters through a special weighted voting scheme on financial matters. This was a NADO proposal to the 2018 WADA Governance WG that did not receive proper consideration.

**Sport Ireland**

SUBMITTED

Siobhan Leonard, Director of Anti-Doping & Ethics (Ireland)  
NADO - NADO

A properly representative FB can protect the interests of WADA's funders in budgetary matters through a special weighted voting scheme on financial matters. This was a NADO proposal to the 2018 WADA Governance WG that did not receive proper consideration.

**AEPSAD - Agencia Española de Protección de la Salud en el Deporte**

SUBMITTED

Carlos Gea, Head of International Relations and Cooperation Area (España)  
NADO - NADO

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We consider that there is no need of any other changes to the FB.

**Anti-Doping Singapore**

Patrick Goh, Chairman (Singapore)  
NADO - NADO

SUBMITTED

See 4a)

There were concerns raised during the first governance review, that allowing FB stakeholder representation by Independent athletes and NADOs, who do not contribute financially to WADA, may not go down well with those that do contribute. This is especially when it came to financial/budgetary matters.

We suggest that this can be resolved by disqualifying non-contributing groups from voting on such matters, although they may participate in debate on it.

**Antidoping Switzerland**

Ernst König, CEO (Switzerland)  
NADO - NADO

SUBMITTED

- A representative FB can protect the interests of WADA's funders in budgetary matters through a special weighted voting scheme on financial matters. This was NADO proposal to the 2018 WADA Governance WG that did not receive consideration.

**U.S. Anti-Doping Agency**

Francoise Farrell, Executive Assistant to CEO (United States)  
NADO - NADO

SUBMITTED

A properly representative FB can protect the interests of WADA's funders in budgetary matters.

**Azerbaijan National Anti-Doping Agency (AMADA)**

Shafag Huseynli, CEO (Azerbaijan)  
NADO - NADO

SUBMITTED

No comment

**Anti Doping Danmark**

Michael Ask, CEO (Denmark)  
NADO - NADO

SUBMITTED

A properly representative FB can protect the interests of WADA's funders in budgetary matters through a special weighted voting scheme on financial matters. This was a NADO proposal to the 2018 WADA Governance WG that did not receive proper consideration.

**Japan Anti-Doping Agency**

Akira Kataoka, General Manager, Results Management and Intelligence (Japan)  
NADO - NADO

SUBMITTED

A properly representative FB can protect the interests of WADA's funders in budgetary matters through a special weighted voting scheme on financial matters.

**Agence française de lutte contre le dopage**

Adeline Molina, RAQ (France)  
NADO - NADO

SUBMITTED



A properly representative FB can protect the interests of WADA's funders in budgetary matters through a special weighted voting scheme on financial matters. This was a NADO proposal to the 2018 WADA Governance WG.

**Finnish Center for Integrity in Sports (FINCIS)**

Petteri Lindblom, Legal Director (Finland)  
NADO - NADO

SUBMITTED

A properly representative FB can protect the interests of WADA's funders in budgetary matters through a special weighted voting scheme on financial matters.

**Doping Authority Netherlands**

Olivier de Hon, Chief Operating Officer (Netherlands)  
NADO - NADO

SUBMITTED

4(e). A properly representative FB can protect the interests of WADA's funders in budgetary matters through a special weighted voting scheme on financial matters. This was a NADO proposal to the 2018 WADA Governance WG that did not receive proper consideration.

**Drug Free Sport New Zealand**

Nick Paterson, Chief Executive (New Zealand)  
NADO - NADO

SUBMITTED

The representative nature of the FB should continue to reflect/include the diverse/ different geographical areas as well as different sports and athletes.

**National Anti Doping Agency Germany**

Andrea Gotzmann, CEO (Germany)  
NADO - NADO

SUBMITTED

A properly representative FB can protect the interests of WADA's funders in budgetary matters through a special weighted voting scheme on financial matters (NADOs' proposal to the 2018 WADA Governance WG).

**Canadian Centre for Ethics in Sport**

Doug MacQuarrie, Chief Operating Officer (Canada)  
NADO - NADO

SUBMITTED

Weighted voting is common in many organizations where transparency and legitimacy is valued. Funders should have the ability to ensure their interests are strongly considered particularly where their financing is in question. However, good decision reflective of all stakeholders must be decision making informed with input from all stakeholders.

**Anti-Doping Norway**

Martin Holmlund Lauesen, Director - International Relations and Medical (Norge)  
NADO - NADO

SUBMITTED

Anti-Doping Norway would suggest changing the composition of the Foundation Board to better reflect the landscape of Anti-Doping, i.e. by modifying the direct link between financial contribution and voting and representation rights and allocate some seats to representatives of athletes, NADOs and Laboratories. Currently, 4 seats are allocated to representatives of the IOC Athlete Committee, however we find that it would be more appropriate to build on the new (future) representative WADA Athlete Committee.

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The Public Authorities and the sports movement can still remain “first among equals” when setting the size of the financial envelope / contributions, for example through weighted voting on financial matters. Another possibility is to take reallocate seats from the sports movement to the athlete committee and to reallocate seats from the public authorities to the NADOs.

This could, for example, be done by adding extra seats to representatives elected by Athletes, NADOs and possibly Laboratories – or by changing the 18 + 18 composition to a 12 + 12 + 6 + 6:

- 12 members appointed by the sports movement taking diversity (including sports and geography) into consideration.
- 6 members appointed by the Athlete Committee taking diversity (including sports and geography) into consideration.
- 12 members appointed by the public authorities taking diversity (including geographical distribution) into consideration.
- 5 members appointed by the NADOs taking diversity (including geographical distribution) into consideration.
- 1 member appointed by the Laboratories.

### Central European Anti-Doping Organization (CEADO)

Michael Cepic, Chairman CEADO Board (Austria)  
NADO - RADO

SUBMITTED

**No suggestions.**

### Anglesea Sports Medicine

Chris Milne, Sports Physician (New Zealand)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

No other changes that I can think of.

### iNADO

Jorge Leyva, CEO (Germany)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

**If the Foundation Board is to be a truly representative body, then it is for the main stakeholder groups to determine who represents them.** As made clear, there are two groups directly and crucially impacted by the full breadth of WADAs work: athletes and NADOs, and they should be represented at Foundation Board level by individuals of their choice.

A consideration should be given to the number of members currently on the Foundation Board (38). It is important to determine whether this number is necessary, efficient, and effective? The risk is that in a such a large group, individual members remain inactive, lethargic, anonymous. Thought should be given to the idea of reducing the number of members on the Foundation Board, for example to around 20.

## 4f) (22)

### FINA

Marcela Saxlund, Interim Executive Director (Switzerland)  
Sport - IF – Summer Olympic

SUBMITTED

Like the Executive Board members, the Foundation Board members should also have mandatory required introductory education to ensure their competency in anti-doping matters

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**International Olympic Committee**

SUBMITTED

Hannah Emily Marie Grossenbacher, Project Manager (Switzerland)  
Sport - IOC

One could consider holding only one Foundation Board meeting per year over two days.

**Sport Integrity Australia**

SUBMITTED

Luke Janeczko, Assistant Director - Anti-Doping Policy (Australia)  
Public Authorities - Government

No further comments.

**Luxembourg: Minister Dan Kersch, Minister of Sport and member of the WADA Executive Committee, and Alexandre Husting, Advisor and CAHAMA Delegate**

SUBMITTED

Alexandre Husting, \* (Luxembourg)  
Public Authorities - Government

For both FB and ExCo members there should be a quick suspension procedure (even temporary) when a member is suspected of having breached the rules and ethics. Also provide mechanisms for WADA to learn of such behaviours anonymously.

**Ministry of Culture Denmark**

SUBMITTED

Henrik Bramming, Head of section (Denmark)  
Public Authorities - Government

The FB, if it truly a representative and legislative body, should not make operational decisions, for example, concerning Code compliance. As Russian non-compliance has demonstrated, the current system exposes WADA and the members of its FB to external pressure and undue influence by its funding stakeholders.

**ONADE**

SUBMITTED

Janet Emen, Executive Secretary (Ecuador)  
NADO - NADO

Foundation board helps keeping transparency and governance

**NADO MKD**

SUBMITTED

Eli Handjiska, Sport Medicine Doctor (North Macedonia)  
NADO - NADO

No other comments.

**ABCD**

SUBMITTED

Anthony Moreira, Executive Director (Brazil)  
NADO - NADO

**UK Anti-Doping**

SUBMITTED

Jamie Piggins, International and Stakeholder Relations Officer (UK)  
NADO - NADO

The FB, if it truly a representative and legislative body, should not make operational decisions, for example, concerning Code compliance. As Russian non-compliance has demonstrated, the current

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system exposes WADA and the members of its FB to external pressure and undue influence by its funding stakeholders.

**Sport Ireland**

SUBMITTED

Siobhan Leonard, Director of Anti-Doping & Ethics (Ireland)  
NADO - NADO

The FB, if it truly a representative and legislative body, should not make operational decisions, for example, concerning Code compliance. As Russian non-compliance has demonstrated, the current system exposes WADA and the members of its FB to external pressure and undue influence by its funding stakeholders.

**AEPSAD - Agencia Española de Protección de la Salud en el Deporte**

SUBMITTED

Carlos Gea, Head of International Relations and Coopetation Area (España)  
NADO - NADO

No further comments.

**Antidoping Switzerland**

SUBMITTED

Ernst König, CEO (Switzerland)  
NADO - NADO

- The FB, if truly a representative and legislative body, should not make operational decisions, for example, concerning Code compliance

**U.S. Anti-Doping Agency**

SUBMITTED

Francoise Farrell, Executive Assistant to CEO (United States)  
NADO - NADO

The FB, if it truly a representative and legislative body, should not make operational decisions, for example, concerning Code compliance. As Russian non-compliance has demonstrated, the current system exposes WADA and the members of its FB to external pressure and undue influence by its funding stakeholders.

**Azerbaijan National Anti-Doping Agency (AMADA)**

SUBMITTED

Shafag Huseynli, CEO (Azerbaijan)  
NADO - NADO

No comment

**Anti Doping Danmark**

SUBMITTED

Michael Ask, CEO (Denmark)  
NADO - NADO

The FB, if it truly a representative and legislative body, should not make operational decisions, for example, concerning Code compliance. As Russian non-compliance has demonstrated, the current system exposes WADA and the members of its FB to external pressure and undue influence by its funding stakeholders.

**Finnish Center for Integrity in Sports (FINCIS)**

SUBMITTED

Petteri Lindblom, Legal Director (Finland)  
NADO - NADO

The FB should not make operational decisions, for example, concerning Code compliance. As Russian non-compliance has demonstrated, the current system exposes WADA and the members of its FB to external pressure and undue influence by its funding stakeholders.

### Doping Authority Netherlands

SUBMITTED

Olivier de Hon, Chief Operating Officer (Netherlands)  
NADO - NADO

4(f). The FB, if it truly a representative and legislative body, should not make operational decisions, for example, concerning Code compliance. As Russian non-compliance has demonstrated, the current system exposes WADA and the members of its FB to external pressure and undue influence by its funding stakeholders.

### National Anti Doping Agency Germany

SUBMITTED

Andrea Gotzmann, CEO (Germany)  
NADO - NADO

The FB, if it truly a representative and legislative body, should not make operational decisions, for example, concerning Code compliance.

### Canadian Centre for Ethics in Sport

SUBMITTED

Doug MacQuarrie, Chief Operating Officer (Canada)  
NADO - NADO

The Fdn Board should stick to policy level decision making and not be involved in operational/administrative decision making.

### Hellenic Council for Combating doping

SUBMITTED

CHARIS LIAPI, Member Ex Com (GREECE)  
NADO - NADO

no further comments

### Anglesea Sports Medicine

SUBMITTED

Chris Milne, Sports Physician (New Zealand)  
Other - Other (ex. Media, University, etc.)

No further comments

### Athleten Deutschland e.V.

SUBMITTED

Maximilian Klein, Representative for International Sport Policy (Germany)  
Other - Other (ex. Media, University, etc.)

- 

The FB as truly legislative body should not make operational decisions, e.g. with regards to Code Compliance.

- 

Such decisions should never be done under the influence of its funders.

## 5. Standing Committees (with the exception of the Compliance Review Committee and the Athlete Committee) (22)

### Global Athlete with Athletics Association and NOC Athlete Commission of Denmark, Netherlands and Norway

SUBMITTED

Rob Koehler, Director General (Canada)

Sport - Athlete Representative (State the name of the athlete body in Organization name)

### Question 5: Standing Committees (with exception of the Compliance Review Committee and the Athlete Committee) (Yearly budget – US\$276,500)

- These standing committees (Education, Finance and Health, Medical and Research) provide recommendations and have no decision-making power.
- In most cases standing committees' outcomes are swayed heavily by WADA management.
- Standing committee members are nominated by stakeholders. This also results in selective selection by Directors, the Director General and President, and are predominantly "rubber stamped" by the Executive Committee and Foundation Board. Instead of selective members, broader reach and enhanced stakeholder feedback may be more beneficial.
- Many committee members lack expertise and interest to be on these committees and see such an appointment as a perk for business class travel to other cities, five-star hotels and per diems.
- Preparation for these meetings is also very resource-intensive for WADA staff. Which raises the question - is WADA getting its return on investment?
- The new bylaws that require at least one athlete and one NADO representative on each committee are purely inclusion window dressing.

One could question the need for standing committees given their limited decision-making power. In place of standing committees there could be broad stakeholder conferences, events that are already convened and budgeted for by WADA. Research and professional expertise could better inform the agency and an independent skill-based Executive Committee would enable robust debate on issues. In 2020 the following meetings were planned (Covid-19 resulted in cancelation but these are reoccurring meetings):

#### Meetings

#### Budget USD

Annual WADA Symposium that convenes over 800 stakeholders

\$450,000

Education Conference

\$90,000

Scientific and medical symposia

\$75,000

TUE Symposium

\$20,000

#### Notes:

**Education Committee:** There is little need for an Education Committee. WADA is better to source experts for independent guidance and opinions. The Social Science Review Panel provides value as these

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individuals are not nominated but rather selected based on their field of expertise. Social science should be driving an education strategy.

**Finance Committee:** As a recommendation body this committee is not required. The independent Executive Committee and the Foundation board should be deciding the budget based on the recommendation and needs of WADA management. Most often this committee approves already-proposed budget plans from individual departments. Auditors are already appointed for checks and balances. The committee members also have divided loyalties given the fact they are nominate by a sport or government stakeholder.

**Health Medical and Research:** There is little need for a Health Medical and Research Committee. As per other committees, these committee members also have divided loyalties given the fact they are nominate by a sport or government stakeholder. Research should be driving all decision and not how and what individuals think. Items such as the List, Gene Doping, EPO, Steroidal Profiles etc. should all be science led and not reliant on biases deciding policy.

### **USOPC Athlete Advisory Council**

SUBMITTED

Meryl Fishler, Coordinator (United States)

Sport - Athlete Representative (State the name of the athlete body in Organization name)

## **5. Standing Committees**

We address our thoughts on the Athlete Committee in Question No. 7. This response addresses the other standing committees.

The Standing Committees create a large bureaucratic process and undertaking. One in which the Committees have no decision-making authority. Too frequently, the WADA staff ends up creating the Agendas, guiding the decisions, and then using the Committees to persuade EC members or FB members of positions. This should be streamlined and minimized.

A better route would be to allow the Staff to hire true technical experts and report the costs, substantive outcomes directly to the Independent EC for informed decision making not simply reliance on a politically appointed Committee. In this scenario, staff should have the authority to create and administer "advisory groups" of stakeholders. This would enhance stakeholder engagement and minimize the possibility of rogue staff-driven initiatives.

### **International Cricket Council**

SUBMITTED

Vanessa Hobkirk, Anti-Doping Manager (United Arab Emirates)

Sport - IF – IOC-Recognized

No comment.

### **Cerebral Palsy International Sport and Recreation Association**

SUBMITTED

Halim Jebali, CPISRA Medical Committee Chair (Tunisia)

Sport - IF – Other

Les Comité permanents ont à mon avis un degré d'indépendance moins strict et c'est bon comme cela une plus grande représentativité des personnes issues des ONAD's serait souhaitable Cela rendrait ces Comités plus efficace en terme de rentabilité et en terme d'adaptations aux réalités

### **FINA**

SUBMITTED

Marcela Saxlund, Interim Executive Director (Switzerland)

Sport - IF – Summer Olympic

no comment

### **Cabo Verde National Olympic Committee**

SUBMITTED

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Filomena Fortes, President (Cape Verde)  
Sport - National Olympic Committee

No changes.

### **Sport Integrity Australia**

Luke Janeczko, Assistant Director - Anti-Doping Policy (Australia)  
Public Authorities - Government

SUBMITTED

### **Office of National Drug Control Policy**

Richard Baum, United States Coordinator, Doping in Sport (United States of America)  
Public Authorities - Government

SUBMITTED

The Standing Committees create a large bureaucratic process and undertaking, one in which the Committees have no decision-making authority. Too frequently, the WADA staff ends up creating the meeting agendas, guiding the decisions and then using the Committees to persuade ExCo members or FB members of pre-established positions. This should be streamlined and minimized to make better use of both the committee's expertise and WADA's Staff time and energy.

A better route would be to allow the WADA Staff to hire true technical experts and report substantive recommendations directly to an Independent Executive Committee for informed decision making. Thus, the actions and decisions could more fairly be described as technical, administrative, substantive decisions and not appear to be political decisions made by a politically appointed Committee. In this scenario, WADA should have the authority to create and administer "advisory groups" of stakeholders. This would enhance stakeholder engagement, minimize the possibility that initiatives are not fully developed, and ensure that the advice of the world leading experts is utilized.

If some of the Standing Committees remain (e.g. CRC, Athletes), they should be subject to the same principles of good governance as the FB and ExCo. They should have:

- Broad representation of WADA stakeholders;
- Truly independent experts, subject to WADA's diversity and gender equity policy, for CRC and Athletes' Committees;
- Operate transparently and with clear terms of reference;
- Members should receive adequate on-boarding briefings;
- Be free of conflicts of interest and mandates from WADA Staff.

### **Organizacion Nacional Antidopaje de Uruguay**

José Veloso Fernandez, Jefe de control Dopaje (Uruguay)  
NADO - NADO

SUBMITTED

I understand that the selection process in the integration of these committees, especially the Education and Health, Science and Research committees, specifically take care of aspects that in the long run allow two weaknesses in the future to affect the purpose for which they were created. .

One is the term of integration, although it is three years with the option of another, many were not even offered the opportunity to maintain.



The other involves taking care of regional proportions (gender and diversity) they have done and it is clear today, that even in the integration that 8 countries have in the 3 representative committees, and more than one country in the same Committee has two.

ONCE AGAIN, THE BACKGROUND'S EXPERIENCE AND EXPERTISE in the antidoping field should come first, in addition to the age of no member of more than 70 years. WADA is 20 years old, it must be ensured that the actor's experience in actions not in years. To finish, and likewise summarize, two important concepts should be taken into account,

One, the endorsement of the Institution or Institutions with which the applicant is presented and the other the aforementioned expertise. This is how WADA is protected in the field of sport.

**ONADE**

Janet Emen, Executive Secretary (Ecuador)  
NADO - NADO

SUBMITTED

Yes it is satisfactory

**Comitato Permanente Antidoping (NADO)**

Claudio Muccioli, President (San Marino)  
NADO - NADO

SUBMITTED

no comment

**Bahrain Olympic committee**

Zainab Anwar, Antidoping specialist (Kingdom of Bahrain)  
NADO - NADO

SUBMITTED

5a)(i) satisfactory.  
5a)(ii) no.  
5a)(iii) no.

5b)yes we do agree with the diversity factors and gender balance as well as regional representation.

5c)yes we agree.  
5d)(i)yes with all mutual committee.  
5d)(ii) yes.  
5d)(iii)yes endorsement reference needed.  
5d)(iv) yes.5d)(v)yes.  
5e)no comments.

**Russian Anti-Doping Agency "RUSADA"**

RUSADA RUSADA, Administration (Russia)  
NADO - NADO

SUBMITTED

Consider this provision satisfactory.

**Anti-Doping Singapore**

Patrick Goh, Chairman (Singapore)  
NADO - NADO

SUBMITTED

**Anti Doping Danmark**

Michael Ask, CEO (Denmark)  
NADO - NADO

The Standing Committees create a large bureaucratic process and undertaking. One in which the Committees have no decision-making authority. Too frequently, the WADA staff ends up creating the Agendas, guiding the decisions and then using the Committees to persuade EC members or FB members of positions. This should be streamlined and minimized.

A better route would be to allow the Staff to hire true technical experts and report the costs, substantive outcomes directly to the Independent EC for informed decision making not simply reliance on a politically appointed Committee.

As mentioned previously , a more representative FB and an independent EC would also make the Athlete Committee and the CRC redundant.

**Agence française de lutte contre le dopage**

Adeline Molina, RAQ (France)  
NADO - NADO

SUBMITTED

Yes it is. As put by iNADO, the Executive Committee must critically evaluate and assess the weight of advice in the full context of their work. This cannot occur if the person assessing the advice is the person providing it.

**SA Institute for Drug-Free Sport**

khalid galant, CEO (South Africa)  
NADO - NADO

SUBMITTED

The role of standing committees in WADA's governance needs to be revisited. If the purpose of standing committees is to provide expertise on "field work", then the interests and perspectives of "field work" experts need to be represented on such structures. Standing committees should provide recommendations/input to the WADA management.

WADA management need to determine the nature of standing committees and duration of the terms. Term limits should be limited to two terms to ensure a diversity of expert opinions. WADA management should recommend the composition of the standing committees to the ExCo, with due regard for diversity. Expertise should be the primary criteria of standing committees. Since these committees should provide recommendations to WADA management and have no real decision-making authority, independence is not a critical criteria.

**Doping Authority Netherlands**

Olivier de Hon, Chief Operating Officer (Netherlands)  
NADO - NADO

SUBMITTED

5(a-e). The Standing Committees create a large bureaucratic process and undertaking. One in which the Committees have no decision-making authority. Too frequently, the WADA staff ends up creating the Agendas, guiding the decisions and then using the Committees to persuade ExCo members or FB members of positions. This should be streamlined and minimized.

In this way, the expertise in the various areas (Education/Health Medical and Research/Finance) can be used more profoundly and independently. The committees should be subject to the same principles of good governance as the FB and ExCo. They should have

- Broad representation of WADA stakeholders for advisory committees.
- Operate transparently and with clear terms of reference.
- Members should receive adequate on-boarding.

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· Free of conflict of interest and mandates from WADA Staff.

### Drug Free Sport New Zealand

Nick Paterson, Chief Executive (New Zealand)

NADO - NADO

SUBMITTED

There should be clear identification of who the standing committees report to and/or are accountable to.

We believe the *Education Committee* and the *Health, Medical and Research Committee*, like the *NADO EAG*, are **operational** committees, providing expertise on certain topics and primarily to the operational teams of WADA. As such, they are not governance level committees, and should be committees of the WADA Director General, created, set up and run by the DG and his team. They report in to the EC for information only when the DG thinks appropriate or the EC otherwise specifically ask for input.

The *Finance and Administration Committee* is a **governance** committee, and effectively a subcommittee of the EC. The Chair of this committee should have a seat with voting rights on the EC, i.e. would be one of the EC members.

The *Athlete committee* is an independent committee, comprised only of athletes (current/ recently former) and should report to EC. Like the EC, the chair must be independent, but it might also include dependent/representative athletes as well as independent athletes. All athletes within the WADC jurisdiction should have the opportunity to be represented, albeit with a focus on international level athletes. The Chair of this committee would have a seat with voting rights on the EC, i.e. would be one of the EC members.

The *Compliance Review Committee* is an independent committee, performing an expert role and at times quasi-judicial role. It should be completely independent of WADA management and the EC. It should also be empowered to make decisions based on its expertise and the application of the WADC. These decisions should not be subject to endorsement/ratification or otherwise by EC. These decisions could be appealed to CAS by an ADO/ lab etc **or** by WADA.

### Hellenic Council for Combating doping

CHARIS LIAPI, Member Ex Com (GREECE)

NADO - NADO

SUBMITTED

### Anglesea Sports Medicine

Chris Milne, Sports Physician (New Zealand)

Other - Other (ex. Media, University, etc.)

SUBMITTED

See below

### iNADO

Jorge Leyva, CEO (Germany)

Other - Other (ex. Media, University, etc.)

SUBMITTED

### 5a) (i) (23)

· Ben Sandford, . (New Zealand)  
Sport - Athlete - Retired

SUBMITTED

In terms of the Finance committee I don't see why in the current set up a chair can't be a EC member. The other committees no.  
Is there a need for the finance committee or should all of its work be handled internally?  
The Education Committee is run by the education department and is an expert group, i would suggest that it is in fact an expert advisory group and should be run like that, same as the Legal Expert Advisory Group.

**FINA**

SUBMITTED

Marcela Saxlund, Interim Executive Director (Switzerland)  
Sport - IF – Summer Olympic

no comment

**International Olympic Committee**

SUBMITTED

Hannah Emily Marie Grossenbacher, Project Manager (Switzerland)  
Sport - IOC

**yes - with the exception of the Chair of the Finance Committee – as the ExCo and FB have responsibilities to oversee WADA's finances there must be close relations between the Finance Committee and ExCo/FB. The bridge between this Committee and WADA's governing bodies must be stronger here as the work of the Finance and Administration Committee is directly linked to the review and approval of WADA's budget.**

**GAISF**

SUBMITTED

Davide Delfini, Membership Manager (Switzerland)  
Sport - Other

Yes

**New Zealand Government**

SUBMITTED

Alice Hume, . (.)  
Public Authorities - Government

Rules precluding Chairpersons of Standing Committees being Members of the Executive Committee are appropriate.

**Sport Integrity Australia**

SUBMITTED

Luke Janeczko, Assistant Director - Anti-Doping Policy (Australia)  
Public Authorities - Government

Yes – Australia considers this provision satisfactory. We do however note the importance of having the Chairs available to provide further information and expertise to the ExCo and FB members when required.

**Luxembourg: Minister Dan Kersch, Minister of Sport and member of the WADA Executive Committee, and Alexandre Husting, Advisor and CAHAMA Delegate**

SUBMITTED

Alexandre Husting, \* (Luxembourg)  
Public Authorities - Government

Yes it is.

**ONADE**

SUBMITTED

Janet Emen, Executive Secretary (Ecuador)

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NADO - NADO

Yes it is satisfactory

**ABCD**

SUBMITTED

Anthony Moreira, Executive Director (Brazil)  
NADO - NADO

This provision is essential. The Executive Committee must critically evaluate and assess the weight of advice in the full context of their work. This cannot occur if the person assessing the advice is the person providing it. Of course this argument equally applies to the Executive Committee which should have an independent Chair.

**NADO MKD**

SUBMITTED

Eli Handjiska, Sport Medicine Doctor (North Macedonia)  
NADO - NADO

Yes, this provision is satisfactory.

**UK Anti-Doping**

SUBMITTED

Jamie Piggins, International and Stakeholder Relations Officer (UK)  
NADO - NADO

While we understand the reasoning behind not allowing Standing Committee Chairs to be WADA Executive Committee Members, with full voting rights, we would wish to see their expertise better utilised by the Executive Committee. Currently Standing Committee Chairs are only invited to attend ExCo meetings at the request of the ExCo Chair, to discuss matters relating to their Standing Committee. We believe all Standing Committee Chairs should be granted full access to attend ExCo meetings, without voting rights, with the view that their knowledge can positively impact upon final decision making.

**Sport Ireland**

SUBMITTED

Siobhan Leonard, Director of Anti-Doping & Ethics (Ireland)  
NADO - NADO

This provision is essential. The Executive Committee must critically evaluate and assess the weight of advice in the full context of their work. This cannot occur if the person assessing the advice is the person providing it. Of course this argument equally applies to the Executive Committee which should have an independent Chair.

**AEPSAD - Agencia Española de Protección de la Salud en el Deporte**

SUBMITTED

Carlos Gea, Head of International Relations and Cooperation Area (España)  
NADO - NADO

Yes, we consider this provision satisfactory.

**Russian Anti-Doping Agency "RUSADA"**

SUBMITTED

RUSADA RUSADA, Administration (Russia)  
NADO - NADO

Consider tis provision satisfactory.

**UK Anti-Doping Athlete Commission**

SUBMITTED

Tony Josiah, Head of International and Stakeholder Relations (United Kingdom)  
NADO - NADO

We think it is satisfactory

**Azerbaijan National Anti-Doping Agency (AMADA)**

 Shafag Huseynli, CEO (Azerbaijan)  
 NADO - NADO

It is satisfactory.

**Japan Anti-Doping Agency**

 Akira Kataoka, General Manager, Results Management and Intelligence (Japan)  
 NADO - NADO

SUBMITTED

Chair of the Standing Committee does not necessary be a member of ExCo, as long as the Chair of each Standing Committee has a chair to attend the ExCo and FB meeting as a expert and can freely express or report from its expert capacity.

**Drug Free Sport New Zealand**

 Nick Paterson, Chief Executive (New Zealand)  
 NADO - NADO

SUBMITTED

Where a standing committee is a sub-committee of the EC or otherwise is required to provide independent input to the EC e.g. finance committee, athlete committee, the chair of these committees should a voting member of the EC. They are subcommittees of the EC. This is how a corporate board would operate. Members are not appointed to the subcommittee because they are independent from the EC, but rather because some (the chair minimum) is a member of the EC with specific expertise and they will find others with similar expertise to assist the EC in its decision making. Operational committees i.e. created for and by the DG to provide expertise into the operations of WADA, should probably not be members of the EC.

**Hellenic Council for Combating doping**

 CHARIS LIAPI, Member Ex Com (GREECE)  
 NADO - NADO

SUBMITTED

This provision is satisfactory

**Anti-Doping Sweden**

 Christine Helle, CEO (Sweden)  
 NADO - NADO

SUBMITTED

The Chairs should preferably be independent of all WADA stakeholders.

**Central European Anti-Doping Organization (CEADO)**

 Michael Cepic, Chairman CEADO Board (Austria)  
 NADO - RADO

SUBMITTED

Yes

**Anglesea Sports Medicine**

 Chris Milne, Sports Physician (New Zealand)  
 Other - Other (ex. Media, University, etc.)

SUBMITTED

It is probably satisfactory, provided that the Chairs of Standing Committees can freely communicate their issues to the EC/FB.

**iNADO**

 Jorge Leyva, CEO (Germany)  
 Other - Other (ex. Media, University, etc.)

SUBMITTED

This provision is essential. The Executive Committee must critically evaluate and assess the weight of advice in the full context of their work. This cannot occur if the person assessing the advice is the person

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providing it. Of course, this argument equally applies to the Executive Committee which should have an independent Chair.

**5a) (ii) (22)**

SUBMITTED

Ben Sandford, . (New Zealand)  
Sport - Athlete - Retired

If the status quo is maintained it should be

**FINA**

SUBMITTED

Marcela Saxlund, Interim Executive Director (Switzerland)  
Sport - IF – Summer Olympic

no comment

**International Olympic Committee**

SUBMITTED

Hannah Emily Marie Grossenbacher, Project Manager (Switzerland)  
Sport - IOC

**No – bridges must be kept between Standing Committees and the governing bodies of WADA.**

**GAISF**

SUBMITTED

Davide Delfini, Membership Manager (Switzerland)  
Sport - Other

No

**New Zealand Government**

SUBMITTED

Alice Hume, . (.)  
Public Authorities - Government

The above rule need not apply to ordinary Standing Committee Members.

**Sport Integrity Australia**

SUBMITTED

Luke Janeczko, Assistant Director - Anti-Doping Policy (Australia)  
Public Authorities - Government

Yes – Australia considers that members of standing committees should be independent of the Executive Committee and Foundation Board. Standing Committees often make recommendations to the ExCo and FB on various matters, including project funding proposals, and it is likely inappropriate for a member of the Committee responsible for recommending the proposal, to also be a member of the Committee approving it.

**Luxembourg: Minister Dan Kersch, Minister of Sport and member of the  
WADA Executive Committee, and Alexandre Husting, Advisor and  
CAHAMA Delegate**

SUBMITTED

Alexandre Husting, \* (Luxembourg)  
Public Authorities - Government

No firm opinion but maybe it would be a good idea.

**ONADE**

SUBMITTED

Janet Emen, Executive Secretary (Ecuador)

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NADO - NADO

Should not be extended

**ABCD**

SUBMITTED

Anthony Moreira, Executive Director (Brazil)  
NADO - NADO

Yes, for the same reasons mentioned above.

**NADO MKD**

SUBMITTED

Eli Handjiska, Sport Medicine Doctor (North Macedonia)  
NADO - NADO

Yes it should be extended to all members of the Standing Committees.

**UK Anti-Doping**

SUBMITTED

Jamie Piggins, International and Stakeholder Relations Officer (UK)  
NADO - NADO

Given the rules surrounding CRC recommendations to the ExCo, and the current review into the Athlete Committee representative models, the current distinction between these Committees and the other three is correct.

**AEPSAD - Agencia Española de Protección de la Salud en el Deporte**

SUBMITTED

Carlos Gea, Head of International Relations and Coopetation Area (España)  
NADO - NADO

Yes, we consider that it should be extended to all members of the Standing Committees

**UK Anti-Doping Athlete Commission**

SUBMITTED

Tony Josiah, Head of International and Stakeholder Relations (United Kingdom)  
NADO - NADO

We would say that it should be considered that all the members on the standing committee should be independent to the EC and FB

**Azerbaijan National Anti-Doping Agency (AMADA)**

SUBMITTED

Shafag Huseynli, CEO (Azerbaijan)  
NADO - NADO

It should be extended to all members as well.

**Agence française de lutte contre le dopage**

SUBMITTED

Adeline Molina, RAQ (France)  
NADO - NADO

Yes

**Drug Free Sport New Zealand**

SUBMITTED

Nick Paterson, Chief Executive (New Zealand)  
NADO - NADO

In the same way there is no reason why a member of a committee that is a sub-committee of the EC should not also be an EC member.  
Operational committees i.e. created for and by the DG to provide expertise into the operations of WADA, should probably not be members of the EC.

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**Hellenic Council for Combating doping**  
CHARIS LIAPI, Member Ex Com (GREECE)  
NADO - NADO

SUBMITTED

The incompatibility should be extended to all members of the Standing committee.

**Anti-Doping Norway**

Martin Holmlund Lauesen, Director - International Relations and Medical (Norge)  
NADO - NADO

SUBMITTED

As the primary function of the Standing Committees is advisory, it would be most appropriate to avoid any overlap with both the Executive Committee and the Foundation Board at the level of both members and chairs. However, the participation of the chairs in the Executive Committee and Foundation Board meetings may provide added value for the Executive Committee and the Foundation Board.

**Anti-Doping Sweden**

Christine Helle, CEO (Sweden)  
NADO - NADO

SUBMITTED

Not necessarily, as it might be difficult to recruit members with highly expertise.

**Central European Anti-Doping Organization (CEADO)**

Michael Cepic, Chairman CEADO Board (Austria)  
NADO - RADO

SUBMITTED

Yes

**Anglesea Sports Medicine**

Chris Milne, Sports Physician (New Zealand)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

Uncertain- no fixed opinion

**iNADO**

Jorge Leyva, CEO (Germany)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

Yes, for the same reasons mentioned above 5a i.

**5a) (iii) (23)**

Ben Sandford, . (New Zealand)  
Sport - Athlete - Retired

SUBMITTED

Do we need the finance committee or can all the work be handled internally. If it is needed then it could be a expert advisory group to the EC with specific experts

**World Rugby**

David Ho, Anti-Doping Science and Results Manager (Ireland)  
Sport - IF – Summer Olympic

SUBMITTED

World Rugby would consider it logical to have specific rules for the Finance Committee.

**FINA**

Marcela Saxlund, Interim Executive Director (Switzerland)

SUBMITTED

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Sport - IF – Summer Olympic

no comment

**International Olympic Committee**

SUBMITTED

Hannah Emily Marie Grossenbacher, Project Manager (Switzerland)  
Sport - IOC

See comment a)(i)

**GAISF**

SUBMITTED

Davide Delfini, Membership Manager (Switzerland)  
Sport - Other

**Yes. Special rules might be put in place for the Finance committee if deemed appropriate.**

**New Zealand Government**

SUBMITTED

Alice Hume, . (.)  
Public Authorities - Government

No special rules need apply to the Finance Committee. Members should be selected on the basis of their financial/accounting skills, expertise and experience alongside other diversity criteria.

**Sport Integrity Australia**

SUBMITTED

Luke Janeczko, Assistant Director - Anti-Doping Policy (Australia)  
Public Authorities - Government

No – see comment above.

**Luxembourg: Minister Dan Kersch, Minister of Sport and member of the WADA Executive Committee, and Alexandre Husting, Advisor and CAHAMA Delegate**

SUBMITTED

Alexandre Husting, \* (Luxembourg)  
Public Authorities - Government

As this committee has to have its budget proposals endorsed by the FB, its members should not be full or deputy members of the Board.

**ONADE**

SUBMITTED

Janet Emen, Executive Secretary (Ecuador)  
NADO - NADO

No special rules should apply

**ABCD**

SUBMITTED

Anthony Moreira, Executive Director (Brazil)  
NADO - NADO

Yes, as indicated previously there should be additional requirements to ensure independence. Advice from this Committee needs to reflect exclusively the interests of WADA and therefore any potential that the specific and alternative interests of e.g. the Olympic Movement or Governments might be an influence should be minimized.

**NADO MKD**

SUBMITTED

Eli Handjiska, Sport Medicine Doctor (North Macedonia)

**290/458**

NADO - NADO

Yes, it should be should apply special rules.

**UK Anti-Doping**

SUBMITTED

Jamie Piggins, International and Stakeholder Relations Officer (UK)  
NADO - NADO

If not already done, checks should take place on Finance Committee members to ensure they have never been involved in any financial impropriety

It is viewed that the Finance Committee is meant to perform part of the function of an audit committee. But the time has come for WADA to have a proper audit committee with the traditional responsibilities such a committee would hold.

**AEPSAD - Agencia Española de Protección de la Salud en el Deporte**

SUBMITTED

Carlos Gea, Head of International Relations and Cooperation Area (España)  
NADO - NADO

We consider that no special rules should be applied to the Finance Committee.

**Russian Anti-Doping Agency "RUSADA"**

SUBMITTED

RUSADA RUSADA, Administration (Russia)  
NADO - NADO

Yes, there should be additional requirements to ensure independence.

**Anti-Doping Singapore**

SUBMITTED

Patrick Goh, Chairman (Singapore)  
NADO - NADO

The need to act in the best interests of WADA and its mission must remain central. If, as suggested, the finance committee exclusively deals with internal matters in the implementation of WADA's budget, and does not have the ability in itself to influence WADA's central mission in any meaningful way, then special rules could apply.

**Azerbaijan National Anti-Doping Agency (AMADA)**

SUBMITTED

Shafag Huseynli, CEO (Azerbaijan)  
NADO - NADO

No comment

**Agence française de lutte contre le dopage**

SUBMITTED

Adeline Molina, RAQ (France)  
NADO - NADO

Yes. As put by iNADO, there should be additional requirements to ensure independence. Advice from this Committee needs to reflect exclusively the interests of WADA and therefore any potential that the specific and alternative interests of e.g. the Olympic Movement or Governments might be an influence should be minimized.

**Drug Free Sport New Zealand**

SUBMITTED

Nick Paterson, Chief Executive (New Zealand)  
NADO - NADO

No special rules to apply to the finance committee. This is an expert committee, the purpose of which is to provide expertise and advice to the EC to assist the EC in understanding the finances of WADA, and hence to assist in any decision making by the EC.

**Hellenic Council for Combating doping**  
CHARIS LIAPI, Member Ex Com (GREECE)  
NADO - NADO

SUBMITTED

Possibly the Chair of the Finance committee , because of the task of this com, could participate at the Exec Com

**Anti-Doping Norway**  
Martin Holmlund Lauesen, Director - International Relations and Medical (Norge)  
NADO - NADO

SUBMITTED

As the primary function of the Standing Committees is advisory, it would be most appropriate to avoid any overlap with both the Executive Committee and the Foundation Board at the level of both members and chairs. This is particularly relevant in the context of the Finance and Administration Committee, where issues dealt with at committee level will later be dealt with in (either) the Foundation Board or the Executive Committee (or both).

**Central European Anti-Doping Organization (CEADO)**  
Michael Cepic, Chairman CEADO Board (Austria)  
NADO - RADO

SUBMITTED

**CEADO suggests a strict vetting process for the Finance Committee and a in-depth analysis of potential conflict of interests.**

**Anglesea Sports Medicine**  
Chris Milne, Sports Physician (New Zealand)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

Uncertain- no fixed opinion

**iNADO**  
Jorge Leyva, CEO (Germany)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

Yes, as indicated previously there should be additional requirements to ensure independence. Advice from this Committee needs to reflect exclusively the interests of WADA and therefore any potential that the specific and alternative interests of e.g. the Olympic Movement or Governments might be an influence should be minimized.

## 5b) (24)

-  
Ben Sandford, . (New Zealand)  
Sport - Athlete - Retired

SUBMITTED

The bigger questions is should these committees be committees or should they be Expert Advisory Groups and run by the WADA department that they feed into?  
Yes there should be diversity. There's a conflict of interest if EC members are approving people that their organization has also put forward. Another reason why the majority of EC members should be independent or the whole EC.

**World Rugby**

David Ho, Anti-Doping Science and Results Manager (Ireland)  
Sport - IF – Summer Olympic

Expertise should remain the overriding selection criteria, though many sports organisations including World Rugby have successfully used positive gender discrimination recently to increase female representation, and this should be implemented as a requirement, otherwise it is very unlikely to happen organically.

Current WADA standing committees are very well appointed (in terms of the expertise of members), though greater regional and gender representation could also be beneficial (for the latter, this is on the assumption that greater regional representation will also naturally improve the balance of ethnicity).

**FINA**

Marcela Saxlund, Interim Executive Director (Switzerland)  
Sport - IF – Summer Olympic

SUBMITTED

Expertise and experience must be the primary measures of a candidate

**International Olympic Committee**

Hannah Emily Marie Grossenbacher, Project Manager (Switzerland)  
Sport - IOC

SUBMITTED

**Agree - as a global organisation WADA has to find a balance between expertise and diversity.**

**Cabo Verde National Olympic Committee**

Filomena Fortes, President (Cape Verde)  
Sport - National Olympic Committee

SUBMITTED

EC should submit the proposals to FB for possible comments, but the decision should be maintained by the EC.

**GAISF**

Davide Delfini, Membership Manager (Switzerland)  
Sport - Other

SUBMITTED

**Diversity and gender balance should be taken into account.**

**New Zealand Government**

Alice Hume, . (.)  
Public Authorities - Government

SUBMITTED

Gender equality is expected. Skills, expertise and experience, generational diversity, geography and ethnicity should be evenly weighted.

**Sport Integrity Australia**

Luke Janeczko, Assistant Director - Anti-Doping Policy (Australia)  
Public Authorities - Government

SUBMITTED

Yes – Australia supports diversity (regional and gender) requirements. Further comments on this topic are available in the diversity and gender equality questions of this survey.

**Luxembourg: Minister Dan Kersch, Minister of Sport and member of the  
WADA Executive Committee, and Alexandre Husting, Advisor and  
CAHAMA Delegate**

SUBMITTED

293/458

Alexandre Husting, \* (Luxembourg)  
Public Authorities - Government

We agree with these requirements.

**ONADE**

SUBMITTED

Janet Emen, Executive Secretary (Ecuador)  
NADO - NADO

Agreed with requirements.

**ABCD**

SUBMITTED

Anthony Moreira, Executive Director (Brazil)  
NADO - NADO

Generally this approach is correct. There should be, however, little impediment to achieving good gender balance (as opposed to equality). Where there are clearly regional perspectives which validly impact on decision making then reasonable effort should be made to incorporate that.

**NADO MKD**

SUBMITTED

Eli Handjiska, Sport Medicine Doctor (North Macedonia)  
NADO - NADO

We agree in full with all these requirements.

**UK Anti-Doping**

SUBMITTED

Jamie Piggins, International and Stakeholder Relations Officer (UK)  
NADO - NADO

The criteria against which Standing Committee members are selected are appropriate and in the right order, given their role as advisory bodies. The mechanism by which members are chosen can result in the Standing Committee Chairs not being able to choose their preferred candidates however, as they can be outvoted by the WADA President and Director General. We would wish to see greater transparency over how these final decisions are made in the future. It is not at all clear how members are selected on to the Standing Committees. It is not appropriate that this can be controlled by the WADA President and Director General. There should be an independent nominations committee that manages the process.

**AEPSAD - Agencia Española de Protección de la Salud en el Deporte**

SUBMITTED

Carlos Gea, Head of International Relations and Cooperation Area (España)  
NADO - NADO

Yes, we consider that Members of the Standing Committees should be selected on the basis of expertise, but also considering geographical and ethnical factors, nationalities and gender diversity.

**Russian Anti-Doping Agency "RUSADA"**

SUBMITTED

RUSADA RUSADA, Administration (Russia)  
NADO - NADO

Agree with these requirements.

**UK Anti-Doping Athlete Commission**

SUBMITTED

Tony Josiah, Head of International and Stakeholder Relations (United Kingdom)  
NADO - NADO

We agree with the requirements.

**Anti-Doping Singapore**SUBMITTED  
294/458

Patrick Goh, Chairman (Singapore)  
NADO - NADO

We agree to this approach

**Azerbaijan National Anti-Doping Agency (AMADA)**

Shafag Huseynli, CEO (Azerbaijan)  
NADO - NADO

SUBMITTED

Agree.

**Japan Anti-Doping Agency**

Akira Kataoka, General Manager, Results Management and Intelligence (Japan)  
NADO - NADO

SUBMITTED

Diversity, equity, inclusion is essential as it should be with all of global sport and the anti-doping movement. Specifically, all of the above mentioned should be incorporated as well as adding special recognition for Athletes including Paralympic Athletes.

**Drug Free Sport New Zealand**

Nick Paterson, Chief Executive (New Zealand)  
NADO - NADO

SUBMITTED

Agreed

**Hellenic Council for Combating doping**

CHARIS LIAPI, Member Ex Com (GREECE)  
NADO - NADO

SUBMITTED

Fully agree with regional representation and gender balance

**Central European Anti-Doping Organization (CEADO)**

Michael Cepic, Chairman CEADO Board (Austria)  
NADO - RADO

SUBMITTED

**Regarding diversity see comment above. CEADO supports the approval by the EC after a process involving the Nominations Committee.**

**Anglesea Sports Medicine**

Chris Milne, Sports Physician (New Zealand)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

Expertise should come first, but there should be strenuous efforts to improve gender balance and to regional representation.

**iNADO**

Jorge Leyva, CEO (Germany)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

Generally, this approach is correct. There should be, however, little impediment to achieving good gender balance (as opposed to equality). Where there are clearly regional perspectives which validly impact on decision making then reasonable effort should be made to incorporate that.

**5c) (24)**

Ben Sandford, . (New Zealand)

SUBMITTED

**295/458**

Sport - Athlete - Retired

The representative of the athletes in each of the committees should be an athlete nominated by the WADA AC.  
This rule should also apply to all Expert Advisory Groups.

**FINA**

SUBMITTED

Marcela Saxlund, Interim Executive Director (Switzerland)  
Sport - IF – Summer Olympic

The Standing Committees should also include at least a representative of International Federations.

**Cabo Verde National Olympic Committee**

SUBMITTED

Filomena Fortes, President (Cape Verde)  
Sport - National Olympic Committee

All ok

**GAISF**

SUBMITTED

Davide Delfini, Membership Manager (Switzerland)  
Sport - Other

No changes needed.

**New Zealand Government**

SUBMITTED

Alice Hume, . (.)  
Public Authorities - Government

Minimum Athlete and National Anti-Doping Organisation representation on Standing Committees (other than the Compliance Review Committee) is supported. However, this by-law should be amended to state: *"...provided their nominees meet the requirements for the position, including gender equality and a mix of skills, expertise and experience, generations, ethnicities and geography."*

**Sport Integrity Australia**

SUBMITTED

Luke Janeczko, Assistant Director - Anti-Doping Policy (Australia)  
Public Authorities - Government

Australia supports this provision - it is in line with our expectation that athletes and NADOs provide an important voice which should be represented across all organs of WADA. Increased athlete and NADO representation (preferable more than one of each) is important as these are two groups that are most familiar with the application of anti-doping rule in practice (particularly at the national-level).

**Luxembourg: Minister Dan Kersch, Minister of Sport and member of the WADA Executive Committee, and Alexandre Husting, Advisor and CAHAMA Delegate**

SUBMITTED

Alexandre Husting, \* (Luxembourg)  
Public Authorities - Government

Ok with this provision.

**ONADE**

SUBMITTED

Janet Emen, Executive Secretary (Ecuador)  
NADO - NADO

Necessary skills and expertise should be prioritise regarding the requirements of every matter.

296/458



**ABCD**

Anthony Moreira, Executive Director (Brazil)  
NADO - NADO

SUBMITTED

This provision is supported.

**NADO MKD**

Eli Handjiska, Sport Medicine Doctor (North Macedonia)  
NADO - NADO

SUBMITTED

We agree with this provision.

**UK Anti-Doping**

Jamie Piggins, International and Stakeholder Relations Officer (UK)  
NADO - NADO

SUBMITTED

We agree with this provision and would wish to see it continue.

**AEPSAD - Agencia Española de Protección de la Salud en el Deporte**

Carlos Gea, Head of International Relations and Cooperation Area (España)  
NADO - NADO

SUBMITTED

It is ok for us.

**Russian Anti-Doping Agency "RUSADA"**

RUSADA RUSADA, Administration (Russia)  
NADO - NADO

SUBMITTED

Positively.

**UK Anti-Doping Athlete Commission**

Tony Josiah, Head of International and Stakeholder Relations (United Kingdom)  
NADO - NADO

SUBMITTED

We agree with the provision

**Anti-Doping Singapore**

Patrick Goh, Chairman (Singapore)  
NADO - NADO

SUBMITTED

We agree.

**Azerbaijan National Anti-Doping Agency (AMADA)**

Shafag Huseynli, CEO (Azerbaijan)  
NADO - NADO

SUBMITTED

Comment made on Section 6 (CRC).

**Japan Anti-Doping Agency**

Akira Kataoka, General Manager, Results Management and Intelligence (Japan)  
NADO - NADO

SUBMITTED

Representatives from Athletes and NADOs are essential part of those nomination criteria, as athletes are the most important stakeholder of Anti-Doping program, whereas NADO is the one who conduct the majority of anti-doping work.

**Drug Free Sport New Zealand**

 Nick Paterson, Chief Executive (New Zealand)  
 NADO - NADO

NADOs should have involvement in these committees where individuals have the required expertise required. All members should have an understanding of WADA's work and be willing to contribute, and NADOs carry out the lions share of education and testing, for example. Their perspective is important.

**Hellenic Council for Combating doping**

 CHARIS LIAPI, Member Ex Com (GREECE)  
 NADO - NADO

SUBMITTED

Fully agree. If possible take into consideration geographical areas for equal representation.

**Anti-Doping Norway**

 Martin Holmlund Lauesen, Director - International Relations and Medical (Norge)  
 NADO - NADO

SUBMITTED

The part stating "if their nominees meet the requirements for the position and have the necessary skills and expertise" should be applicable to all members, including from public authorities and from the sports movement. The way that it is written (the reference to the necessary skills and expertise, the description in a separate para in the by-laws, the incoherence between the description in the by-laws and the ToRs etc.) could be understood as an unnecessary signal, that both the Athletes and the NADOs are a bit forgotten and may not be as relevant to include as representatives of the public authorities or the sports movement.

**Anti-Doping Sweden**

 Christine Helle, CEO (Sweden)  
 NADO - NADO

SUBMITTED

This is a necessary and good provision.

**Central European Anti-Doping Organization (CEADO)**

 Michael Cepic, Chairman CEADO Board (Austria)  
 NADO - RADO

SUBMITTED

See comments on athlete representation.

**Anglesea Sports Medicine**

 Chris Milne, Sports Physician (New Zealand)  
 Other - Other (ex. Media, University, etc.)

SUBMITTED

I agree with it.

**iNADO**

 Jorge Leyva, CEO (Germany)  
 Other - Other (ex. Media, University, etc.)

SUBMITTED

This provision is supported.

**5d) (i) (22)**
**FINA**

 Marcela Saxlund, Interim Executive Director (Switzerland)  
 Sport - IF – Summer Olympic

SUBMITTED

no comment

**International Olympic Committee**

Hannah Emily Marie Grossenbacher, Project Manager (Switzerland)  
 Sport - IOC

**Support maintaining the flexible approach recommended by the first WG on Governance**

**Cabo Verde National Olympic Committee**

Filomena Fortes, President (Cape Verde)  
 Sport - National Olympic Committee

SUBMITTED

All ok

**GAISF**

Davide Delfini, Membership Manager (Switzerland)  
 Sport - Other

SUBMITTED

**General standard seems appropriate. It might be reassessed at a later stage.**

**New Zealand Government**

Alice Hume, . (.)  
 Public Authorities - Government

SUBMITTED

The general standard, based on independence in character and judgement, considering all relevant factors including relationships and circumstances is appropriate.

**Sport Integrity Australia**

Luke Janeczko, Assistant Director - Anti-Doping Policy (Australia)  
 Public Authorities - Government

SUBMITTED

Australia has commented in the 'independence' section of this survey that it is comfortable with the current standard of independence applicable to Chairs of standing committees.

**Luxembourg: Minister Dan Kersch, Minister of Sport and member of the WADA Executive Committee, and Alexandre Husting, Advisor and CAHAMA Delegate**

Alexandre Husting, \* (Luxembourg)  
 Public Authorities - Government

SUBMITTED

The review of their independence by the Nominations Committee is sufficient.

**ONADE**

Janet Emen, Executive Secretary (Ecuador)  
 NADO - NADO

SUBMITTED

Should not be reinforced, it is fine.

**ABCD**

Anthony Moreira, Executive Director (Brazil)  
 NADO - NADO

SUBMITTED

All Committee Chairs should be independent. Chairs should not hold senior international or national positions in sport or government. However, simple membership of a sports club or employment by the State in a non-senior role should not be prohibitive.

**NADO MKD**

 SUBMITTED  
**299/458**

Eli Handjiska, Sport Medicine Doctor (North Macedonia)  
NADO - NADO

This independence is on a satisfactory level.

### UK Anti-Doping

Jamie Piggins, International and Stakeholder Relations Officer (UK)  
NADO - NADO

SUBMITTED

Given the Advisory roles of Standing Committees, rather than decision making roles, we believe this standard is sufficient.

### Sport Ireland

Siobhan Leonard, Director of Anti-Doping & Ethics (Ireland)  
NADO - NADO

SUBMITTED

All Committee Chairs should be independent. Chairs should not hold senior international or national positions in sport or government. However, simple membership of a sports club or employment by the State in a non-senior role should not be prohibitive.

### AEPSAD - Agencia Española de Protección de la Salud en el Deporte

Carlos Gea, Head of International Relations and Cooperation Area (España)  
NADO - NADO

SUBMITTED

The independence standard should be strengthened and should reach these Standing Committees. All members must follow the rules indicated on point 5.a of this consultation.

### Anti-Doping Singapore

Patrick Goh, Chairman (Singapore)  
NADO - NADO

SUBMITTED

This independence standard for Chairs should be strengthened. Current leadership positions (not mere membership, or low positions) in a sport organisation or public authority should be disqualifying.

The main issue is a potential for conflict of interest for the role required. These may require case-by case assessment by the nominations committee.

(Please also refer to our comments under 2a)

### Azerbaijan National Anti-Doping Agency (AMADA)

Shafag Huseynli, CEO (Azerbaijan)  
NADO - NADO

SUBMITTED

No comment

### Japan Anti-Doping Agency

Akira Kataoka, General Manager, Results Management and Intelligence (Japan)  
NADO - NADO

SUBMITTED

Not necessary to apply the General Standard of independence to all members of the standing Committee. Where an member of the committee has a Conflict of Interest, such member shall refrain from participating in the discussion of the relevant topic and abstain from taking any part in the decisionmaking process on such issue.

### Drug Free Sport New Zealand

Nick Paterson, Chief Executive (New Zealand)

SUBMITTED

300/458

## NADO - NADO

All members of subcommittee of the EC should be approved by the EC. If the EC has sufficient and proper independence (per model already described) then there should be no further requirement for independence other than that which the EC wishes to impose.

**Hellenic Council for Combating doping**  
CHARIS LIAPI, Member Ex Com (GREECE)  
NADO - NADO

SUBMITTED

The independence standard should be strengthened in all committees.

**Anti-Doping Norway**  
Martin Holmlund Lauesen, Director - International Relations and Medical (Norge)  
NADO - NADO

SUBMITTED

Is membership understood as covering membership, as well as paid or unpaid positions? And are NADOs and Laboratories covered as well?

**Central European Anti-Doping Organization (CEADO)**  
Michael Cepic, Chairman CEADO Board (Austria)  
NADO - RADO

SUBMITTED

**CEADO suggests that the requirement should be extended regarding NADOs. "Membership of a sport organization, of a public authority or employment at a national anti-doping organization is not against the General Standard of Independence.**

**Anglesea Sports Medicine**  
Chris Milne, Sports Physician (New Zealand)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

The current standard seems fine.

**iNADO**  
Jorge Leyva, CEO (Germany)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

All Committee Chairs should be independent. Chairs should not hold senior international or national positions in sport or government. However, simple membership of a sports club or employment by the State in a non-senior role should not be prohibitive.

**5d) (ii) (19)**

**FINA**  
Marcela Saxlund, Interim Executive Director (Switzerland)  
Sport - IF – Summer Olympic

SUBMITTED

The question needs to be asked, about whether doing this would then serve to rule out good candidates. There is a balance to be struck here.

**International Olympic Committee**  
Hannah Emily Marie Grossenbacher, Project Manager (Switzerland)  
Sport - IOC

SUBMITTED

**Support to maintain the current status quo which derives from the recommendations of the first WG on Governance****GAISF**

Davide Delfini, Membership Manager (Switzerland)  
Sport - Other

SUBMITTED

**General standard seems appropriate. It might be reassessed at a later stage.**

**New Zealand Government**

Alice Hume, . (.)  
Public Authorities - Government

SUBMITTED

It should apply to all Standing Committee Members.

**Sport Integrity Australia**

Luke Janeczko, Assistant Director - Anti-Doping Policy (Australia)  
Public Authorities - Government

SUBMITTED

Australia believes the general standard of independence could and should be extended to ordinary members of the standing committees. There is no reason members should not be able to adhere to that standard. That said, we note the need to bring together a panel of 'experts' able to provide advice to WADA based on their operational experience in the subject matter. Any impost of additional independence criteria should not be at the expense of WADA being able to attract the most relevant and experienced individuals onto their standing committees.

**Luxembourg: Minister Dan Kersch, Minister of Sport and member of the WADA Executive Committee, and Alexandre Husting, Advisor and CAHAMA Delegate**

Alexandre Husting, \* (Luxembourg)  
Public Authorities - Government

SUBMITTED

Yes

**ONADE**

Janet Emen, Executive Secretary (Ecuador)  
NADO - NADO

SUBMITTED

Yes it should be extended in a general way, but exceptions may be admitted.

**ABCD**

Anthony Moreira, Executive Director (Brazil)  
NADO - NADO

SUBMITTED

Yes it should.

**NADO MKD**

Eli Handjiska, Sport Medicine Doctor (North Macedonia)  
NADO - NADO

SUBMITTED

Yes, this independence should be extended also to ordinary members of standing committees.

**AEPSAD - Agencia Española de Protección de la Salud en el Deporte**

Carlos Gea, Head of International Relations and Coopetation Area (España)  
NADO - NADO

SUBMITTED

302/458

Yes, this independence standard should be extended also to ordinary members of standing committees.

**Russian Anti-Doping Agency "RUSADA"**

RUSADA RUSADA, Administration (Russia)  
NADO - NADO

SUBMITTED

Yes it could.

**Anti-Doping Singapore**

Patrick Goh, Chairman (Singapore)  
NADO - NADO

SUBMITTED

On the balance, this should be applied unless there is a true shortage of candidates with the required expertise.

**Azerbaijan National Anti-Doping Agency (AMADA)**

Shafag Huseynli, CEO (Azerbaijan)  
NADO - NADO

SUBMITTED

No comment

**Japan Anti-Doping Agency**

Akira Kataoka, General Manager, Results Management and Intelligence (Japan)  
NADO - NADO

SUBMITTED

Not necessary to apply the General Standard of independence to all members of the standing Committee.

**Drug Free Sport New Zealand**

Nick Paterson, Chief Executive (New Zealand)  
NADO - NADO

SUBMITTED

All members of subcommittee of the EC should be approved by the EC. If the EC has sufficient and proper independence (per model already described) then there should be no further requirement for independence other than that which the EC wishes to impose.

**Hellenic Council for Combating doping**

CHARIS LIAPI, Member Ex Com (GREECE)  
NADO - NADO

SUBMITTED

This independence standard should be extended also to ordinary members of standing committees;

**Central European Anti-Doping Organization (CEADO)**

Michael Cepic, Chairman CEADO Board (Austria)  
NADO - RADO

SUBMITTED

**Yes. Since CEADO suggests to conduct an election of the chair among the members and not a nomination, all members must be treated equally.**

**Anglesea Sports Medicine**

Chris Milne, Sports Physician (New Zealand)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

It is probably worth bringing the independence standard into line with that for Chairs.

**iNADO**

Jorge Leyva, CEO (Germany)

SUBMITTED

303/458

Other - Other (ex. Media, University, etc.)

Yes it should.

### 5d) (iii) (21)

SUBMITTED

Ben Sandford, . (New Zealand)  
Sport - Athlete - Retired

This needs to change. It is preventing skilled persons from applying and vastly limiting who is applying. It essentially means that if you are successful in applying you will get the role. At most you should need a letter of endorsement from one FB member but ideally you shouldn't need any, you should just need a letter of endorsement from a stakeholder. At the moment the FB is deciding who can apply and the same members of the FB who sit on the EC deciding who gets the role. Let people apply and it should be enough to decide who gets the role.

### World Rugby

SUBMITTED

David Ho, Anti-Doping Science and Results Manager (Ireland)  
Sport - IF – Summer Olympic

There is no obvious need for endorsement in principle, as skills and expertise should be the overriding factors. To date the Chairs have proved excellent (and correct) choices, though unless the endorsement was somehow critical to these successful selections (there is no obvious reason why it would be), there would seem to be no reason for this requirement.

### FINA

SUBMITTED

Marcela Saxlund, Interim Executive Director (Switzerland)  
Sport - IF – Summer Olympic

Could mandating this mean that some good candidates are ruled out ? Identifying the best candidates must be paramount.

### GAISF

SUBMITTED

Davide Delfini, Membership Manager (Switzerland)  
Sport - Other

**No changes needed.**

### New Zealand Government

SUBMITTED

Alice Hume, . (.)  
Public Authorities - Government

Endorsement by two Foundation Board Members is appropriate for Chairpersons of Standing Committees.

### Sport Integrity Australia

SUBMITTED

Luke Janeczko, Assistant Director - Anti-Doping Policy (Australia)  
Public Authorities - Government

Australia considers it unnecessary to require a letter of endorsement from the sports movement and public authorities when applying for a Chair position. The Chair should go through the Nominations Committee, with the Nominations Committee applying a stricter selection criteria for the Chair noting the additional responsibilities over an ordinary member.

304/458



**Luxembourg: Minister Dan Kersch, Minister of Sport and member of the WADA Executive Committee, and Alexandre Husting, Advisor and CAHAMA Delegate**

SUBMITTED

Alexandre Husting, \* (Luxembourg)  
Public Authorities - Government

The current procedure is good.

**ONADE**

SUBMITTED

Janet Emen, Executive Secretary (Ecuador)  
NADO - NADO

Both should be considered.

**ABCD**

SUBMITTED

Anthony Moreira, Executive Director (Brazil)  
NADO - NADO

We believe that changing this rule to a "recognized stakeholder group" (appropriately defined) would help to support diversity and inclusion of other stakeholders.

**NADO MKD**

SUBMITTED

Eli Handjiska, Sport Medicine Doctor (North Macedonia)  
NADO - NADO

Like in the current situation: one representing the Olympic Movement and one representing the Public Authorities.

**UK Anti-Doping**

SUBMITTED

Jamie Piggins, International and Stakeholder Relations Officer (UK)  
NADO - NADO

Agree

**AEPSAD - Agencia Española de Protección de la Salud en el Deporte**

SUBMITTED

Carlos Gea, Head of International Relations and Cooperation Area (España)  
NADO - NADO

We consider that no letter of this or any kind should be required.

**Anti-Doping Singapore**

SUBMITTED

Patrick Goh, Chairman (Singapore)  
NADO - NADO

The Chair should not be beholden to any FB member, and in the interest of independence, we do not feel this to be necessary, since the Nominations committee would vet through the applicants and the Chair would be subject to the EC's approval. For particular roles, perhaps a relevant stakeholder group's endorsement may be of more value than that of an FB member.

**Azerbaijan National Anti-Doping Agency (AMADA)**

SUBMITTED

Shafag Huseynli, CEO (Azerbaijan)  
NADO - NADO

No comment

**Agence française de lutte contre le dopage**

SUBMITTED

Adeline Molina, RAQ (France)

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NADO - NADO

Like iNADO, we believe that changing this rule to a “recognized stakeholder group” (appropriately defined) would help to support diversity and inclusion of other stakeholders.

**Drug Free Sport New Zealand**

Nick Paterson, Chief Executive (New Zealand)

NADO - NADO

SUBMITTED

This is for the EC to agree who should chair a committee.  
All members of subcommittee of the EC should be approved by the EC.  
If the EC has sufficient and proper independence (per model already described) then there should be no further requirement for independence other than that which the EC wishes to impose.

**Hellenic Council for Combating doping**

CHARIS LIAPI, Member Ex Com (GREECE)

NADO - NADO

SUBMITTED

Maybe a letter of recommendation by a stakeholder group i.e iNADO

**Anti-Doping Norway**

Martin Holmlund Lauesen, Director - International Relations and Medical (Norge)

NADO - NADO

SUBMITTED

An endorsement by a recognized stakeholder group (i.e. a signatory to the WADC and/or the International Convention Against Doping in Sport or a member of the Foundation Board) should be sufficient.

**Central European Anti-Doping Organization (CEADO)**

Michael Cepic, Chairman CEADO Board (Austria)

NADO - RADO

SUBMITTED

**Same requirements for all members since CEADO suggests to conduct an election of the chair among the members and not a nomination, all members must be treated equally.**

**Anglesea Sports Medicine**

Chris Milne, Sports Physician (New Zealand)

Other - Other (ex. Media, University, etc.)

SUBMITTED

A letter of endorsement from each of these two seems reasonable

**iNADO**

Jorge Leyva, CEO (Germany)

Other - Other (ex. Media, University, etc.)

SUBMITTED

We believe that changing this rule to a “recognized stakeholder group” (appropriately defined) would help to support diversity and inclusion of other stakeholders.

**5d) (iv) (21)**

Ben Sandford, . (New Zealand)

Sport - Athlete - Retired

SUBMITTED

No an ordinary member should not require a letter from a FB member, this is a huge burden for many people to go through and limits persons to those with access to FB members.

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Allow endorsement to come from recognized WADA stakeholder groups.

**FINA**

SUBMITTED

Marcela Saxlund, Interim Executive Director (Switzerland)  
Sport - IF – Summer Olympic

no comment

**GAISF**

SUBMITTED

Davide Delfini, Membership Manager (Switzerland)  
Sport - Other

**No changes needed.**

**New Zealand Government**

SUBMITTED

Alice Hume, . (.)  
Public Authorities - Government

Endorsement by recognised WADA stakeholder groups is appropriate for other Members of Standing Committees.

**Sport Integrity Australia**

SUBMITTED

Luke Janeczko, Assistant Director - Anti-Doping Policy (Australia)  
Public Authorities - Government

Australia considers it unnecessary to seek a letter of endorsement from a Foundation Board member when applying for an ordinary member position on a standing committee. Ordinary members should be vetted through the Nominations Committee rather than the sports movement or public authorities.

**Luxembourg: Minister Dan Kersch, Minister of Sport and member of the WADA Executive Committee, and Alexandre Husting, Advisor and CAHAMA Delegate**

SUBMITTED

Alexandre Husting, \* (Luxembourg)  
Public Authorities - Government

The current procedure is good.

**ONADE**

SUBMITTED

Janet Emen, Executive Secretary (Ecuador)  
NADO - NADO

Yes, both should be considered.

**ABCD**

SUBMITTED

Anthony Moreira, Executive Director (Brazil)  
NADO - NADO

No letter of endorsement should be required.

**NADO MKD**

SUBMITTED

Eli Handjiska, Sport Medicine Doctor (North Macedonia)  
NADO - NADO

The current situation is ok: only a letter of endorsement/reference from a Foundation Board member.

**UK Anti-Doping**

Jamie Piggins, International and Stakeholder Relations Officer (UK)  
NADO - NADO

SUBMITTED

Agree

**AEPSAD - Agencia Española de Protección de la Salud en el Deporte**

Carlos Gea, Head of International Relations and Cooperation Area (España)  
NADO - NADO

SUBMITTED

We consider that no letter of this or any kind should be required.

**Anti-Doping Singapore**

Patrick Goh, Chairman (Singapore)  
NADO - NADO

SUBMITTED

While potential members can certainly be endorsed by FB members or stakeholders, we are not convinced of the value of making this a mandatory endorsement. The standing committees should comprise technical experts. We suggest that the screening of such applicants using experts with knowledge and expertise in a similar field to ensure that thresholds of expertise are met, could be more valuable than endorsement from a FB member.

**Azerbaijan National Anti-Doping Agency (AMADA)**

Shafag Huseynli, CEO (Azerbaijan)  
NADO - NADO

SUBMITTED

Considering the expertise-driven characteristics of standing committee membership, there should be no need for letter of endorsement.

**Japan Anti-Doping Agency**

Akira Kataoka, General Manager, Results Management and Intelligence (Japan)  
NADO - NADO

SUBMITTED

NO. Ordinary member should be appointed broadly from WADA's stakeholders community with expertise bases.

**Agence française de lutte contre le dopage**

Adeline Molina, RAQ (France)  
NADO - NADO

SUBMITTED

No letter of endorsement should be required.

**Drug Free Sport New Zealand**

Nick Paterson, Chief Executive (New Zealand)  
NADO - NADO

SUBMITTED

This is for the EC to agree who should chair or be part of a committee.  
All members of subcommittee of the EC should be approved by the EC.  
If the EC has sufficient and proper independence (per model already described) then there should be no further requirement for independence other than that which the EC wishes to impose.

**Hellenic Council for Combating doping**

CHARIS LIAPI, Member Ex Com (GREECE)  
NADO - NADO

SUBMITTED

Maybe a letter of recommendation by a stakeholder group i.e. NADO, RADO.

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**Anti-Doping Norway**

Martin Holmlund Lauesen, Director - International Relations and Medical (Norge)  
NADO - NADO

SUBMITTED

An endorsement by a recognized stakeholder group (i.e. a signatory to the WADC and/or the International Convention Against Doping in Sport) should be sufficient.

**Central European Anti-Doping Organization (CEADO)**

Michael Cepic, Chairman CEADO Board (Austria)  
NADO - RADO

SUBMITTED

**CEADO suggests a letter of endorsement from a stakeholder is sufficient. Nominations Committee will assess the application.**

**Anglesea Sports Medicine**

Chris Milne, Sports Physician (New Zealand)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

This is a good provision to retain

**iNADO**

Jorge Leyva, CEO (Germany)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

No letter of endorsement should be required.

**5d) (v) (21)****World Rugby**

David Ho, Anti-Doping Science and Results Manager (Ireland)  
Sport - IF – Summer Olympic

SUBMITTED

The independence standard is appropriate. It is unavoidable as most experts are working for one of the two groups anyway. Regardless, and as mentioned previously, to date all standing committees have been shown to be fit for purpose and their members appropriate and appropriately qualified for their position. Membership of a sport organisation or public authority also ensures that the member is more likely to be up to date with current issues.

**FINA**

Marcela Saxlund, Interim Executive Director (Switzerland)  
Sport - IF – Summer Olympic

SUBMITTED

No.

**International Olympic Committee**

Hannah Emily Marie Grossenbacher, Project Manager (Switzerland)  
Sport - IOC

SUBMITTED

**The definition of the general independence standard was recommended by Didier Cossin, IMD expert in Governance who was a member of the first WADA Working Group on Governance. The OM has no issue with the current standard and does not see incompatibilities with membership of a sport organisation or a public authority. The Standing Committees are advisory bodies. Expertise from sports organisations, public authorities, athletes, NADOs, Laboratories is of value for WADA.**

**GAISF**

Davide Delfini, Membership Manager (Switzerland)  
 Sport - Other

General standard seems appropriate.

**New Zealand Government**

Alice Hume, . (.)  
 Public Authorities - Government

SUBMITTED

Membership of a sports organisation or a Public Authority should not preclude ordinary membership of a Standing Committee.

**Sport Integrity Australia**

Luke Janeczko, Assistant Director - Anti-Doping Policy (Australia)  
 Public Authorities - Government

SUBMITTED

Applicants should not have to meet the strict standard of independence when applying for standing committee membership. Standing Committee require expertise, and quite often this comes from involvement with the sport movement, public authorities, or NADOs.

**Luxembourg: Minister Dan Kersch, Minister of Sport and member of the  
 WADA Executive Committee, and Alexandre Husting, Advisor and  
 CAHAMA Delegate**

Alexandre Husting, \* (Luxembourg)  
 Public Authorities - Government

SUBMITTED

No

**ONADE**

Janet Emen, Executive Secretary (Ecuador)  
 NADO - NADO

SUBMITTED

It is appropriate

**ABCD**

Anthony Moreira, Executive Director (Brazil)  
 NADO - NADO

SUBMITTED

As explained previously, this is clearly incompatible.

**NADO MKD**

Eli Handjiska, Sport Medicine Doctor (North Macedonia)  
 NADO - NADO

SUBMITTED

Yes, this independence standard is appropriate.

**UK Anti-Doping**

Jamie Piggins, International and Stakeholder Relations Officer (UK)  
 NADO - NADO

SUBMITTED

Given the Advisory roles of Standing Committees, rather than decision making roles, we believe this standard is sufficient.

**AEPSAD - Agencia Española de Protección de la Salud en el Deporte**

SUBMITTED

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Carlos Gea, Head of International Relations and Cooperation Area (España)  
NADO - NADO

Yes, we consider that it is incompatible with the requirement of independence.

**UK Anti-Doping Athlete Commission**

SUBMITTED

Tony Josiah, Head of International and Stakeholder Relations (United Kingdom)  
NADO - NADO

We think being a member of either sports organisation or public authority could be important to the role of standing committee, so we think if it was incompatible you would take away some value from the committee.

**Anti-Doping Singapore**

SUBMITTED

Patrick Goh, Chairman (Singapore)  
NADO - NADO

See 5d (i)

**Azerbaijan National Anti-Doping Agency (AMADA)**

SUBMITTED

Shafag Huseynli, CEO (Azerbaijan)  
NADO - NADO

No comment

**Agence française de lutte contre le dopage**

SUBMITTED

Adeline Molina, RAQ (France)  
NADO - NADO

It is incompatible.

**Drug Free Sport New Zealand**

SUBMITTED

Nick Paterson, Chief Executive (New Zealand)  
NADO - NADO

As already described, membership of a sports organisation or PA is definitely incompatible with independence. Those individuals are representative and NOT independent.

**Anti-Doping Norway**

SUBMITTED

Martin Holmlund Lauesen, Director - International Relations and Medical (Norge)  
NADO - NADO

The meaning of "membership of" is unclear - Is membership understood as covering membership, as well as paid or unpaid positions? And are NADOs and Laboratories covered as well? Since the committees have advisory functions (and neither a role in enforcing nor in regulating), the skills and expertise of the members should be a primary consideration (rather than independence or representation), albeit gender equality and diversity (including of geography and e.g. knowledge of different sports) should carry a great weight.

**Central European Anti-Doping Organization (CEADO)**

SUBMITTED

Michael Cepic, Chairman CEADO Board (Austria)  
NADO - RADO

See comment above

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**Anglesea Sports Medicine**

SUBMITTED

Chris Milne, Sports Physician (New Zealand)  
Other - Other (ex. Media, University, etc.)

I am comfortable with the status quo

**iNADO**

SUBMITTED

Jorge Leyva, CEO (Germany)  
Other - Other (ex. Media, University, etc.)

As explained previously, this is incompatible.

**5e) (21)**

SUBMITTED

.  
Ben Sandford, . (New Zealand)  
Sport - Athlete - Retired

I think when we look at what these committees actually do what we are actually seeing is that they are Expert Advisory Groups. Therefore why are they not Expert Advisory Groups, or do some of the Expert Advisory groups need to become committees?

**Australian Football League**

SUBMITTED

Simon Clarke, Manager - Legal & Business Affairs (Australia)  
Sport - IF – Other

You cannot get on a standing committee unless you are close to a Public Authority or the IOC meaning great and talented people do not get involved. The nominations process is therefore flawed and should be removed as it creates conflict.

**FINA**

SUBMITTED

Marcela Saxlund, Interim Executive Director (Switzerland)  
Sport - IF – Summer Olympic

no further comment

**New Zealand Government**

SUBMITTED

Alice Hume, . (.)  
Public Authorities - Government

The New Zealand Government would like to see better gender, age, geographical and ethnicity diversity on all Standing Committees and Working Groups.

**Sport Integrity Australia**

SUBMITTED

Luke Janeczko, Assistant Director - Anti-Doping Policy (Australia)  
Public Authorities - Government

Nil comment.

**Luxembourg: Minister Dan Kersch, Minister of Sport and member of the WADA Executive Committee, and Alexandre Husting, Advisor and CAHAMA Delegate**

SUBMITTED

Alexandre Husting, \* (Luxembourg)  
Public Authorities - Government



The criteria for selecting members of standing committees are not always transparent or may sometimes give the impression that they are not.

They should be improved in order to better understand why a particular candidate was selected and why another was not.

The outcome of the vetting process by the Nominations Committee should be more detailed in order to understand their motivations. A detailed report should be provided to unsuccessful candidates upon their request.

### Ministry of Culture Denmark

SUBMITTED

Henrik Bramming, Head of section (Denmark)  
Public Authorities - Government

The Standing Committees create a large bureaucratic process and undertaking. One in which the Committees have no decision-making authority. Too frequently, the WADA staff ends up creating the Agendas, guiding the decisions and then using the Committees to persuade EC members or FB members of positions. This should be streamlined and minimized. A better route would be to allow the Staff to hire true technical experts and report the costs, substantive outcomes directly to the Independent EC for informed decision making not simply reliance on a politically appointed Committee.

### ONADE

SUBMITTED

Janet Emen, Executive Secretary (Ecuador)  
NADO - NADO

No further comments.

### ABCD

SUBMITTED

Anthony Moreira, Executive Director (Brazil)  
NADO - NADO

No further comments.

### NADO MKD

SUBMITTED

Eli Handjiska, Sport Medicine Doctor (North Macedonia)  
NADO - NADO

We have not further comments.

### UK Anti-Doping

SUBMITTED

Jamie Piggins, International and Stakeholder Relations Officer (UK)  
NADO - NADO

- The Standing Committees create a large bureaucratic process and undertaking. One in which the Committees have no decision-making authority. Too frequently, the WADA staff ends up creating the Agendas, guiding the decisions and then using the Committees to persuade ExCo members or FB members of positions. This should be streamlined and minimized.
- A better route would be to allow the Staff to hire true technical experts and report the costs, substantive outcomes directly to the Independent ExCo for informed decision making not simply reliance on a politically appointed Committee. In this scenario, staff should have the authority to create and administer “advisory groups” of stakeholders. This would enhance stakeholder engagement and minimize the possibility of rogue staff-driven initiatives.
- If some of the Standing Committees remain (e.g. CRC, Athletes), they should be subject to the same principles of good governance as the FB and ExCo. They should have

- Broad representation of WADA stakeholders for advisory committees, but “Truly Independent” experts, as needs be, subject to WADA’s diversity and gender equity policy, for CRC and Athletes’ Committees.

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- Operate transparently and with clear terms of reference.
  - Members should receive adequate on-boarding.
  - Free of conflict of interest and mandates from WADA Staff.
- Greater clarity over the specific skills, experiences and knowledge required from prospective candidates would ensure that stakeholder groups are better able to propose suitable candidates. These candidate specifications should be agreed upon by the Chairs of the Standing Committees and WADA Management. This would ensure candidates are being chosen to meet the specific needs of each Standing Committee. WADA should also publish the names of everyone who applied for a position. Transparency would improve decision making.

**Sport Ireland**

SUBMITTED

Siobhan Leonard, Director of Anti-Doping & Ethics (Ireland)  
NADO - NADO

The Standing Committees create a large bureaucratic process and undertaking. One in which the Committees have no decision-making authority. This should be streamlined and minimized.

A better route would be to allow the Staff to hire true technical experts and report the costs, substantive outcomes directly to the Independent ExCo for informed decision making not simply reliance on a politically appointed Committee. In this scenario, staff should have the authority to create and administer "advisory groups" of stakeholders. This would enhance stakeholder engagement and minimize the possibility of rogue staff-driven initiatives.

If some of the Standing Committees remain (e.g. CRC, Athletes), they should be subject to the same principles of good governance as the FB and ExCo. They should have

Broad representation of WADA stakeholders for advisory committees, but "Truly Independent" experts, as needs be, subject to WADA's diversity and gender equity policy, for CRC and Athletes' Committees.

Operate transparently and with clear terms of reference.

Members should receive adequate on-boarding.

Free of conflict of interest and mandates from WADA Staff.

**AEPSAD - Agencia Española de Protección de la Salud en el Deporte**

SUBMITTED

Carlos Gea, Head of International Relations and Coopetation Area (España)  
NADO - NADO

No further comments.

**U.S. Anti-Doping Agency**

SUBMITTED

Francoise Farrell, Executive Assistant to CEO (United States)  
NADO - NADO

The Standing Committees create a large bureaucratic process and undertaking. One in which the Committees have no decision-making authority. Too frequently, the WADA staff ends up creating the Agendas, guiding the decisions and then using the Committees to persuade ExCo members or FB members of positions. This should be streamlined and minimized.

A better route would be to allow the Staff to hire true technical experts and report the costs, substantive outcomes directly to the Independent ExCo for informed decision making not simply reliance on a

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politically appointed Committee. In this scenario, staff should have the authority to create and administer “advisory groups” of stakeholders. This would enhance stakeholder engagement and minimize the possibility of rogue staff-driven initiatives.

If some of the Standing Committees remain (e.g. CRC, Athletes), they should be subject to the same principles of good governance as the FB and ExCo. They should have

- o Broad representation of WADA stakeholders for advisory committees, but “Truly Independent” experts, as needs be, subject to WADA’s diversity and gender equity policy, for CRC and Athletes’ Committees.
- o Operate transparently and with clear terms of reference.
- o Members should receive adequate on-boarding.
- o Free of conflict of interest and mandates from WADA Staff.

### **Azerbaijan National Anti-Doping Agency (AMADA)**

Shafag Huseynli, CEO (Azerbaijan)  
NADO - NADO

SUBMITTED

No comment

### **Finnish Center for Integrity in Sports (FINCIS)**

Petteri Lindblom, Legal Director (Finland)  
NADO - NADO

SUBMITTED

The Standing Committees create a large bureaucratic process and undertaking. One in which the Committees have no decision-making authority. Too frequently, the WADA staff ends up creating the Agendas, guiding the decisions and then using the Committees to persuade ExCo members or FB members of positions. This should be streamlined and minimized.

A better route would be to allow the Staff to hire true technical experts and report the costs, substantive outcomes directly to the Independent ExCo for informed decision making not simply reliance on a politically appointed Committee. In this scenario, staff should have the authority to create and administer “advisory groups” of stakeholders. This would enhance stakeholder engagement and minimize the possibility of rogue staff-driven initiatives.

If some of the Standing Committees remain (e.g. CRC, Athletes), they should be subject to the same principles of good governance as the FB and ExCo. They should have

- o Broad representation of WADA stakeholders for advisory committees, but “Truly Independent” experts, as needs be, subject to WADA’s diversity and gender equity policy, for CRC and Athletes’ Committees.
- o Operate transparently and with clear terms of reference.
- o Members should receive adequate on-boarding.
- o Free of conflict of interest and mandates from WADA Staff.

### **National Anti Doping Agency Germany**

Andrea Gotzmann, CEO (Germany)  
NADO - NADO

SUBMITTED

The Standing Committees create a large bureaucratic process and undertaking. One in which the Committees have no decision-making authority. This should be streamlined and minimized.

A better route would be to allow the staff to hire true technical experts and report the costs, substantive outcomes directly to the Independent EC for informed decision making not simply reliance on a politically appointed Committee. In this scenario, staff should have the authority to create and administer “advisory groups” of stakeholders. This would enhance stakeholder engagement.

**Canadian Centre for Ethics in Sport**

Doug MacQuarrie, Chief Operating Officer (Canada)  
NADO - NADO

SUBMITTED

The current standing committee process is cumbersome and could be greatly improved. First principles should be developed and enforced to ensure: broad involvement of WADA stakeholders AND truly independent experts; Transparent operating guidelines; training and orientation of all members; independence from WADA staff in agenda management and committee outcomes.

Greater involvement of independent experts in the Standing Committee process.

**Hellenic Council for Combating doping**

CHARIS LIAPI, Member Ex Com (GREECE)  
NADO - NADO

SUBMITTED

No further comments

**Anglesea Sports Medicine**

Chris Milne, Sports Physician (New Zealand)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

Nil else

**Athleten Deutschland e.V.**

Maximilian Klein, Representative for International Sport Policy (Germany)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

- WADA's committee structure is flawed. WADA Committees are advisory bodies only and have shown to go along with inefficient bureaucratic processes.
- Committee members are not recruited on a merit- and expert-based approach. These are politically nominations by the sport movement and the public authorities side.
- The fact that there is a quota for stakeholder's nominees makes these committees flawed from the very beginning.
- Ideally, a truly independent ExCo would rely on an expert-based advisory system with better stakeholder engagement than the current status quo provides.
- If the current model with stakeholder quota is maintained, independent athletes and/or their independent representatives must be part of these committees.
- If the committee structure is maintained, strict principles of good governance must apply.

**6. Compliance Review Committee (CRC) (22)**

Ben Sandford, . (New Zealand)  
Sport - Athlete - Retired

SUBMITTED

If the EC is not made up of a majority of independent members then CRC should be making its own decisions. The current situation means compliance decisions become political which they should not. There

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needs to be a better separation of power, in it's current state the EC should not be deciding compliance matters just as it doesn't sanction athletes.

**Global Athlete with Athletics Association and NOC Athlete Commission of Denmark, Netherlands and Norway**

SUBMITTED

Rob Koehler, Director General (Canada)

Sport - Athlete Representative (State the name of the athlete body in Organization name)

**Question 6: Compliance Review Committee:** (Yearly budget - US\$200,000)

Should this committee continue to exist, it should not contain any WADA stakeholders. This committee must meet the highest level of independence and members must be selected based on regulatory, legal and compliance expertise. In addition, history will show that this committee has been, in the past, heavily influenced by the WADA management and at times by the members of the Executive Committee who have the right to refuse recommendations.

In fact, if WADA were to be forward thinking one would question the need for a Compliance Review Committee should the Executive Committee be fully independent of stakeholders. This would build more trust in the system. A fully independent Executive Committee would be more than capable of determining compliance issues.

**USOPC Athlete Advisory Council**

SUBMITTED

Meryl Fishler, Coordinator (United States)

Sport - Athlete Representative (State the name of the athlete body in Organization name)

**6. Compliance Review Committee**

In drafting the response to this question, we will assume that WADA's EC is truly independent. If truly independent, then the EC should be able to fairly, and without bias, address any compliance issues.

**International Cricket Council**

SUBMITTED

Vanessa Hobkirk, Anti-Doping Manager (United Arab Emirates)

Sport - IF – IOC-Recognized

No Comment

**Australian Football League**

SUBMITTED

Simon Clarke, Manager - Legal & Business Affairs (Australia)

Sport - IF – Other

The only body that comes close to being independent associated with WADA. I would just remove the people nominated by the foundation board.

**Cerebral Palsy International Sport and Recreation Association**

SUBMITTED

Halim Jebali, CPISRA Medical Committee Chair (Tunisia)

Sport - IF – Other

Pas de remarque particulière concernant ce Comité qui doit rester entièrement indépendant dans ses prises de décision

**FINA**

SUBMITTED

Marcela Saxlund, Interim Executive Director (Switzerland)

Sport - IF – Summer Olympic

no comment

**International Olympic Committee**

Hannah Emily Marie Grossenbacher, Project Manager (Switzerland)  
Sport - IOC

SUBMITTED

**The Olympic Movement recommended and welcomed having an independent Chair for this Committee. The CRC has provided quality and independent reports which have allowed the Executive Committee to make informed decisions.**

**Cabo Verde National Olympic Committee**

Filomena Fortes, President (Cape Verde)  
Sport - National Olympic Committee

SUBMITTED

Athlete representation should be increased to 2 members

**New Zealand Government**

Alice Hume, . (.)  
Public Authorities - Government

SUBMITTED

All Members of the Compliance Review Committee should meet the stricter independence standard. On this basis, it is proposed that the nomination of two representatives by the Olympic Movement and Public Authorities is removed. We recommend replacement by two additional experts (who would be vetted by the Nominations Committee).

**Office of National Drug Control Policy**

Richard Baum, United States Coordinator, Doping in Sport (United States of America)  
Public Authorities - Government

SUBMITTED

Enforcement decisions regarding compliance should not be political, and therefore not taken by a body which is a political – i.e., representative – body, where the members represent different constituencies and stakeholder groups. If there is work to be done for compliance investigations/case review, staff and paid experts should be utilized and report directly to the new Executive Board. This new Executive Board should be a fully independent and professional body which can deal with compliance and all other enforcement decisions. However, until that happens, decisions regarding compliance should be taken by the CRC, and not by the current ExCo, nor the FB.

If the CRC remains, it should be made up of “Truly Independent” experts and not directly appointed by the ExCo or WADA staff, but through an objective process focused on identifying the most talented experts with the right background and experience, and the time to conduct the needed work.

**Bahrain Olympic committee**

Zainab Anwar, Antidoping specialist (Kingdom of Bahrain)  
NADO - NADO

SUBMITTED

6a) we have no comments .we would like to thank this committee for there cooperation, fast reply and and there guidance.

**ONADE**

Janet Emen, Executive Secretary (Ecuador)  
NADO - NADO

SUBMITTED

We agree with composition and responsibilities

**Comitato Permanente Antidoping (NADO)**

Claudio Muccioli, President (San Marino)

NADO - NADO

no comment

**Russian Anti-Doping Agency "RUSADA"**

RUSADA RUSADA, Administration (Russia)

NADO - NADO

SUBMITTED

**Anti-Doping Singapore**

Patrick Goh, Chairman (Singapore)

NADO - NADO

SUBMITTED

**Anti Doping Danmark**

Michael Ask, CEO (Denmark)

NADO - NADO

SUBMITTED

Enforcement decisions regarding compliance should be apolitical, and therefore taken by a body which is not established as a political body, and where the members do not represent different constituencies / stakeholder groups. Our preference would be to convert the Executive Committee into a fully independent and professional body and let them deal with compliance. However, if that will not happen, decisions regarding compliance should be taken by the CRC, and thus neither by the EC nor the FB.

**SA Institute for Drug-Free Sport**

khalid galant, CEO (South Africa)

NADO - NADO

SUBMITTED

The CRC must be made up of independent persons who have the expertise to independently rule on compliance issues. The nominations committee should evaluate and vet candidates.

**Canadian Centre for Ethics in Sport**

Doug MacQuarrie, Chief Operating Officer (Canada)

NADO - NADO

SUBMITTED

All decisions with respect to Code compliance should be free from political influence. In other words, taken by a body that is separate from the political operation of WADA . This could be a truly independent EXCO or a fully independent Compliance Review Committee with decision making authority that is not subject to Fdn Board or EXCO approval.

Any work required on investigations related to compliance or significant Code violations should also be independent and reported in a manner ensuring independent oversight.

Should the CRC be retained it is CRITICAL that it be composed and operate respecting absolute independence.

**Hellenic Council for Combating doping**

CHARIS LIAPI, Member Ex Com (GREECE)

NADO - NADO

SUBMITTED

Possibly increased number for better representation; iNADO could be included

### Anglesea Sports Medicine

Chris Milne, Sports Physician (New Zealand)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

This seems reasonable

### iNADO

Jorge Leyva, CEO (Germany)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

## 6a) (23)

### Sport Integrity Australia

Luke Janeczko, Assistant Director - Anti-Doping Policy (Australia)  
Public Authorities - Government

SUBMITTED

Australia supports the current independent Compliance Review Committee arrangements and recognises the CRC's important work.

### Luxembourg: Minister Dan Kersch, Minister of Sport and member of the WADA Executive Committee, and Alexandre Husting, Advisor and CAHAMA Delegate

Alexandre Husting, \* (Luxembourg)  
Public Authorities - Government

SUBMITTED

No comment.

### Ministry of Culture Denmark

Henrik Bramming, Head of section (Denmark)  
Public Authorities - Government

SUBMITTED

Enforcement decisions regarding compliance should be taken by the CRC, and thus neither by the EC nor the FB.

### ABCD

Anthony Moreira, Executive Director (Brazil)  
NADO - NADO

SUBMITTED

This current composition is understandable given the current construct of WADA. As set out previously, there needs to be a broadening of the base of the Foundation Board to include NADO representation, however, given that a high proportion of potential issues facing the Committee will relate to NADOs, it is reasonable they are not represented here.

### NADO MKD

Eli Handjiska, Sport Medicine Doctor (North Macedonia)  
NADO - NADO

SUBMITTED

We agree with the composition. No other remarks.

### Russian Anti-Doping Agency "RUSADA"

RUSADA RUSADA, Administration (Russia)  
NADO - NADO

SUBMITTED



No remarks.

### UK Anti-Doping

SUBMITTED

Jamie Piggins, International and Stakeholder Relations Officer (UK)  
NADO - NADO

- Enforcement decisions regarding compliance should be apolitical, and therefore not taken by a body which is a political – i.e., representative – body, where the members represent different constituencies / stakeholder groups. The Executive Committee should be a fully independent and professional body which can deal with compliance. However, if that will not happen, decisions regarding compliance should be taken by the CRC, and neither the ExCo nor the FB.
- If there is work to be done for compliance investigations/case review, staff and paid experts should be utilized and report directly to the ExCo.
- Alternatively, if the CRC remains it should be made up of “Truly Independent” experts and not directly appointed by the ExCo or WADA staff but through the same process for selection of the ExCo members. These members should not be designated by a stakeholder group but should have an independent Athlete on the Committee.
- As regards the current process of electing the public authorities' candidate from Europe - this the One Voice group but we are not sure how widely this is known and there is no information on the discussions of how a particular candidate is chosen over another. There needs to be greater transparency in this part of the selection process of candidates to the CRC committee.

### Sport Ireland

SUBMITTED

Siobhan Leonard, Director of Anti-Doping & Ethics (Ireland)  
NADO - NADO

Enforcement decisions regarding compliance should be apolitical, and therefore not taken by a body which is a political – i.e., representative – body, where the members represent different constituencies / stakeholder groups. The Executive Committee should be a fully independent and professional body which can deal with compliance. However, if that will not happen, decisions regarding compliance should be taken by the CRC, and neither the ExCo nor the FB.

· If there is work to be done for compliance investigations/case review, staff and paid experts should be utilized and report directly to the ExCo.

· Alternatively, if the CRC remains it should be made up of “Truly Independent” experts and not directly appointed by the ExCo or WADA staff but through the same process for selection of the ExCo members. These members should not be designated by a stakeholder group but should have an independent Athlete on the Committee.

### AEPSAD - Agencia Española de Protección de la Salud en el Deporte

SUBMITTED

Carlos Gea, Head of International Relations and Coopetation Area (España)  
NADO - NADO

We consider that with a fully independent Foundation Board and Executive Committee, compliance should be assessed by the WADA Executive Committee.

### UK Anti-Doping Athlete Commission

SUBMITTED

Tony Josiah, Head of International and Stakeholder Relations (United Kingdom)  
NADO - NADO

We believe more athlete representation would be beneficial.

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**Anti-Doping Singapore**

Patrick Goh, Chairman (Singapore)  
NADO - NADO

SUBMITTED

The independence and non-political nature of the CRC must be protected, in the interest of strong governance.

However, the fact that it is only advisory to the EC (in its current form) is a potential weakness.

A possible way to strengthen this is that a truly independent CRC can be empowered to decide on sanctions, which WADA would be obligated to execute, and which WADA's FB could only block through a high bar of consensus (eg. through a supermajority vote - as a way out of any truly aberrant sanction by the CRC)

**U.S. Anti-Doping Agency**

Francoise Farrell, Executive Assistant to CEO (United States)  
NADO - NADO

SUBMITTED

Enforcement decisions regarding compliance should be apolitical, and therefore not taken by a body which is a political – i.e., representative – body, where the members represent different constituencies / stakeholder groups. The Executive Committee should be a fully independent and professional body which can deal with compliance. However, if that will not happen, decisions regarding compliance should be taken by the CRC, and neither the ExCo nor the FB.

If there is work to be done for compliance investigations/case review, staff and paid experts should be utilized and report directly to the ExCo.

Alternatively, if the CRC remains it should be made up of "Truly Independent" experts and not directly appointed by the ExCo or WADA staff but through the same process for selection of the ExCo members. These members should not be designated by a stakeholder group but should have an independent Athlete on the Committee.

**Antidoping Switzerland**

Ernst König, CEO (Switzerland)  
NADO - NADO

SUBMITTED

- Enforcement decisions regarding compliance should be apolitical, and therefore not taken by a body which is a political – i.e., representative – body, where the members represent different constituencies / stakeholder groups.
- If there is work to be done for compliance investigations/case review, staff and paid experts should be utilized and report directly to the ExCo.

**Azerbaijan National Anti-Doping Agency (AMADA)**

Shafag Huseynli, CEO (Azerbaijan)  
NADO - NADO

SUBMITTED

Considering that NADOs play a crucial role in anti-doping and they have sufficient expertise, and that current membership of CRC consists of members that have relations with the Code Signatories in any way, NADOs (which are, notably, required to be independent by the Code) should also have one seat in CRC and provide their input. It would be beneficial from various points of view: expertise, diversity, more room for gender equality etc.

**Japan Anti-Doping Agency**SUBMITTED  
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Akira Kataoka, General Manager, Results Management and Intelligence (Japan)  
NADO - NADO

CRC remains it should be made up of “Truly Independent” experts. These members should not be designated by a stakeholder group but should have an independent Athlete on the Committee.

### **Finnish Center for Integrity in Sports (FINCIS)**

SUBMITTED

Petteri Lindblom, Legal Director (Finland)  
NADO - NADO

Enforcement decisions regarding compliance should be apolitical, and therefore not taken by a body which is a political – i.e., representative – body, where the members represent different constituencies / stakeholder groups. The Executive Committee should be a fully independent and professional body which can deal with compliance. However, if that will not happen, decisions regarding compliance should be taken by the CRC, and neither the ExCo nor the FB.

If there is work to be done for compliance investigations/case review, staff and paid experts should be utilized and report directly to the ExCo.

Alternatively, if the CRC remains it should be made up of “Truly Independent” experts and not directly appointed by the ExCo or WADA staff but through the same process for selection of the ExCo members. These members should not be designated by a stakeholder group but should have an independent Athlete on the Committee.

### **Doping Authority Netherlands**

SUBMITTED

Olivier de Hon, Chief Operating Officer (Netherlands)  
NADO - NADO

6(a). Enforcement decisions regarding compliance should be apolitical, and therefore not taken by a body which is a political – i.e., representative – body, where the members represent different constituencies / stakeholder groups. The Executive Committee should be a fully independent and professional body which can deal with compliance. However, if that will not happen, decisions regarding compliance should be taken by the CRC, and neither the ExCo nor the FB. If there is work to be done for compliance investigations/case review, staff and paid experts should be utilized and report directly to the ExCo. Alternatively, if the CRC remains it should be made up of “Truly Independent” experts and not directly appointed by the ExCo or WADA staff but through the same process for selection of the ExCo members. These members should not be designated by a stakeholder group but should have an independent Athlete on the Committee.

### **Drug Free Sport New Zealand**

SUBMITTED

Nick Paterson, Chief Executive (New Zealand)  
NADO - NADO

The *Compliance Review Committee* is an independent committee, performing an expert role and at times quasi-judicial role. It should be completely independent of WADA management and the EC. It should also be empowered to make decisions based on its expertise and the application of the WADC.

These decisions should not be subject to endorsement/ratification or otherwise by EC.

These decisions could be appealed to CAS by an athlete/ADO/ lab etc or by WADA.

### **National Anti Doping Agency Germany**

SUBMITTED

Andrea Gotzmann, CEO (Germany)  
NADO - NADO

Enforcement decisions regarding compliance should be apolitical, and therefore not taken by a body which is a political – i.e. representative – body, where the members represent different constituencies / stakeholder groups. The EC should be a fully independent and professional body which can deal with compliance.

If there is work to be done for compliance investigations/case review, staff and experts should be utilized and report directly to the EC.

Alternatively, if the CRC remains it should be made up of “Truly Independent” experts and not directly appointed by the EC or WADA staff but through the same process for selection of the EC members. The CRC should have an independent Athlete on the Committee.

### Anti-Doping Norway

SUBMITTED

Martin Holmlund Lauesen, Director - International Relations and Medical (Norge)  
NADO - NADO

Enforcement decisions regarding compliance should be apolitical, and therefore taken by a body which is not established as a political body, where the members represent different constituencies / stakeholder groups. Our preference would be to convert the Executive Committee into a fully independent and professional body. However, if that will not happen, decisions regarding compliance should be taken by the CRC, and thus neither by the Executive Committee nor the Foundation Board.

### Central European Anti-Doping Organization (CEADO)

SUBMITTED

Michael Cepic, Chairman CEADO Board (Austria)  
NADO - RADO

**CEADO strongly suggests that there needs to be a representative for NADOs as well. NADOs are responsible for a significant amount of anti-doping work and are strictly bound to code compliance. Therefore, expertise from the practitioners to this committee is very important. The nomination for this committee should be the same process as with other standing committees (suggestion by a stakeholder, assessment through the nominations committee, approval by EC).**

### iNADO

SUBMITTED

Jorge Leyva, CEO (Germany)  
Other - Other (ex. Media, University, etc.)

This current composition is understandable given the current construct of WADA. As set out previously, there needs to be a broadening of the base of the Foundation Board to include NADO representation, however, given that a high proportion of potential issues facing the Committee will relate to NADOs, it is reasonable they are not represented here.

### Athleten Deutschland e.V.

SUBMITTED

Maximilian Klein, Representative for International Sport Policy (Germany)  
Other - Other (ex. Media, University, etc.)

- Should this committee continue to exist, it should not contain any WADA stakeholders.
- Then, it must be apolitical. This would be in contrast to the current status quo that entails stakeholder representation and influence of WADA management.
- If the ExCo was truly independent, the ExCo should be the body to deal with compliance decisions.
- If the CRC was kept in place, it needs to be composed of truly independent experts. This means no direct appointments by ExCo or WADA staff, but a completely independent nomination and selection process.

**7. Athlete Committee (AC) and athletes' representation (22)****Global Athlete with Athletics Association and NOC Athlete Commission of Denmark, Netherlands and Norway**

SUBMITTED

Rob Koehler, Director General (Canada)

Sport - Athlete Representative (State the name of the athlete body in Organization name)

**Question 7: Athlete Committee (AC) and Athletes' representation:** (Yearly budget - US\$152,00)

The current Terms of Reference of the Athlete Committee clearly indicate that the committee does not represent athletes, they represent the World Anti-Doping Agency. Athletes on this committee have tried to speak up against decisions they disagree with and are silenced or pressured into silence.

None of the options presented to the WADA Executive Committee in November 2020 are acceptable for the following reasons:

Option1: Is the status quo. Given athletes have no decision-making power, resources may be better spent engaging a global athlete audience. Additional details provided below.

Option2: Is a hybrid solution but does not ensure the WADA Athlete representatives are independent.

Option3: Is the exact model used by the IOC Athlete Commission. This model does not work as it provides a layer of protection for the organization, enabling them to claim "the elected athletes" are in support. Once again it must be pointed out that the Terms of Reference indicate that the WADA Athlete Committee reports to WADA management, not to athletes.

Given the complexities of organizing within an athlete representation system that is heavily controlled by sporting leaders it is very unlikely that an effective representation model will be successful. It is likely to create another layer of protection for WADA to hide behind.

WADA should focus on a more open and transparent broad athlete consultation with a smaller athlete department that is independent of WADA. This team would be used to source opportunities to obtain feedback, host forums to understand the athletes' needs. This group is selected based on their expertise in athlete representation. Similarly, to WADA's Investigation and Intelligence department this department could have full independence from WADA management.

Currently WADA budgets the following to attend events. This could be a better means of gathering broader and more robust feedback.

**Athlete Engagement Opportunities****Budget USD**

Athlete Forum

\$38,000

Olympic Outreach

\$189,000

Paralympics Outreach

\$91,000

Youth Olympic Games Outreach

\$79,000

**TOTAL****325/458**

**\$397,000****USOPC Athlete Advisory Council**

Meryl Fishler, Coordinator (United States)

Sport - Athlete Representative (State the name of the athlete body in Organization name)

SUBMITTED

**7. Athlete Committee and Athletes' Representation****1. Establish Athlete Reform Group****2. Independent****3. Clear Eligibility Requirement****4. Direct Athlete Elections****5. Diverse****6. Independent Coordinator**

Regarding feedback about the Athlete Committee and Athletes' Representation, the AAC recommends that WADA establish an independent Athlete Reform Group that can seek input from the broader community on how athletes can best be served; however, we will take this time to provide the following input:

- Stronger and more directly appointed athlete representation at the EC, FB, and Athlete Committee levels is critical.
- Athletes should not merely speak as appointees/representatives of international sport organizations. WADA should trust athletes to speak for themselves independently on these matters. Athletes on this committee have tried to speak up against decisions they disagree with and are silenced or pressured into silence.
- There must be clear and transparent eligibility criteria. We think the definition of who may serve as an "Athlete" in the governance realm should be as clear as possible. At the AAC we utilize the USOPC's concept of "10 Year Athletes" and "10 Year + Athletes", where the former is made up of athletes who currently compete at a defined elite level currently or within the past 10 years, and the latter have so competed but not within the past 10 years. We have found that contemplating both these groups in the USOPC's governance structure has introduced a positive and diverse set of athlete voices; we suggest that WADA consider a similar approach.
- There must be a clear and more direct selection process. We believe that Independent Athlete representatives must be elected very directly by international athletes, rather than appointed by or from any Olympic movement or public authority body. These Independent Athletes must not be answerable to any constituent organization. They must be vetted by the stronger Nominations Committee discussed in item 9 below. The means of these elections will require additional work and care, but the inclusion of these additional Independent Athlete voices can be transformative.
- The overall processes of seeking and securing additional Athlete voice in WADA governance should seek to achieve balance in athlete backgrounds in terms of gender, winter/summer sport, and Olympic/Paralympic sport. Above all these processes should be transparent and understandable to the international athlete community in order to win trust and respect.

Additionally, many times athletes need input from external experts that they trust and work in the athlete representation space. We believe athlete representatives should be able to utilize expert designees in WADA meetings.

We understand that the above-listed items call for a lot of changes, but we believe without substantive change to the current model, the role of the athlete in WADA is minimal.

**International Cricket Council**

Vanessa Hobkirk, Anti-Doping Manager (United Arab Emirates)  
 Sport - IF – IOC-Recognized

Would it be accurate for the ICC to assume that the Athlete Committee will at any time have representation from team sports.

**Cerebral Palsy International Sport and Recreation Association**

Halim Jebali, CPISRA Medical Committee Chair (Tunisia)  
 Sport - IF – Other

SUBMITTED

Une plus large représentation des athlètes au sein du Comité avec des niveaux d'expérience et d'instruction notable Bien évidemment des personnes qui n'ont jamais eu des problèmes avec le dopage

**FINA**

Marcela Saxlund, Interim Executive Director (Switzerland)  
 Sport - IF – Summer Olympic

SUBMITTED

**International Olympic Committee**

Hannah Emily Marie Grossenbacher, Project Manager (Switzerland)  
 Sport - IOC

SUBMITTED

Comments provided under this section are based on the input provided by the IOC Athletes' Commission

**Cabo Verde National Olympic Committee**

Filomena Fortes, President (Cape Verde)  
 Sport - National Olympic Committee

SUBMITTED

Clear Separation

**USOPC**

Christopher McCleary, General Counsel (US)  
 Sport - National Olympic Committee

SUBMITTED

Stronger and more directly appointed athlete representation at the EC, FB, and Athlete Committee levels is a critical element of our group of recommendations and we appreciate WADA's focus on this area in recent years. The importance of this issue has been among the clearest messages we have received from our own US Olympic and Paralympic community and from the elected athlete leaders in our Athletes' Advisory Council.

The Working Group's many specific questions on this point shows a very valuable focus on the importance of this concept as well, and it also shows its complexity. Of all our recommendations to the current Working Group questionnaire we think this is the one that needs most detailed thought and work from the Working Group on very specific details. We would be delighted to try and be helpful there. For the moment though, our perspectives remain at the level of principals rather than detailed plans.

First, we think the definition of who may serve as an "Athlete" in the governance realm should be as clear as possible. At the USOPC we have the concept of "10 Year Athletes" and "10 Year + Athletes", where the former is made up of athletes who currently compete at a defined elite level currently or within the past 10 years, and the latter have so competed but not within the past 10 years. We have found that contemplating both these groups in our governance structure has introduced a positive and diverse set of athlete voices; we suggest that WADA consider a similar approach.

Second, the process by which these Athletes (as that capitalized term is used throughout recommendations) are appointed to their governance roles is critical – particularly in the case of Independent Athlete representatives. We believe that Independent Athlete representatives must be elected very directly by international athletes, rather than appointed by or from any Olympic movement or public authority

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body. These Independent Athletes must not be answerable to any constituent organization. They must be vetted by the stronger Nominations Committee discussed in item 9 below. The means of these elections will require additional work and care, but the inclusion of these additional Independent Athlete voices can be transformative.

Third, the overall processes of seeking and securing additional Athlete voice in WADA governance should seek to achieve balance in athlete backgrounds in terms of gender, winter/summer sport, and Olympic/Paralympic sport. Above all these processes should be transparent and understandable to the international athlete community in order to win trust and respect.

Again, we know there are many questions and details to answer here in order to bring athlete voice to bear properly and effectively, and we encourage the Working Group to focus particular attention to this area.

### **Sport Integrity Australia**

SUBMITTED

Luke Janeczko, Assistant Director - Anti-Doping Policy (Australia)  
Public Authorities - Government

Australia, representing Oceania, is on the record to support an increase in athlete voice and representation in WADA forums. Athletes are the reason WADA exists and because the decisions of WADA directly impact on athletes – it is logical that athletes are part of the decision-making process. Australia, as a public authority, thinks many of the questions below are best answered by athletes. It is for the athletes to decide the mechanics of how their representation works. Nonetheless, Australia has a broad view of the ideal foundations for athlete representation on WADA:

- Athletes directly elect representatives on the athlete committee.
- Athletes are provided seats on the Executive Committee (ExCo) as independent members
- Athletes are provided seats on the Foundation Board (FB)

As for specific questions about mechanics, as requested below, Australia has provided its views however strongly believes it is the athletes who are best placed to answer these questions

### **Luxembourg: Minister Dan Kersch, Minister of Sport and member of the WADA Executive Committee, and Alexandre Husting, Advisor and CAHAMA Delegate**

SUBMITTED

Alexandre Husting, \* (Luxembourg)  
Public Authorities - Government

The issue of athlete representation is a very difficult one to address as it is a matter of finding the right way to define what an athlete is, what a representative athlete is, but in general it is clear that more space should be given to independent athletes in WADA's bodies.

### **Ministry of Culture Denmark**

SUBMITTED

Henrik Bramming, Head of section (Denmark)  
Public Authorities - Government

WADA should trust athletes to speak for themselves independently, and that athletes should not merely speak as appointees/representatives of international sport organizations. Independent athlete representation at the FB and experts (former athletes) to guide and suggest changes in legislation or standards to the administration and the leading bodies of WADA would be a much more transparent and fruitful useful way to create a fair and balanced anti-doping system. The criteria for deciding who can be independent athlete should be clear and transparent. How long time after an active career can an athletes "claim" to represent fellow athletes? And on what level should an athlete have competed.

### **Office of National Drug Control Policy**

SUBMITTED

Richard Baum, United States Coordinator, Doping in Sport (United States of

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America)  
Public Authorities - Government

Stronger and more independent athlete representation at the ExCo, FB, and Athlete Committee levels is a critical element of our recommendations. We note with appreciation WADA's focus on this area in recent years. The importance of this issue has been among the clearest messages we inside the United States Government have received from our own US Olympic and Paralympic Committee (USOPC) and from the elected athlete leaders of the USOPC Athletes' Advisory Council.

These are complex issues and our comments are based on broad principles. First, we support USOPC's definition of who may serve as an "Athlete" within various WADA institutions and forums. USOPC employs the concept of "10 Year Athletes" and "10 Year + Athletes," where the former is made up of athletes who currently compete at a defined elite level currently or have done so within the past 10 years, and the latter have so competed but not within the past 10 years. USOPC has shared with ONDCP that they have found that utilizing both of these groups in their governance ensures a positive and diverse set of athlete voices. The United States Government joins with USOPC and USADA in recommending that WADA adopt a similar approach.

Second, the process by which these Athletes are appointed to their roles is critical—particularly in the case of Independent Athlete representatives. We believe it is appropriate that Independent Athlete representatives be elected directly by international athletes, rather than appointed by or from any Olympic movement or public authority body. These Independent Athletes should not be answerable to any constituent organization. They must be vetted by a strengthened Nominations Committee discussed below. The mechanism involved in holding these elections should be determined by athletes, but the inclusion of these additional Independent Athlete voices is critically important and should be a priority for all stakeholders interested in a stronger, more effective WADA.

Third, the overall processes of seeking and securing additional Athlete voices in WADA governance should seek to achieve balance in athlete backgrounds in terms of gender, winter/summer sport, and Olympic/Paralympic sport. Above all, these selection processes should be transparent and understandable to the international athlete community.

We encourage continued work on this issue. The United States looks forward, in cooperation with U.S.A. athletes and their organizations, to ensuring a strong, independent Athlete's voice within WADA's governance model.

### **Comitato Permanente Antidoping (NADO)**

Claudio Muccioli, President (San Marino)  
NADO - NADO

SUBMITTED

no comment

### **Bahrain Olympic committee**

Zainab Anwar, Antidoping specialist (Kingdom of Bahrain)  
NADO - NADO

SUBMITTED

7a) yes around one term.

7b) all athlete.

7c) by election.

7c)(i)-all sport organization.-by election.-accordingly.

7c)(ii)

-all athlete delegate.-no.-yes .-both.asper rules and regulations.

7c)(iii)-by direct election.-thru the sport international federations.-as per rules and regulations governance.

7c)(iv)- nomination committee and WADA EC committee.-as per rules and regulations governance.

7c)(v)all of the above, much transparency , no comment as per the rules and regulations .

7c)(vi)yes thru the rules and regulations.

7d)(i)no.

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7d)(ii)balanced one.  
 7d)(iii) as per term.  
 7d)(iv)yes will be a conflict of interest.7d)(v)experience and knowledge.  
 7d)(vi)no, by vote or evaluation thru the nomination committee, yes need to be.  
 7e)experience and knowledge  
 7f) yes we consider.  
 7g) thru nomination committee, for more transparency.  
 7h)thru nomination committee, for more transparency.  
 7i) yes, as per experience and knowledge.  
 7j)no comments.

### UK Anti-Doping

SUBMITTED

Jamie Piggins, International and Stakeholder Relations Officer (UK)  
 NADO - NADO

**NADOs have consistently stated that WADA should trust athletes to speak for themselves independently on these matters, and that athletes should not merely speak as appointees / representatives of international sport organizations**

### UK Anti-Doping Athlete Commission

SUBMITTED

Tony Josiah, Head of International and Stakeholder Relations (United Kingdom)  
 NADO - NADO

*At least* four? This is a ridiculous level of conflict of interest. There should be no members of the IOC AC that sit on the WADA AC. Invites can be extended to meetings but absolutely no way that having four members of the Olympic Movement is ensuring independence.

### U.S. Anti-Doping Agency

SUBMITTED

Francoise Farrell, Executive Assistant to CEO (United States)  
 NADO - NADO

**NADOs have consistently stated that WADA should trust athletes to speak for themselves independently on these matters, and that athletes should not merely speak as appointees / representatives of international sport organizations**

### Anti Doping Danmark

SUBMITTED

Michael Ask, CEO (Denmark)  
 NADO - NADO

WADA should trust athletes to speak for themselves independently, and that athletes should not merely speak as appointees/representatives of international sport organizations. Independent athlete representation at the FB and experts (former athletes) to guide and suggest changes in legislation or standards to the administration and the leading bodies of WADA would be a much more transparent and fruitful useful way to create a fair and balanced anti-doping system.

The criteria for deciding who can be independent athlete should be clear and transparent. How long time after an active career can an athletes "claim" to represent fellow athletes? And on what level should an athlete have competed.

### Doping Authority Netherlands

SUBMITTED

Olivier de Hon, Chief Operating Officer (Netherlands)  
 NADO - NADO

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7(a-j). As we have consistently stated in the past, WADA should trust athletes to speak for themselves independently on these matters, and that athletes should not merely speak as appointees / representatives of international sport organizations.

### Anti-Doping Norway

SUBMITTED

Martin Holmlund Lauesen, Director - International Relations and Medical (Norge)  
NADO - NADO

The questions boils down to two overall questions: What type of body should the Athlete Committee be? And how is athlete representation ensured?

We believe that it is important to ensure independent athlete voices in the WADA governance, i.e. representatives elected by the athletes, and who are accountable vis-à-vis the athletes as their representatives. One way to ensure this, is change the WADA Athlete Committee to a representative body, which could work as the constituency in the relevant WADA governing bodies, which are based on representation. (i.e. the Foundation Board – and if the current functioning of the Executive Committee is kept also in the Executive Committee, albeit we have a strong preference for eliminating the representation of any stakeholder group in the Executive Committee all together).

This would entail changing the Athlete Committee (both in terms of appointment and composition) – in order to make the Athlete Committee a representative body – which would also be more in line with the current purpose of the Athlete Committee, i.e. to provide an athlete perspective. This representative body could then function as the constituency for the athlete representatives in the relevant WADA governing bodies. For the same reason, the selection of the Athlete Committee Chair, should be changed to a bottom-up approach, and the Chair and any other AC member should be eligible to sit in any other governing bodies, where representation is a key element for composition.

Legitimacy through some sort of direct or indirect elections and diversity in the athletes' voices are important factors for ensuring a broad ownership and commitment. I.e. a broader range of athletes should feel represented by the athlete representatives in the governing bodies of WADA than is the case today. And the athlete representation in the Governing bodies of WADA should be seen in light of the Athlete Committee's work on WADA athlete representation.

### Anglesea Sports Medicine

SUBMITTED

Chris Milne, Sports Physician (New Zealand)  
Other - Other (ex. Media, University, etc.)

See below

### iNADO

SUBMITTED

Jorge Leyva, CEO (Germany)  
Other - Other (ex. Media, University, etc.)

Note 1: Question 7c) of the survey is missing in this section. Our response will be entered together with 7c) i

Note 2:

The determination of how the full range of athletes should be adequately represented has remained an extremely difficult challenge. Ultimately it is for athletes to decide how this should occur although all bodies in a position to assist them in creating an appropriate representation model should do so. Some thoughts are offered in the following however there is no established consensus amongst NADOs as to how best to move this forward and deference is given to athlete bodies to determine how they should best be represented. Consequently not all questions have been answered. However, it is important that a voice is available for all athletes not just those who have the resource and/or organizational capacity to engage.

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**7a) (21)****FINA**

SUBMITTED

Marcela Saxlund, Interim Executive Director (Switzerland)  
Sport - IF – Summer Olympic

Athlete representatives should be of an international level with some anti-doping experience. It is ideal if they serve on WADA post career (to improve availability) for a limit of up to 6 years post career.

**International Olympic Committee**

SUBMITTED

Hannah Emily Marie Grossenbacher, Project Manager (Switzerland)  
Sport - IOC

*Comments under this section are based on the input provided by the IOC Athletes' Commission*

**The WADA Athletes Committee should build on the existing network of athletes by appointing elected and active athletes from IOC, IPC, IFs, Continental and NOC/NPCs Athletes' Commissions. The IOC AC has guidelines for the creation of athletes commission in which it is recommended that the Commission should be composed of athletes who, at the time of their election/nomination, are participating at international level or have done so within the previous four years.**

**Cabo Verde National Olympic Committee**

SUBMITTED

Filomena Fortes, President (Cape Verde)  
Sport - National Olympic Committee

Direct elections with gender diversity.

**New Zealand Government**

SUBMITTED

Alice Hume, . (.)  
Public Authorities - Government

The athlete community should be empowered to determine their own appointment or elections processes (like other stakeholder constituencies). They can also determine whether any time limits after an athlete finishes competition are appropriate.

**Sport Integrity Australia**

SUBMITTED

Luke Janeczko, Assistant Director - Anti-Doping Policy (Australia)  
Public Authorities - Government

Broadly, an athlete representative on WADA should be no later than ten years retired and competed at the national or international-level. Athlete representatives on the FB or ExCo should have no other affiliations to WADA stakeholders (e.g., on an IOC/NOC athlete commission, or NADO athlete advisory group).

**ONADE**

SUBMITTED

Janet Emen, Executive Secretary (Ecuador)  
NADO - NADO

This athlete should be elected by a democratic process by the members of the current board. Level of participation; anti-doping expertise and not representing other stakeholders should definitely be factors to take on account. Athletes should be eligible to represent the athletes' constituency after finishing his/her sporting career.

**ABCD**

SUBMITTED

Anthony Moreira, Executive Director (Brazil)  
NADO - NADO

Given the range and extent of the athlete population it is not feasible to consider direct election. Sub-groups of athletes could nominate delegates and they could determine representation. It is important to recognize that the Code (in one form or another) can apply to all athletes. Olympians, for example, are a tiny proportion of athletes directly bound and they do not represent all sports. For many athletes who are directly bound, Olympic participation is neither realistic nor even an objective. Given its strictures at least some "athlete representatives" should have been subject to the whereabouts program within (say) the previous 5 years. On the other hand athlete representation should include familiarity with the struggles of athletes who may only occasionally be subject to testing and for whom education is limited. An expectation on current or very recent athletes (who may have no support) to have the time to read and consider the full scale of WADA documents for consideration by Committees is a stretch. It is important therefore that athlete representatives emerge are provided with a supportive mechanism. Whether their representation model is perfect or not there is no doubt that Athlete "Unions" speak for an extraordinarily large number of athletes and it would be positive to incorporate their perspective into decision making. It may be that one athlete position should explicitly be given over to their representation.

**NADO MKD**

SUBMITTED

Eli Handjiska, Sport Medicine Doctor (North Macedonia)  
NADO - NADO

The athlete representative selection/election should be falling under the jurisdiction of the World AntiDoping Code. The athlete should be eligible to represent the athletes' constituency after finishing his/her sporting career. The time should be limit just to several years after finishing a sporting career.

**Sport Ireland**

SUBMITTED

Siobhan Leonard, Director of Anti-Doping & Ethics (Ireland)  
NADO - NADO

Athlete Reps should demonstrate a strong voice for clean sport and selected on their standing in their sport and expertise they can bring to Board.

**AEPSAD - Agencia Española de Protección de la Salud en el Deporte**

SUBMITTED

Carlos Gea, Head of International Relations and Coopetation Area (España)  
NADO - NADO

We consider that athlete's representatives should:

- Be elected directly by other athletes- Must have full voting rights, and therefore should have big involvement in the decisions taken.- expertise in anti-doping is preferred- should not be representing other stakeholders- could be an active or retired athlete but if it is a retired athlete that person should not be retired for more than 4 years in the moment of the election.

**UK Anti-Doping Athlete Commission**

SUBMITTED

Tony Josiah, Head of International and Stakeholder Relations (United Kingdom)  
NADO - NADO

Ideally - Nominations of athletes direct from NADOs, choosing from members of their AC. How these nominations are then ratified is a bit more challenging. One option could be elections from the population of NADO AC members, though there are challenges with varying sizes of ACs. Having nominations and elections such as this could ensure a certain level of anti-doping expertise. The positions within the WADA AC should be divided up to ensure a diverse and representative. We would suggest that the representatives of the AC must commence their first term (of what should be a maximum of two) within 3 years of finishing their sporting career. Athletes should still be able to be nominated if still competing.

**Anti-Doping Singapore**

SUBMITTED

Patrick Goh, Chairman (Singapore)  
NADO - NADO

In an ideal setting, the athlete constituency should elect its own representatives.

However, there is currently no organised mechanism on a global scale to facilitate this, given the sheer size and diverse nature of the athlete body.

On the issue of current vs retired athlete, we believe that a mix is reasonable, perhaps, quota based.

We are also in agreement that a time limit is reasonable, so that the former athlete would not be too disengaged from a current athlete's reality.

#### **Azerbaijan National Anti-Doping Agency (AMADA)**

Shafag Huseynli, CEO (Azerbaijan)  
NADO - NADO

SUBMITTED

No comment

#### **Japan Anti-Doping Agency**

Akira Kataoka, General Manager, Results Management and Intelligence (Japan)  
NADO - NADO

SUBMITTED

Broader representation should be considered for its members, including para-sport athletes. Apart from Athlete Committee itself, athletes representation to all standing committee is essential.

#### **Drug Free Sport New Zealand**

Nick Paterson, Chief Executive (New Zealand)  
NADO - NADO

SUBMITTED

This should really be up to the WADA AC to decide. The AC was created with purpose, to give the Athlete input to WADA but they have not been allowed to do so.

The current impasse whereby the AC has to work out what representative model they prefer which then has to be agreed and endorsed by the EC BEFORE they have representation on EC is not good enough. The default should be that the AC is given membership and voting rights on EC while any change in structure is considered. That way while the process goes on, at least the athletes have representation at the EC.

#### **Turkish Anti-Doping Commission**

Mehmet YOGURTCUOGLU, Deputy General Director / Legal Affairs Coordinator  
(Turkey)  
NADO - NADO

SUBMITTED

Yes, an athlete should still be eligible to represent the athlete community after finishing his/her sporting career. In this regard, we suggest that at least half of the members should be national level athletes who are still active or retired within three years. It should also be taken into account that they had previous experience of anti-doping such as being subject to testing and receiving anti-doping education to ensure that they are familiar with the anti-doping policies.

#### **Central European Anti-Doping Organization (CEADO)**

Michael Cepic, Chairman CEADO Board (Austria)  
NADO - RADO

SUBMITTED

**Legitimacy should be achieved through selection by current athletes or direct proposal in connection with antidoping expertise, representing other stakeholders with recommendation of relevant ADO. The process (nomination, vetting, selection, term limit, etc.) should not be different from other representatives.**

**Anglesea Sports Medicine**

Chris Milne, Sports Physician (New Zealand)  
Other - Other (ex. Media, University, etc.)

Ideally the athletes representatives would be selected/elected by current athletes. There should be a time limit of 3-5 years post retirement for representing the athlete constituency

**iNADO**

SUBMITTED

Jorge Leyva, CEO (Germany)  
Other - Other (ex. Media, University, etc.)

Given the range and extent of the athlete population it is not feasible to consider direct election. Sub-groups of athletes could nominate delegates and they could determine representation. It is important to recognize that the Code (in one form or another) can apply to all athletes. Olympians, for example, are a tiny proportion of athletes directly bound and they do not represent all sports. For many athletes who are directly bound, Olympic participation is neither realistic nor even an objective.

Given its strictures at least some "athlete representatives" should have been subject to the whereabouts program within (say) the previous 5 years. On the other hand athlete representation should include familiarity with the struggles of athletes who may only occasionally be subject to testing and for whom education is limited.

An expectation on current or very recent athletes (who may have no support) to have the time to read and consider the full scale of WADA documents for consideration by Committees is a stretch. It is important therefore that athlete representatives emerge are provided with a supportive mechanism.

Whether their representation model is perfect or not there is no doubt that Athlete "Unions" speak for an extraordinarily large number of athletes and it would be positive to incorporate their perspective into decision making. It may be that one athlete position should explicitly be given over to their representation.

**British Athletes Commission, British NOC Athletes Commission, British NPC Athletes Commission**

SUBMITTED

Kristian Thomas, Athlete Engagement Manager (UK)  
Other - Other (ex. Media, University, etc.)

We propose that an athlete representative:

- Must be elected as candidate for the WADA Athletes Commission (AC) by their NADO. Thereafter, the elected candidate must be appointed by special appointing authority. The special appointing authority should consist of WADA AC members and WADA AC Chair. WADA AC should make up the majority of this group.
- Be no more than four years retired when applying for WADA AC. Once they become a member, they can fulfil the full-term length. We suggest the term is no longer than eight years – meaning the candidate could only be retired from the sport a **maximum** of 12 years by the end of their term.
- Does not represent or hold a decision-making seat for public authorities or Olympic and Paralympic movement.
- Is a former International athlete with credible anti-doping experience.

**EOC/IOC liaison**

SUBMITTED

Jean-Michel Saive, liaison (Belgium)  
Other - Other (ex. Media, University, etc.)

the WADA Athletes Committee should be build on the network which exist among athletes by appointing elected and active athletes from IPC,IOC,IFs,NPCs/NOC, ANOC and Continental athletes' Commissions.The IOC AC has example (toolkit, guidelines) how to create an effective AC in which is  
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recommended that the AC should be composed of athletes who, at the time of their election/nomination, are participating at international level, or did it in the past 4 years.

**7b) (23)****World Rugby**

SUBMITTED

David Ho, Anti-Doping Science and Results Manager (Ireland)  
Sport - IF – Summer Olympic

In principle, this should probably be all athletes bound by the Code, however only elite athletes are likely to be members of athlete representative bodies, so restricting it to international athlete representatives (who can speak on behalf of a wider population), may make more practical sense. The challenge with athlete representation is the number and diversity of athlete groups across sport, who we can't hope to fully represent via the existing governance arrangements, or improve with any increased representation for athletes on the FB or EC.

The current arrangement affords no place for other athlete bodies (who may or may not be more representative or more independent than the existing Olympic movement nominations) and professional sports player groups (those whose IFs are Code signatories) who may not necessarily choose to nominate candidates for (or agree with the candidates from their sport nominated to) the WADA or IOC committees. Some of these sport-specific bodies represent athletes in sports that cover both Olympic and Professional competition. This risks the athlete voice in the decision-making process being representative of only a portion of the athlete population who are affected by the Code, and as the professional sport bodies often represent large-participation team sports, this potentially disenfranchises a large number of athletes.

We would support the principle of increased representation of athletes in decision making, but this may be best achieved outside of the FB and EC, unless member nominations could be made more representative.

**FINA**

SUBMITTED

Marcela Saxlund, Interim Executive Director (Switzerland)  
Sport - IF – Summer Olympic

Athletes registered in ADAMS and athletes bound by the World Anti-Doping Code

**International Olympic Committee**

SUBMITTED

Hannah Emily Marie Grossenbacher, Project Manager (Switzerland)  
Sport - IOC

*Comments under this section are based on the input provided by the IOC Athletes' Commission*

**There is an existing network of athletes which has built itself between IFs and NOCs/NPCs Athletes' Commissions as well as the IOC, Continental and IPC ACs, the WADA AC should aim at building on this existing network.**

**Cabo Verde National Olympic Committee**

SUBMITTED

Filomena Fortes, President (Cape Verde)  
Sport - National Olympic Committee

By election of peers.

**New Zealand Government**

SUBMITTED

Alice Hume, . (.)  
Public Authorities - Government

International and national-level athletes would seem best suited to serve as representatives of the athlete community, however, this is a matter for them to determine.

**Sport Integrity Australia**

SUBMITTED

Luke Janeczko, Assistant Director - Anti-Doping Policy (Australia)

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## Public Authorities - Government

At a minimum, athlete representatives on WADA should have competed in at least the national-level.

For the AC, representatives should be elected by fellow athletes. For athlete representation on the FB and ExCo, interested athletes should nominate and be vetted through the Nominations Committee process.

**ONADE**

SUBMITTED

Janet Emen, Executive Secretary (Ecuador)  
NADO - NADO

All athletes bound by the World Anti-Doping Code

**ABCD**

SUBMITTED

Anthony Moreira, Executive Director (Brazil)  
NADO - NADO

See Section 7 A (above). Athlete representation should reflect the broad diversity of the group but be biased towards those most directly impacted by the Code.

**NADO MKD**

SUBMITTED

Eli Handjiska, Sport Medicine Doctor (North Macedonia)  
NADO - NADO

The international-level athletes should be represented within WADA.

**Sport Ireland**

SUBMITTED

Siobhan Leonard, Director of Anti-Doping & Ethics (Ireland)  
NADO - NADO

See Section 7 A (above). Athlete representation should reflect the broad diversity of the group but be biased towards those most directly impacted by the Code.

**AEPSAD - Agencia Española de Protección de la Salud en el Deporte**

SUBMITTED

Carlos Gea, Head of International Relations and Coopetation Area (España)  
NADO - NADO

All athletes registered in Adams

**UK Anti-Doping Athlete Commission**

SUBMITTED

Tony Josiah, Head of International and Stakeholder Relations (United Kingdom)  
NADO - NADO

Wider representative is always a positive, international-level athletes across sports. You shouldn't limit the athletes to just those registered on ADAMS. All athletes that are bound by the WADA Code should be represented. Representation from 'professional sport' would also be beneficial (e.g. rugby, football, cricket).

**Anti-Doping Singapore**

SUBMITTED

Patrick Goh, Chairman (Singapore)  
NADO - NADO

We are of the view that any athlete who is or has been "substantially" subjected to an anti-doping programme (education, whereabouts, TUE, ADAMS, testing) under the Code could qualify as an athlete

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rep.  
WADA could also set certain other minimum qualifying thresholds (eg. Number of years under the Code, level of competition).

### Azerbaijan National Anti-Doping Agency (AMADA)

Shafag Huseynli, CEO (Azerbaijan)  
NADO - NADO

SUBMITTED

No comment

### Japan Anti-Doping Agency

Akira Kataoka, General Manager, Results Management and Intelligence (Japan)  
NADO - NADO

SUBMITTED

It would be not an easy task, but the Athletes Committee should be a broad representative body from all athletes community. It may set a new criteria to accept open application from global athlete community.

### SA Institute for Drug-Free Sport

khalid galant, CEO (South Africa)  
NADO - NADO

SUBMITTED

Athletes from sport codes that are bound by the Code.

### Drug Free Sport New Zealand

Nick Paterson, Chief Executive (New Zealand)  
NADO - NADO

SUBMITTED

All athletes with WADA's jurisdiction should have the ability to be represented., but again this should really be up to the WADA AC to decide.  
The AC was created with purpose, to give the Athlete input to WADA but they have not been allowed to do so.  
The current impasse whereby the AC has to work out what representative model they prefer which then has to be agreed and endorsed by the EC BEFORE they have representation on EC is not good enough. The default should be that the AC is given membership and voting rights on EC while any change in structure is considered. That way while the process goes on, at least the athletes have representation at the EC.

### Palestine Anti-doping committee

Reem Dasa, Liaison (Palestine)  
NADO - NADO

SUBMITTED

all athletes bound by the World Anti-Doping Code,

### Central European Anti-Doping Organization (CEADO)

Michael Cepic, Chairman CEADO Board (Austria)  
NADO - RADO

SUBMITTED

**International-level athletes with experience in Anti-Doping, including participants in Olympic and Paralympic games, world and continental championships.**

### Anglesea Sports Medicine

Chris Milne, Sports Physician (New Zealand)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

International level athletes, as these are the main ones to consider.

### iNADO

Jorge Leyva, CEO (Germany)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

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See Section 7 A (above). Athlete representation should reflect the broad diversity of the group but be biased towards those most directly impacted by the Code.

**British Athletes Commission, British NOC Athletes Commission, British NPC Athletes Commission**

SUBMITTED

Kristian Thomas, Athlete Engagement Manager (UK)  
Other - Other (ex. Media, University, etc.)

a) Which relevant athlete community should be represented within WADA (international-level athletes, all athletes registered in ADAMS, all athletes bound by the World Anti-Doping Code, etc.)?

International-level athletes. More info is required, however we assume this includes athletes from all sports, not just Olympic and Paralympic athletes.

**EOC/IOC liaison**

SUBMITTED

Jean-Michel Saive, liaison (Belgium)  
Other - Other (ex. Media, University, etc.)

the athlete community within WADA should be represented by the existing network of athletes coming from the AC commissions from IFs, NOC/NPCs, IOC, IPCs, ANOC and Continental AC.

**7c) (i) (17)**

**International Olympic Committee**

SUBMITTED

Hannah Emily Marie Grossenbacher, Project Manager (Switzerland)  
Sport - IOC

*Comments under this section are based on the input provided by the IOC Athletes' Commission*

**The WADA Athletes Committee should build on the existing network of athletes by appointing elected and active athletes from IOC, IPC, IFs and NOC/NPCs Athletes' Commissions. The IOC AC has guidelines for the creation of athletes commission in which it is recommended that the Commission should be composed of athletes who, at the time of their election/nomination, are participating at international level or have done so within the previous four years. Therefore proposal (i) is the preferred option.**

***(i) Because they hold office in a different athlete committee / commission / council etc. (with sufficient democratic legitimacy) within relevant sports organizations:***

- *What is a relevant sports organization (IOC, IPC, etc.)?* IOC, IPC, Continental, IFs, NOCs/NPCs ACs.
- *When does the athlete committee have sufficient democratic legitimacy?* When its composed by athletes representatives who hold a mandate to represent their peers on all topics which concern athletes. While IFs, NOCs/NPCs, Continental, IOC and IPC Athletes' Commissions deal with a wide range of topics, amongst the most important ones is the fight against doping and the protection of clean athletes.

**Cabo Verde National Olympic Committee**

SUBMITTED

Filomena Fortes, President (Cape Verde)  
Sport - National Olympic Committee

No

**New Zealand Government**

SUBMITTED

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Alice Hume, . (.)  
Public Authorities - Government

The athlete community can determine their own appointment or elections processes.

Agreed diversity criteria should be communicated to the athlete community with an expectation that they be incorporated into their appointment or election processes

**Sport Integrity Australia**

SUBMITTED

Luke Janeczko, Assistant Director - Anti-Doping Policy (Australia)  
Public Authorities - Government

Yes, athletes on the AC should have no other affiliation.

**ABCD**

SUBMITTED

Anthony Moreira, Executive Director (Brazil)  
NADO - NADO

A relevant sport organization is any sport bound by the Code. When the athlete committee has sufficient democratic legitimacy is a crucial consideration from one which iNADO feels needs more internal (and external) discussion before it can propose a solution.

**ONADE**

SUBMITTED

Janet Emen, Executive Secretary (Ecuador)  
NADO - NADO

Because they are member of international committees of athletes and have gained merits within their career, never failed a doping test. Should be selected by consensus of more than half of the electing board.

**Sport Ireland**

SUBMITTED

Siobhan Leonard, Director of Anti-Doping & Ethics (Ireland)  
NADO - NADO

See Section 7 A (above). Athlete representation should reflect the broad diversity of the group but be biased towards those most directly impacted by the Code.

**AEPSAD - Agencia Española de Protección de la Salud en el Deporte**

SUBMITTED

Carlos Gea, Head of International Relations and Cooperation Area (España)  
NADO - NADO

In the opinion of the athlete representative consulted by our Agency, it is clear that the representative should be elected and not appointed but she does not know which option could be the best procedure. Her opinion is that option "i" seems the "easiest" and that there should be established a minimum in diversity and gender requirements but as she is not sure about what is the best procedure to elect the candidates she says that it is difficult to know how to ensure this and that maybe establishing quotas of some sort...

**UK Anti-Doping Athlete Commission**

SUBMITTED

Tony Josiah, Head of International and Stakeholder Relations (United Kingdom)  
NADO - NADO

No WADA AC positions for members of the IOC AC. We have more athletes with capabilities to effectively work on the WADA AC than having to rely on the IOC AC. Athletes must have open dialogue and communications with relevant sports organisations but not necessarily a decision making element

### Anti-Doping Singapore

Patrick Goh, Chairman (Singapore)  
NADO - NADO

SUBMITTED

We believe this entire section (7c) should be the subject of a substantive and detailed study which can provide concrete recommendations.

### Azerbaijan National Anti-Doping Agency (AMADA)

Shafag Huseynli, CEO (Azerbaijan)  
NADO - NADO

SUBMITTED

No comment

### Japan Anti-Doping Agency

Akira Kataoka, General Manager, Results Management and Intelligence (Japan)  
NADO - NADO

SUBMITTED

It would be a reasonable approach to give certain position to the global sport governing body such as IOC, IPC, but the number of the representation to be considered to avoid oligopolistic power balance. NADO may be given to nominate its athletes committee for the WADA Athletes committee member.

### Central European Anti-Doping Organization (CEADO)

Michael Cepic, Chairman CEADO Board (Austria)  
NADO - RADO

SUBMITTED

#### On proposal of the relevant group/organization.

- What is a relevant sports organization (IOC, IPC, etc.)?

#### CEADO suggests IOC/IPC, NADO, IF/NF in consultation with respective NADO

- When does the athlete committee have sufficient democratic legitimacy?

#### CEADO suggests Vetting process, consultation with respective NADO and IF/NF

- Any other criteria that the athlete committee must fulfill (e.g. decision making-/ consultative authority in the relevant sports organization)?

#### CEADO suggests at least consultative authority

### Anglesea Sports Medicine

Chris Milne, Sports Physician (New Zealand)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

Holding office in an appropriate athletes committee, eg IOC/IPC/IF possibly NOC is reasonable

### iNADO

Jorge Leyva, CEO (Germany)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

**Question 7c)**

It is highly likely that any athlete representative will be in a position to adequately consult within any sub-constituency he/she may be nominated by and consequently will become, in effect, an independent athlete representative.

**Question 7c) (i)**

A relevant sport organization is any sport bound by the Code.

When the athlete committee has sufficient democratic legitimacy is a crucial consideration from one which INADO feels needs more internal (and external) discussion before it can propose a solution.

**British Athletes Commission, British NOC Athletes Commission, British NPC Athletes Commission**

SUBMITTED

Kristian Thomas, Athlete Engagement Manager (UK)  
Other - Other (ex. Media, University, etc.)

a) How should the athlete representatives be chosen in order to represent the constituency defined under (b)?

Stage 1: Through election by delegates that have themselves sufficient democratic legitimacy.

Stage 2: Through nomination/appointment by a special appointing authority

· **Stage 1:**

Who would be appropriate delegates eligible to vote?

In first instance, the NADO and national athlete representative body should put forward a candidate(s) to WADA, therefore providing their endorsement. Each NADO should carry out their own independent election, either internally through interviews and election panel, or via a voting election.

Could they be members of athlete groups of anti-doping organizations?

Yes, however this is not a prerequisite. We believe, for instance, that an athlete representative with a demonstrable good level of understanding across a wide range of anti-doping issues will be more beneficial. This should be highlighted during the NADO election process.

Could they be members of athlete groups of various sports organizations?

The ideal situation is that there is no perceived or real level of conflict so that the athlete is free to voice their own opinion unequivocally. Every candidate will need to be assessed on their own merits. However, they should not hold decision making seats on public authorities, governments, or Olympic and Paralympic movement organisations.

**Additional notes for stage 1:**

· Other suggestions to consider may be for the NADO and national athlete representative body to put forward multiple candidates, e.g., Professional sport athlete from individual sport, Professional sport athlete from team sport, Olympic athlete, Paralympic athlete. This may help fill all requirements of WADA AC composition.

· Candidate(s) should represent a nation with a functioning NADO AC authorised by WADA. If this is not the case, then it can be waived by WADA AC, provided a letter is sent agreeing to:

o create a NADO AC/commission which satisfies certain requirements set out by WADA.

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o work alongside WADA in implementing a plan for creating an athletes' committee/commission/council.

· **Stage 2:**

Who would be a competent nomination/appointing authority (Nominations Committee, WADA EC, etc.)?

An election panel that should include: WADA AC Chair, x2 WADA AC members, plus WADA nomination committee. **Important that the majority of the panel is WADA AC members.**

What would be relevant criteria for the nomination authority to apply?

- Majority representative from WADA AC.
- Casting vote to WADA AC Chair.
- Not affiliated or represent Olympic movement such as IOC or IPC and free from other conflict of interests.

**EOC/IOC liaison**

SUBMITTED

Jean-Michel Saive, liaison (Belgium)  
Other - Other (ex. Media, University, etc.)

The WADA AC should be build on the existing network of athletes by appointing elected and active athletes from IOC,IPC IFs, NOC, NOPCcs , ANOC and Continental AC.(relevant sports organization)An athlete committee has sufficient democratic legitimacy when it is composed by athletes representatives who has a mandate to represent their peers on different topics which concern athletes.So the proposal (i)below is the preferred one.

**7c) (ii) (8)**

**Sport Integrity Australia**

SUBMITTED

Luke Janeczko, Assistant Director - Anti-Doping Policy (Australia)  
Public Authorities - Government

The AC should be large enough to ensure there is a broad range of diversity, including gender, regional and sport.

**ONADE**

SUBMITTED

Janet Emen, Executive Secretary (Ecuador)  
NADO - NADO

Delegates should have experience in international contexts related to sports, any sport oriented organization should be enough. There should not be any conflict of interest to guarantee transparency and independency.

**NADO MKD**

SUBMITTED

Eli Handjiska, Sport Medicine Doctor (North Macedonia)  
NADO - NADO

The appropriate delegates eligible to vote

- they should not be the members of athlete groups of anti-doping organizations
- they could be members of athlete groups of various sports organizations.

**AEPSAD - Agencia Española de Protección de la Salud en el Deporte**

SUBMITTED

Carlos Gea, Head of International Relations and Coopetation Area (España)

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NADO - NADO

**Azerbaijan National Anti-Doping Agency (AMADA)**

SUBMITTED

Shafag Huseynli, CEO (Azerbaijan)  
NADO - NADONo comment**Central European Anti-Doping Organization (CEADO)**

SUBMITTED

Michael Cepic, Chairman CEADO Board (Austria)  
NADO - RADO

o Could they be members of athlete groups of anti-doping organizations?

**Yes**

- Could they be members of athlete groups of various sports organizations?

**Yes, on an international level**

o What would be the relevant anti-doping or sports organizations (national / international)?

**CEADO proposes NADO, IF**

- What criteria would these athlete groups need to fulfill in order for its members to be entitled to vote?

**CEADO suggests International level athletes, with relevant background (see above), NADO who supports the candidacy.**

**Anglesea Sports Medicine**

SUBMITTED

Chris Milne, Sports Physician (New Zealand)  
Other - Other (ex. Media, University, etc.)I am happy for athlete groups to determine this**iNADO**

SUBMITTED

Jorge Leyva, CEO (Germany)  
Other - Other (ex. Media, University, etc.)**7c) (iii) (7)****FINA**

SUBMITTED

Marcela Saxlund, Interim Executive Director (Switzerland)  
Sport - IF – Summer OlympicIndependent direct election (as in IF and IOC)**Sport Integrity Australia**

SUBMITTED

Luke Janeczko, Assistant Director - Anti-Doping Policy (Australia)  
Public Authorities - Government

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Ideally terms are consistent with broader governance regulations.

**ONADE**

SUBMITTED

Janet Emen, Executive Secretary (Ecuador)  
NADO - NADO

Voting delegates and candidates could be selected by WADA for every case in every country.

**NADO MKD**

SUBMITTED

Eli Handjiska, Sport Medicine Doctor (North Macedonia)  
NADO - NADO

In the countries with a large athlete, the community will be chosen a larger number of athlete representatives than in the countries with a small one.

**Azerbaijan National Anti-Doping Agency (AMADA)**

SUBMITTED

Shafag Huseynli, CEO (Azerbaijan)  
NADO - NADO

No comment

**Central European Anti-Doping Organization (CEADO)**

SUBMITTED

Michael Cepic, Chairman CEADO Board (Austria)  
NADO - RADO

- How could this be managed?

**Preference of direct appointment/nomination, not an election**

- How could it be ensured that only eligible athletes (cf. supra b) would vote?

**No election**

- How could adequate balance be ensured between countries with a large athlete community and countries with a small one?

**CEADO fears that this balance cannot be ensured to general “satisfaction”, as in many other parts of WADA representation.**

**Anglesea Sports Medicine**

SUBMITTED

Chris Milne, Sports Physician (New Zealand)  
Other - Other (ex. Media, University, etc.)

If the election is confined to international level athletes, this makes it easier to manage. Difficult to resolve the large/small NOC balance

**7c) (iv) (8)****International Olympic Committee**

SUBMITTED

Hannah Emily Marie Grossenbacher, Project Manager (Switzerland)  
Sport - IOC

*Comments under this section are based on the input provided by the IOC Athletes' Commission*

**No – especially if their position within PAs and the Olympic Movement are in a capacity to**

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represent athletes. Indeed, this is an asset as they can promote the fight against doping through their positions within PA or Olympic movement.

### Sport Integrity Australia

SUBMITTED

Luke Janeczko, Assistant Director - Anti-Doping Policy (Australia)  
Public Authorities - Government

Yes – athletes on the AC should be free from any conflict with another organisation or stakeholder group whose interests may potentially conflict with WADA.

### ONADE

SUBMITTED

Janet Emen, Executive Secretary (Ecuador)  
NADO - NADO

WADA top boards can make this decisions if they stablish good communication with the involved parties

### NADO MKD

SUBMITTED

Eli Handjiska, Sport Medicine Doctor (North Macedonia)  
NADO - NADO

The competent nomination/appointing authority should have WADA EC.

### UK Anti-Doping Athlete Commission

SUBMITTED

Tony Josiah, Head of International and Stakeholder Relations (United Kingdom)  
NADO - NADO

Nominations from within the NADO ACs – ensure that athletes have relevant anti-doping experience. Selection from those nominations could be via a WADA nominations committee made up of current WADA AC Chair, WADA Education Committee, Executive Committee and Foundation Board.

### Azerbaijan National Anti-Doping Agency (AMADA)

SUBMITTED

Shafag Huseynli, CEO (Azerbaijan)  
NADO - NADO

No comment

### Central European Anti-Doping Organization (CEADO)

SUBMITTED

Michael Cepic, Chairman CEADO Board (Austria)  
NADO - RADO

- Who would be a competent nomination/appointing authority

(Nominations Committee, WADA EC, etc.)?

### CEADO suggests the nomination/appointment through a Nominations Committee

- What would be relevant criteria for the nomination authority to apply?

See above

### Anglesea Sports Medicine

SUBMITTED

Chris Milne, Sports Physician (New Zealand)  
Other - Other (ex. Media, University, etc.)

The athletes are best placed to determine this

### 7c) (v) (5)

#### **Sport Integrity Australia**

SUBMITTED

Luke Janeczko, Assistant Director - Anti-Doping Policy (Australia)  
Public Authorities - Government

Ideally the AC would have medical and legal expertise on the committee.

#### **ONADE**

SUBMITTED

Janet Emen, Executive Secretary (Ecuador)  
NADO - NADO

Method mentioned above

#### **NADO MKD**

SUBMITTED

Eli Handjiska, Sport Medicine Doctor (North Macedonia)  
NADO - NADO

no comment

#### **Azerbaijan National Anti-Doping Agency (AMADA)**

SUBMITTED

Shafag Huseynli, CEO (Azerbaijan)  
NADO - NADO

No comment

#### **Anglesea Sports Medicine**

SUBMITTED

Chris Milne, Sports Physician (New Zealand)  
Other - Other (ex. Media, University, etc.)

I would take a lead from the responses from athlete groups

### 7c) (vi) (7)

#### **Sport Integrity Australia**

SUBMITTED

Luke Janeczko, Assistant Director - Anti-Doping Policy (Australia)  
Public Authorities - Government

Athlete representatives on other WADA standing committees should be selected from the AC membership.

#### **ONADE**

SUBMITTED

Janet Emen, Executive Secretary (Ecuador)  
NADO - NADO

Yes but it greatly depends on each context, a critical view of each group should be taken in order to advice diversity and equality in a specific way to address every situation.

#### **NADO MKD**

SUBMITTED

Eli Handjiska, Sport Medicine Doctor (North Macedonia)  
NADO - NADO

Yes, there should be minimum diversity and gender requirements across the membership of the AC.

**UK Anti-Doping Athlete Commission**

SUBMITTED

Tony Josiah, Head of International and Stakeholder Relations (United Kingdom)  
NADO - NADO

Yes to diversity and gender requirements. When electing members this must be taken into consideration. This could also be included in the terms of reference

**Azerbaijan National Anti-Doping Agency (AMADA)**

SUBMITTED

Shafag Huseynli, CEO (Azerbaijan)  
NADO - NADO

No comment

**Central European Anti-Doping Organization (CEADO)**

SUBMITTED

Michael Cepic, Chairman CEADO Board (Austria)  
NADO - RADO

**CEADO proposes as a minimum, gender equality and broad range of sports / disciplines. Other diversity is harder to achieve, but could be monitored in a longer term to encourage nominations of "missing" groups (eg. after each term limit).**

**Anglesea Sports Medicine**

SUBMITTED

Chris Milne, Sports Physician (New Zealand)  
Other - Other (ex. Media, University, etc.)

Diversity is important, mostly male/female balance but also geographic. There should be a maximum of 2 athletes from any one sport

**7d) (i) (14)**

**World Rugby**

SUBMITTED

David Ho, Anti-Doping Science and Results Manager (Ireland)  
Sport - IF – Summer Olympic

The inclusion of some athlete support staff (such as coaches) is important, given their relationship with athletes and the way in which this influences and impacts on athlete behaviour.

**FINA**

SUBMITTED

Marcela Saxlund, Interim Executive Director (Switzerland)  
Sport - IF – Summer Olympic

Yes, members of the AC should only be athletes.

**International Olympic Committee**

SUBMITTED

Hannah Emily Marie Grossenbacher, Project Manager (Switzerland)  
Sport - IOC

*Comments under this section are based on the input provided by the IOC Athletes' Commission*

**Yes – athletes should be represented by their peers who have received a mandate to do so.**

**New Zealand Government**

SUBMITTED

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Alice Hume, . (.)  
Public Authorities - Government

The Athletes Committee should be made up of only athletes.

**NADO MKD**

Eli Handjiska, Sport Medicine Doctor (North Macedonia)  
NADO - NADO

SUBMITTED

Yes, the members of the AC be only athlete representatives.

**UK Anti-Doping**

Jamie Piggins, International and Stakeholder Relations Officer (UK)  
NADO - NADO

SUBMITTED

Agree

**AEPSAD - Agencia Española de Protección de la Salud en el Deporte**

Carlos Gea, Head of International Relations and Coopetation Area (España)  
NADO - NADO

SUBMITTED

Yes, they should be athlete representatives only.

**UK Anti-Doping Athlete Commission**

Tony Josiah, Head of International and Stakeholder Relations (United Kingdom)  
NADO - NADO

SUBMITTED

Not entirely sure what this question is proposing. If they mean to include ASP / Coaches – then no, it should be representatives that are primarily athletes. If they happen to coach / act as an ASP in addition to being an athlete, that would be acceptable. But they should not primarily be an ASP /Coach. There could be the possibility of developing a Coach / ASP representative group within WADA but you should not be diluting the athlete representation with the AC.

**Azerbaijan National Anti-Doping Agency (AMADA)**

Shafag Huseynli, CEO (Azerbaijan)  
NADO - NADO

SUBMITTED

No comment

**Palestine Anti-doping committee**

Reem Dasa, Liaison (Palestine)  
NADO - NADO

SUBMITTED

no ,

**Central European Anti-Doping Organization (CEADO)**

Michael Cepic, Chairman CEADO Board (Austria)  
NADO - RADO

SUBMITTED

**Yes, Athletes current/retired with relevant background**

**Anglesea Sports Medicine**

Chris Milne, Sports Physician (New Zealand)

SUBMITTED

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Other - Other (ex. Media, University, etc.)

Yes. Possibly an invited observer when certain issues are being discussed.

**British Athletes Commission, British NOC Athletes Commission, British NPC Athletes Commission**

SUBMITTED

Kristian Thomas, Athlete Engagement Manager (UK)  
Other - Other (ex. Media, University, etc.)

(i) Should members of the AC be athlete representatives only?

Yes, athletes only.

**EOC/IOC liaison**

SUBMITTED

Jean-Michel Saive, liaison (Belgium)  
Other - Other (ex. Media, University, etc.)

Yes, the members from of the AC , should be represented by their peers who have received the mandate for that.

**7d) (ii) (14)**

**FINA**

SUBMITTED

Marcela Saxlund, Interim Executive Director (Switzerland)  
Sport - IF – Summer Olympic

maximum 12, with a mix of gender, ethnicity, summer, and winter sports

**International Olympic Committee**

SUBMITTED

Hannah Emily Marie Grossenbacher, Project Manager (Switzerland)  
Sport - IOC

*Comments under this section are based on the input provided by the IOC Athletes' Commission*

**Between 12 – 15 members to allow sports/geographical/gender diversity while still allowing proper discussions.**

**Cabo Verde National Olympic Committee**

SUBMITTED

Filomena Fortes, President (Cape Verde)  
Sport - National Olympic Committee

5 members

**New Zealand Government**

SUBMITTED

Alice Hume, . (.)  
Public Authorities - Government

A maximum of 10 Members seems appropriate.

**ONADE**

SUBMITTED

Janet Emen, Executive Secretary (Ecuador)  
NADO - NADO

7 - 9 members

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**NADO MKD**

Eli Handjiska, Sport Medicine Doctor (North Macedonia)  
NADO - NADO

SUBMITTED

We don't know the exact number.

**UK Anti-Doping**

Jamie Piggins, International and Stakeholder Relations Officer (UK)  
NADO - NADO

SUBMITTED

As large as is manageable to ensure sufficient representation – 15?

**UK Anti-Doping Athlete Commission**

Tony Josiah, Head of International and Stakeholder Relations (United Kingdom)  
NADO - NADO

SUBMITTED

12 (current size)

**Azerbaijan National Anti-Doping Agency (AMADA)**

Shafag Huseynli, CEO (Azerbaijan)  
NADO - NADO

SUBMITTED

No comment

**AEPSAD - Agencia Española de Protección de la Salud en el Deporte**

Carlos Gea, Head of International Relations and Cooperation Area (España)  
NADO - NADO

SUBMITTED

In the opinion of our athlete representative, the group should be large enough to have different opinions within but not too big so the communication is slow and difficult: 7-9 members.

**Central European Anti-Doping Organization (CEADO)**

Michael Cepic, Chairman CEADO Board (Austria)  
NADO - RADO

SUBMITTED

**CEADO suggests 5-7 members, however, the size of the committee should be in line with the size of the other committees**

**Anglesea Sports Medicine**

Chris Milne, Sports Physician (New Zealand)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

Same as at present

**British Athletes Commission, British NOC Athletes Commission, British NPC Athletes Commission**

Kristian Thomas, Athlete Engagement Manager (UK)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

(ii) What size should the AC have?

Rather than a set number, we feel it is important to instead focus on fulfilling the composition set out in the ToR.

**EOC/IOC liaison**

SUBMITTED

Jean-Michel Saive, liaison (Belgium)  
Other - Other (ex. Media, University, etc.)

+/-15 members to have diversity and a balance between sports, geography, gender , to allow fruitful discussions.

**7d) (iii) (14)****FINA**

SUBMITTED

Marcela Saxlund, Interim Executive Director (Switzerland)  
Sport - IF – Summer Olympic

The athlete term on the AC should mirror the same term on other WADA Committees (3y x1 renew)

**International Olympic Committee**

SUBMITTED

Hannah Emily Marie Grossenbacher, Project Manager (Switzerland)  
Sport - IOC

*Comments under this section are based on the input provided by the IOC Athletes' Commission*

**It should not be more than three times 3 years.**

**Cabo Verde National Olympic Committee**

SUBMITTED

Filomena Fortes, President (Cape Verde)  
Sport - National Olympic Committee

4 years

**New Zealand Government**

SUBMITTED

Alice Hume, . (.)  
Public Authorities - Government

Two three-year terms is appropriate.

**ONADE**

SUBMITTED

Janet Emen, Executive Secretary (Ecuador)  
NADO - NADO

AC member

**NADO MKD**

SUBMITTED

Eli Handjiska, Sport Medicine Doctor (North Macedonia)  
NADO - NADO

Athlete Committee (AC).

**UK Anti-Doping**

SUBMITTED

Jamie Piggins, International and Stakeholder Relations Officer (UK)  
NADO - NADO

The same as other terms



**UK Anti-Doping Athlete Commission**

Tony Josiah, Head of International and Stakeholder Relations (United Kingdom)  
 NADO - NADO

Two terms of three years (rather than the current three terms)

**Azerbaijan National Anti-Doping Agency (AMADA)**

Shafag Huseynli, CEO (Azerbaijan)  
 NADO - NADO

SUBMITTED

No comment

**AEPSAD - Agencia Española de Protección de la Salud en el Deporte**

Carlos Gea, Head of International Relations and Cooperation Area (España)  
 NADO - NADO

SUBMITTED

No comment

**Central European Anti-Doping Organization (CEADO)**

Michael Cepic, Chairman CEADO Board (Austria)  
 NADO - RADO

SUBMITTED

**CEADO supports 4 years (copying OG/PG-period). The process should not be different from other representatives.**

**Anglesea Sports Medicine**

Chris Milne, Sports Physician (New Zealand)  
 Other - Other (ex. Media, University, etc.)

SUBMITTED

Same as at present

**British Athletes Commission, British NOC Athletes Commission, British NPC Athletes Commission**

Kristian Thomas, Athlete Engagement Manager (UK)  
 Other - Other (ex. Media, University, etc.)

SUBMITTED

(iii) What would be the appropriate term for an AC member?

Eight years – e.g., two Olympic/Paralympic cycles.

**EOC/IOC liaison**

Jean-Michel Saive, liaison (Belgium)  
 Other - Other (ex. Media, University, etc.)

SUBMITTED

maximum 3 times 3 years

**7d) (iv) (15)**
**World Rugby**

David Ho, Anti-Doping Science and Results Manager (Ireland)  
 Sport - IF – Summer Olympic

SUBMITTED

It would seem very difficult for an athlete representative to be independent if they hold decision-making seats for public authorities and/or the Olympic movement. Regardless, more athletes and less athlete-politicians would seem desirable if they are to be truly effective in influencing the respective committees in a way that suits athletes rather than the rulemakers.

Amendments should be considered to the process for athlete engagement, given that committee membership and attendance can be difficult (and unattractive) for athletes to manage amongst the myriad competing demands they face in training and competition.

**FINA**

SUBMITTED

Marcela Saxlund, Interim Executive Director (Switzerland)  
Sport - IF – Summer Olympic

no comment

**International Olympic Committee**

SUBMITTED

Hannah Emily Marie Grossenbacher, Project Manager (Switzerland)  
Sport - IOC

*Comments under this section are based on the input provided by the IOC Athletes' Commission*

**No – especially if their position within PAs and the Olympic Movement are in a capacity to represent athletes. Indeed, this is an asset as they can promote the fight against doping through their positions within PA or Olympic movement.**

**New Zealand Government**

SUBMITTED

Alice Hume, . (.)  
Public Authorities - Government

Public Authority or Olympic Movement membership does not necessarily create a conflict of interest and it can be managed through good practice. Further, the Athlete Committee has no delegated decision-making.

**ONADE**

SUBMITTED

Janet Emen, Executive Secretary (Ecuador)  
NADO - NADO

If given the case that a member has the capacity, authority and expertise to join both councils, then it should not be considered as conflict of interest prior investigation and discussion with the designed member.

**NADO MKD**

SUBMITTED

Eli Handjiska, Sport Medicine Doctor (North Macedonia)  
NADO - NADO

AC may have a conflict of interest if they are in close relationships.

**UK Anti-Doping**

SUBMITTED

Jamie Piggins, International and Stakeholder Relations Officer (UK)  
NADO - NADO

Agree

**UK Anti-Doping Athlete Commission**

SUBMITTED

Tony Josiah, Head of International and Stakeholder Relations (United Kingdom)  
NADO - NADO

Absolutely yes there is a conflict of interest and it is ludicrous to suggest otherwise. Members of IOC Athlete Commission should not be able to hold a position on the WADA AC. Fine with members of the IOC AC being invited to contribute to the WADA AC meetings as invited guests but they should not sit on the WADA AC. Currently there are four members of the IOC AC that sit in the WADA AC, including the Chair and Vice Chair of the IOC AC. We can do better than that. Sport can do better than that. There is an abundance of athletes that are willing and motivated to be a positive force in sport integrity and anti-doping, WADA should not be relying on the IOC to fill the WADA AC. In summary, it is incredibly conflicted.

**Azerbaijan National Anti-Doping Agency (AMADA)**

Shafag Huseynli, CEO (Azerbaijan)  
NADO - NADO

SUBMITTED

No comment

**AEPSAD - Agencia Española de Protección de la Salud en el Deporte**

Carlos Gea, Head of International Relations and Coopetarion Area (España)  
NADO - NADO

SUBMITTED

In the opinion of our athlete representative, doping is a sensible subject so it is best to keep the members of the AC as independent and less biased as possible.

**Palestine Anti-doping committee**

Reem Dasa, Liaison (Palestine)  
NADO - NADO

SUBMITTED

yes, they may have a conflict of interest, if they work with a public authority or Olympic movement,

**Central European Anti-Doping Organization (CEADO)**

Michael Cepic, Chairman CEADO Board (Austria)  
NADO - RADO

SUBMITTED

**CEADO proposes that members of decision-making seats should not have a seat in any other committee.**

**Anglesea Sports Medicine**

Chris Milne, Sports Physician (New Zealand)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

Possibly. I would leave this to the athlete groups to make a recommendation.

**British Athletes Commission, British NOC Athletes Commission, British NPC Athletes Commission**

Kristian Thomas, Athlete Engagement Manager (UK)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

(iv) Do athlete representatives sitting on the AC have a conflict of interests if they also hold decision-making seats for Public Authorities and/or the Olympic Movement? Please explain.

Yes – WADA needs to be independent of IOC, IPC, and other public authorities or government. Therefore, WADA AC members or representatives should not hold any decision-making seats/positions for public authorities, governments, or Olympic and Paralympic movement. This would be a clear conflict of interest.

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**EOC/IOC liaison**

SUBMITTED

Jean-Michel Saive, liaison (Belgium)  
Other - Other (ex. Media, University, etc.)

No. so they can make the voice of the Athletes heard at those level and they can promote the fight against doping in those seats too.

**7d) (v) (15)****FINA**

SUBMITTED

Marcela Saxlund, Interim Executive Director (Switzerland)  
Sport - IF – Summer Olympic

Anti-doping and leadership experience

**International Olympic Committee**

SUBMITTED

Hannah Emily Marie Grossenbacher, Project Manager (Switzerland)  
Sport - IOC

*Comments under this section are based on the input provided by the IOC Athletes' Commission*

**First and foremost athletes must still be considered active. The IOC AC has guidelines for the creation of athletes commission in which it is recommended that the Commission should be composed of athletes who, at the time of their election/nomination, are participating at international level or have done so within the previous four years. The WADA AC should look at having a diversity of skills coming from divers regions and sports.**

**Cabo Verde National Olympic Committee**

SUBMITTED

Filomena Fortes, President (Cape Verde)  
Sport - National Olympic Committee

Elective position

**New Zealand Government**

SUBMITTED

Alice Hume, . (.)  
Public Authorities - Government

Membership of the Athlete Committee should be based on a mix of skills, expertise and experience, gender generations, ethnicities and geography.

**ONADE**

SUBMITTED

Janet Emen, Executive Secretary (Ecuador)  
NADO - NADO

This member should have knowledge about antidoping, governance, sport industry and code of ethics, social or political studies background, experience in international organizations

**NADO MKD**

SUBMITTED

Eli Handjiska, Sport Medicine Doctor (North Macedonia)  
NADO - NADO

The AC to have within its members should have knowledge of anti-doping rules.

**UK Anti-Doping**

SUBMITTED

Jamie Piggins, International and Stakeholder Relations Officer (UK)  
NADO - NADO

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Understanding of the clean sport environment. Representation from abled and non able-bodied sports.

**UK Anti-Doping Athlete Commission**

SUBMITTED

Tony Josiah, Head of International and Stakeholder Relations (United Kingdom)  
NADO - NADO

Experience, knowledge of the systems

**Azerbaijan National Anti-Doping Agency (AMADA)**

SUBMITTED

Shafag Huseynli, CEO (Azerbaijan)  
NADO - NADO

No comment

**AEPSAD - Agencia Española de Protección de la Salud en el Deporte**

SUBMITTED

Carlos Gea, Head of International Relations and Cooperation Area (España)  
NADO - NADO

No comment

**Palestine Anti-doping committee**

SUBMITTED

Reem Dasa, Liaison (Palestine)  
NADO - NADO

English language, communication skills, good education, and sufficient amount of information about doping and office work ,

**Central European Anti-Doping Organization (CEADO)**

SUBMITTED

Michael Cepic, Chairman CEADO Board (Austria)  
NADO - RADO

See above

**Anglesea Sports Medicine**

SUBMITTED

Chris Milne, Sports Physician (New Zealand)  
Other - Other (ex. Media, University, etc.)

Experience within their own NOC or IF with this type of work.

**British Athletes Commission, British NOC Athletes Commission, British NPC Athletes Commission**

SUBMITTED

Kristian Thomas, Athlete Engagement Manager (UK)  
Other - Other (ex. Media, University, etc.)

(v) What skills are necessary for the AC to have within its membership?

- Similar to a Board, a needs assessment should be conducted to highlight gaps in knowledge, and areas of importance that the WADA AC is required to fulfil, and be competent in.

- These may include, but are not limited to: athlete engagement and consultation, human rights, International relations, communications, legal, medical, anti-doping research, etc.

- WADA AC members should demonstrate personal skills such as honesty, integrity, and a passion for clean sport.

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**EOC/IOC liaison**

SUBMITTED

Jean-Michel Saive, liaison (Belgium)  
Other - Other (ex. Media, University, etc.)

The WADA AC should look to have diversity of skills coming from different sports and regions. Athletes should be considered as active. In the IOC AC guidelines it is recommended for the creation of an AC, that the AC is composed of athletes who, at the time of their election/nomination are participating at International level or have done so within the last 4 years.

**7d) (vi) (14)**

SUBMITTED

Ben Sandford, (New Zealand)  
Sport - Athlete - Retired

Yes they should be appointed by the WADA AC, they don't necessarily need to be on the WADA AC, that should be up to the WADA AC to decide.

**FINA**

SUBMITTED

Marcela Saxlund, Interim Executive Director (Switzerland)  
Sport - IF – Summer Olympic

Yes an athlete representative should be on the standing committees

**International Olympic Committee**

SUBMITTED

Hannah Emily Marie Grossenbacher, Project Manager (Switzerland)  
Sport - IOC

*Comments under this section are based on the input provided by the IOC Athletes' Commission*

**Favourable to allow WADA AC members to also sit on others Standing Committees****Cabo Verde National Olympic Committee**

SUBMITTED

Filomena Fortes, President (Cape Verde)  
Sport - National Olympic Committee

Should be elected

**New Zealand Government**

SUBMITTED

Alice Hume, (.)  
Public Authorities - Government

Athlete membership on other Standing Committees would be appropriate.

**ONADE**

SUBMITTED

Janet Emen, Executive Secretary (Ecuador)  
NADO - NADO

Yes Wada should appoint

**NADO MKD**

SUBMITTED

Eli Handjiska, Sport Medicine Doctor (North Macedonia)  
NADO - NADO

- the WADA AC should not appoint the athlete representatives on the other Standing Committees
- the athlete representative (appointed or chosen) should not be a member of the WADA AC

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**UK Anti-Doping Athlete Commission**

SUBMITTED

Tony Josiah, Head of International and Stakeholder Relations (United Kingdom)  
NADO - NADO

It would be a good pathway if they were a member of the WADA AC but also may limit other athletes being involved. We think it's a good idea if athlete representatives are athlete chosen

**Azerbaijan National Anti-Doping Agency (AMADA)**

SUBMITTED

Shafag Huseynli, CEO (Azerbaijan)  
NADO - NADO

No comment

**AEPSAD - Agencia Española de Protección de la Salud en el Deporte**

SUBMITTED

Carlos Gea, Head of International Relations and Cooperation Area (España)  
NADO - NADO

No comment.

**Central European Anti-Doping Organization (CEADO)**

SUBMITTED

Michael Cepic, Chairman CEADO Board (Austria)  
NADO - RADO

**CEADO strongly recommends WADA AC should appoint/choose the athlete representatives.**

**Anglesea Sports Medicine**

SUBMITTED

Chris Milne, Sports Physician (New Zealand)  
Other - Other (ex. Media, University, etc.)

Ideally they would also be members of the WADA AC, or another AC eg IOC or IPC AC

**British Athletes Commission, British NOC Athletes Commission, British NPC Athletes Commission**

SUBMITTED

Kristian Thomas, Athlete Engagement Manager (UK)  
Other - Other (ex. Media, University, etc.)

(vi) Should the WADA AC appoint the athlete representatives on the other Standing Committees?

Yes.

Would the athlete representative (appointed or chosen) need to be a member of the WADA AC?

Yes.

**EOC/IOC liaison**

SUBMITTED

Jean-Michel Saive, liaison (Belgium)  
Other - Other (ex. Media, University, etc.)

It is good to have the athletes voice heard at different levels. So Wada AC should allow athlete representatives to sit on the other Standing Committees.

**FINA**

Marcela Saxlund, Interim Executive Director (Switzerland)  
Sport - IF – Summer Olympic

SUBMITTED

no comment

**International Olympic Committee**

Hannah Emily Marie Grossenbacher, Project Manager (Switzerland)  
Sport - IOC

SUBMITTED

*Comments under this section are based on the input provided by the IOC Athletes' Commission*

**The general Standard of independence****New Zealand Government**

Alice Hume, . (.)  
Public Authorities - Government

SUBMITTED

The general standard of independence is appropriate for Members of the Athlete Committee.

**ONADE**

Janet Emen, Executive Secretary (Ecuador)  
NADO - NADO

SUBMITTED

These are adequate

**UK Anti-Doping Athlete Commission**

Tony Josiah, Head of International and Stakeholder Relations (United Kingdom)  
NADO - NADO

SUBMITTED

Should not be a member of the IOC AC.

**Azerbaijan National Anti-Doping Agency (AMADA)**

Shafag Huseynli, CEO (Azerbaijan)  
NADO - NADO

SUBMITTED

No comment

**AEPSAD - Agencia Española de Protección de la Salud en el Deporte**

Carlos Gea, Head of International Relations and Cooperation Area (España)  
NADO - NADO

SUBMITTED

In our athlete representative opinion, endorsement from athlete groups rather than Public Authority is preferred.

**Drug Free Sport New Zealand**

Nick Paterson, Chief Executive (New Zealand)  
NADO - NADO

SUBMITTED

There must be independent athletes involved in the committee, and the chair must be independent. IOC membership means an athlete is NOT independent but is representative. Their primary loyalty is to the IOC - that is what they sign up to - and independent members must have primary loyalty and focus on WADA. There might be room on the AC for representative athletes e.g. IOC e.g. professional athlete bodies, but they must be recognised as representative and not independent.

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**Anglesea Sports Medicine**

Chris Milne, Sports Physician (New Zealand)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

This seems OK, although it would be useful for the EC to liaise with the AC if these are no acceptable candidates to negotiate a way forward following that discussion.

**British Athletes Commission, British NOC Athletes Commission, British NPC Athletes Commission**

Kristian Thomas, Athlete Engagement Manager (UK)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

e) What standards of independence should apply to the members of the AC?

- For effective athlete representation, WADA AC should aspire to be as independent as possible. This may include its own budget, staff, athlete consultations etc.

**7f) (12)****FINA**

Marcela Saxlund, Interim Executive Director (Switzerland)  
Sport - IF – Summer Olympic

SUBMITTED

no comment

**Cabo Verde National Olympic Committee**

Filomena Fortes, President (Cape Verde)  
Sport - National Olympic Committee

SUBMITTED

Appropriate

**New Zealand Government**

Alice Hume, . (.)  
Public Authorities - Government

SUBMITTED

The current appointment process seems appropriate.

**Sport Integrity Australia**

Luke Janeczko, Assistant Director - Anti-Doping Policy (Australia)  
Public Authorities - Government

SUBMITTED

The current process is adequate.

**ONADE**

Janet Emen, Executive Secretary (Ecuador)  
NADO - NADO

SUBMITTED

It is appropriated.

**NADO MKD**

Eli Handjiska, Sport Medicine Doctor (North Macedonia)  
NADO - NADO

SUBMITTED

Yes this process is appropriate.

**UK Anti-Doping**

Jamie Piggins, International and Stakeholder Relations Officer (UK)  
NADO - NADO

This process is inappropriate and goes against the principles of WADA's governance reforms to strengthen the athlete voice. The candidates endorsed by two members of the Foundation Board, vetted by the Nominations Committee and ranked by members of the Athlete Standing Committee must be seen as suitable by the Executive Committee and therefore eligible for the role of Chair. We agree that the first preference would be for the AC vote to be decisive.

As a compromise, a model similar to that employed when the CRC gives recommendations to the ExCo could be utilised: "If WADA's Executive Committee does not accept all or any part of the CRC's recommendation, it shall not substitute its own decision but instead shall remit the matter back to the CRC so that the CRC may consider the matter further and decide how to proceed (e.g., by making a revised recommendation to WADA's Executive Committee). If WADA's Executive Committee also does not accept the CRC's second recommendation on the matter, it may either refer the matter back to the CRC again or else take its own decision on the matter, as it sees fit." In these circumstances, reasoning for the decisions of both the ExCo and AC should be made available to stakeholders.

**Azerbaijan National Anti-Doping Agency (AMADA)**

Shafag Huseynli, CEO (Azerbaijan)  
NADO - NADO

SUBMITTED

No comment

**AEPSAD - Agencia Española de Protección de la Salud en el Deporte**

Carlos Gea, Head of International Relations and Cooperation Area (España)  
NADO - NADO

SUBMITTED

In our athlete representative opinion, endorsement from athlete groups rather than Public Authority is preferred.

**Central European Anti-Doping Organization (CEADO)**

Michael Cepic, Chairman CEADO Board (Austria)  
NADO - RADO

SUBMITTED

Appropriate

**Anglesea Sports Medicine**

Chris Milne, Sports Physician (New Zealand)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

See my comments for 7e

**British Athletes Commission, British NOC Athletes Commission, British NPC Athletes Commission**

Kristian Thomas, Athlete Engagement Manager (UK)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

e) **Do you consider this process appropriate** and if not, what modifications do you suggest and why (other alternatives include endorsement from athlete groups rather than Public Authority and Olympic Movement members on the Foundation Board, or that the AC vote becomes decisive)?

- The current process does not allow for enough independence from WADA Executive Committee (EC).
- The AC Chair position should be filled via a process that is independent from WADA EC and other decision-making groups within WADA.

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- The Chair should be voted in via the WADA AC, therefore only WADA AC members can vote.

## 7g) (16)

SUBMITTED

Ben Sandford, . (New Zealand)  
Sport - Athlete - Retired

YES. Only if the EC was to move to all independent members would the answer to this be no. There needs to be athlete representation which is independent of the other stakeholder groups.

### FINA

SUBMITTED

Marcela Saxlund, Interim Executive Director (Switzerland)  
Sport - IF – Summer Olympic

The AC should have one position. Athletes need to be part of this journey.

### International Olympic Committee

SUBMITTED

Hannah Emily Marie Grossenbacher, Project Manager (Switzerland)  
Sport - IOC

*Comments under this section are based on the input provided by the IOC Athletes' Commission*

**Athletes hold seats within the quota allocated for the Sports Movement and are thus included in the decision-making process.**

### Cabo Verde National Olympic Committee

SUBMITTED

Filomena Fortes, President (Cape Verde)  
Sport - National Olympic Committee

With an elected representative

### New Zealand Government

SUBMITTED

Alice Hume, . (.)  
Public Authorities - Government

The New Zealand Government recommends the appointment of a third Independent Member to the Executive Committee which would be appointed by the athlete community.

### Sport Integrity Australia

SUBMITTED

Luke Janeczko, Assistant Director - Anti-Doping Policy (Australia)  
Public Authorities - Government

See answers to Executive Committee.

### ONADE

SUBMITTED

Janet Emen, Executive Secretary (Ecuador)  
NADO - NADO

Yes, this type of councils should always guarantee to take on account the athletes voice.

### UK Anti-Doping

SUBMITTED

Jamie Piggins, International and Stakeholder Relations Officer (UK)  
NADO - NADO

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An informed decision on this can only be made once the Athlete Standing Committee representative model has been finalised by the Executive Committee.

**UK Anti-Doping Athlete Commission**

SUBMITTED

Tony Josiah, Head of International and Stakeholder Relations (United Kingdom)  
NADO - NADO

Chair

**Azerbaijan National Anti-Doping Agency (AMADA)**

SUBMITTED

Shafag Huseynli, CEO (Azerbaijan)  
NADO - NADO

No comment

**AEPSAD - Agencia Española de Protección de la Salud en el Deporte**

SUBMITTED

Carlos Gea, Head of International Relations and Cooperation Area (España)  
NADO - NADO

In our athlete representative opinion, athlete's chair should always have a seat within the EC with full voting rights to ensure that the athletes voice is always taken into account in the executive decisions where often other stakeholders are more widely represented.

**Drug Free Sport New Zealand**

SUBMITTED

Nick Paterson, Chief Executive (New Zealand)  
NADO - NADO

See above section on EC. A minimum of three seats on the EC with voting rights should be for athletes selected by the Athlete Commission through its chair.

**Central European Anti-Doping Organization (CEADO)**

SUBMITTED

Michael Cepic, Chairman CEADO Board (Austria)  
NADO - RADO

**CEADO proposes WADA AC should appoint/choose the athlete representatives.**

**Anglesea Sports Medicine**

SUBMITTED

Chris Milne, Sports Physician (New Zealand)  
Other - Other (ex. Media, University, etc.)

The current setup is probably appropriate

**British Athletes Commission, British NOC Athletes Commission, British NPC Athletes Commission**

SUBMITTED

Kristian Thomas, Athlete Engagement Manager (UK)  
Other - Other (ex. Media, University, etc.)

g) How should athletes be represented within the EC?

WADA AC Chair and Vice-Chair should be members of WADA EC, including full voting rights.

**EOC/IOC liaison**

SUBMITTED

Jean-Michel Saive, liaison (Belgium)  
Other - Other (ex. Media, University, etc.)

Athletes should be included in the decision making process. So they should hold seats within the quota allocated for the Sports Movement

**7h) (15)**

SUBMITTED

Ben Sandford, . (New Zealand)  
Sport - Athlete - Retired

Yes, 1/3 needs to be independent athlete representatives. There needs to be athlete representation which is independent of the other stakeholder groups.

The need to be there by way of the athlete group they represent not by way of an athlete group within a stakeholder t.

**FINA**

SUBMITTED

Marcela Saxlund, Interim Executive Director (Switzerland)  
Sport - IF – Summer Olympic

The AC should have one position. Athletes need to be part of this journey

**International Olympic Committee**

SUBMITTED

Hannah Emily Marie Grossenbacher, Project Manager (Switzerland)  
Sport - IOC

*Comments under this section are based on the input provided by the IOC Athletes' Commission*

**Athletes hold seats within the quota allocated for the Sports Movement and are thus included in the decision-making process.**

**Cabo Verde National Olympic Committee**

SUBMITTED

Filomena Fortes, President (Cape Verde)  
Sport - National Olympic Committee

Same as EC

**New Zealand Government**

SUBMITTED

Alice Hume, . (.)  
Public Authorities - Government

Athlete representation on the Foundation Board is strongly supported.

**Sport Integrity Australia**

SUBMITTED

Luke Janeczko, Assistant Director - Anti-Doping Policy (Australia)  
Public Authorities - Government

Australia does not see a need to mandate required athlete representation in groups that are expert in-nature e.g. the list expert group. However, if an athlete has the appropriate qualifications their involvement with a working group should be prioritised.

**ONADE**

SUBMITTED

Janet Emen, Executive Secretary (Ecuador)  
NADO - NADO

Yes, this type of councils should always guarantee to take on account the athletes voice.

**UK Anti-Doping Athlete Commission**

Tony Josiah, Head of International and Stakeholder Relations (United Kingdom)  
 NADO - NADO

Chair

**Azerbaijan National Anti-Doping Agency (AMADA)**

Shafag Huseynli, CEO (Azerbaijan)  
 NADO - NADO

SUBMITTED

No comment

**AEPSAD - Agencia Española de Protección de la Salud en el Deporte**

Carlos Gea, Head of International Relations and Cooperation Area (España)  
 NADO - NADO

SUBMITTED

No comments.

**Drug Free Sport New Zealand**

Nick Paterson, Chief Executive (New Zealand)  
 NADO - NADO

SUBMITTED

See above section on FB. A minimum of six seats on the FB with voting rights should be for athletes selected by the Athlete Commission through its chair.

**Central European Anti-Doping Organization (CEADO)**

Michael Cepic, Chairman CEADO Board (Austria)  
 NADO - RADO

SUBMITTED

**CEADO proposes WADA AC should appoint/choose the athlete representatives.**

**Anglesea Sports Medicine**

Chris Milne, Sports Physician (New Zealand)  
 Other - Other (ex. Media, University, etc.)

SUBMITTED

Continue status quo

**British Athletes Commission, British NOC Athletes Commission, British NPC Athletes Commission**

Kristian Thomas, Athlete Engagement Manager (UK)  
 Other - Other (ex. Media, University, etc.)

SUBMITTED

h) How should athletes be represented within the FB? Please explain.

A minimum of 3 WADA AC Members should sit on FB, with full voting-rights.

**EOC/IOC liaison**

Jean-Michel Saive, liaison (Belgium)  
 Other - Other (ex. Media, University, etc.)

SUBMITTED

Athletes should be included in the decision making process. So they should hold seats within the quota allocated for the Sports Movement

**7i) (15)**

SUBMITTED

Ben Sandford, . (New Zealand)  
Sport - Athlete - Retired

All Committees, Expert Advisory Groups, working groups should have athlete reps on them nominated from the WADA AC.  
If WADA wants to be athlete centered then it actually needs athlete reps in all these bodies to do that.

**FINA**

SUBMITTED

Marcela Saxlund, Interim Executive Director (Switzerland)  
Sport - IF – Summer Olympic

no comment

**International Olympic Committee**

SUBMITTED

Hannah Emily Marie Grossenbacher, Project Manager (Switzerland)  
Sport - IOC

*Comments under this section are based on the input provided by the IOC Athletes' Commission*

**Athletes should be consulted on items which may impact them, this can be done through a membership on a specific group or through consultation with the WADA AC.**

**Cabo Verde National Olympic Committee**

SUBMITTED

Filomena Fortes, President (Cape Verde)  
Sport - National Olympic Committee

Yes. Athletes need to be involved in decision making process

**New Zealand Government**

SUBMITTED

Alice Hume, . (.)  
Public Authorities - Government

Athletes could be represented on Working Groups and Expert Advisory Groups as appropriate.

**ONADE**

SUBMITTED

Janet Emen, Executive Secretary (Ecuador)  
NADO - NADO

Trained individuals conforming this groups could represent athlete's interest enough.

**NADO MKD**

SUBMITTED

Eli Handjiska, Sport Medicine Doctor (North Macedonia)  
NADO - NADO

No, the athletes should not be represented somewhere else in WADA.

**UK Anti-Doping Athlete Commission**

SUBMITTED

Tony Josiah, Head of International and Stakeholder Relations (United Kingdom)  
NADO - NADO

This is where you have a bit more flexibility in nominations of athletes that have other experience / other areas in their CV. E.g. An athlete that is also a lecturer or a student would be useful within an Expert Advisory group or working group.

**Azerbaijan National Anti-Doping Agency (AMADA)**

Shafag Huseynli, CEO (Azerbaijan)  
 NADO - NADO

No comment

**AEPSAD - Agencia Española de Protección de la Salud en el Deporte**

Carlos Gea, Head of International Relations and Cooperation Area (España)  
 NADO - NADO

SUBMITTED

In our athlete representative opinion, it would be good to have a member of athletes commission present in working groups etc.

**Palestine Anti-doping committee**

Reem Dasa, Liaison (Palestine)  
 NADO - NADO

SUBMITTED

yes , for observing work

**Central European Anti-Doping Organization (CEADO)**

Michael Cepic, Chairman CEADO Board (Austria)  
 NADO - RADO

SUBMITTED

**CEADO recommends that the voice of the athletes is necessary in working groups, advisory groups, etc. where appropriate. They are the most important part of the whole sport structure, therefore they deserve representation.**

**Anglesea Sports Medicine**

Chris Milne, Sports Physician (New Zealand)  
 Other - Other (ex. Media, University, etc.)

SUBMITTED

Get athlete feedback, but I can see merit in having athlete representatives on all working groups, except maybe finance/admin

**British Athletes Commission, British NOC Athletes Commission, British NPC Athletes Commission**

Kristian Thomas, Athlete Engagement Manager (UK)  
 Other - Other (ex. Media, University, etc.)

SUBMITTED

i) Should athletes be represented somewhere else in WADA (e.g. Working Groups, Expert Advisory Groups) and, if so, how?

Yes - WADA AC members should be represented in all other standing committees, working groups, expert advisory groups to give athlete perspective and opinion. AC members can be voted or nominated onto working groups etc by AC.

**EOC/IOC liaison**

Jean-Michel Saive, liaison (Belgium)  
 Other - Other (ex. Media, University, etc.)

SUBMITTED

the athletes should be consulted on the topics in which they are concerned, in which they may be impacted. So via the WADA AC or by having a seat in specific group.

**7j) (14)**



Ben Sandford, . (New Zealand)  
Sport - Athlete - Retired

A candidate for chair of the athlete committee should NOT require 2 letters of endorsement, 1 from the PA's and 1 from the OM. This is very limiting on who can run for chair, and potentially decides who the chair is before the committee can even vote.  
Any one who is currently on the athlete committee should be able to run and anyone who is not on the AC but meets the eligibility criteria should be able to apply with an endorsement from a WADA Stakeholder.

**FINA**

SUBMITTED

Marcela Saxlund, Interim Executive Director (Switzerland)  
Sport - IF – Summer Olympic

no comment

**Sport Integrity Australia**

SUBMITTED

Luke Janeczko, Assistant Director - Anti-Doping Policy (Australia)  
Public Authorities - Government

No comment.

**ONADE**

SUBMITTED

Janet Emen, Executive Secretary (Ecuador)  
NADO - NADO

No further comments.

**NADO MKD**

SUBMITTED

Eli Handjiska, Sport Medicine Doctor (North Macedonia)  
NADO - NADO

No comment.

**UK Anti-Doping**

SUBMITTED

Jamie Piggins, International and Stakeholder Relations Officer (UK)  
NADO - NADO

- Athletes should speak for themselves on the constitution, mandate and operation of the Athletes Committee. However, the same principles set out above for the FB and ExCo should apply: true independence, transparency, terms limits, etc.
- It is important not to let concerns about the athletes having to be “representative” stop progress in ensuring effective athlete representation. Not all Public Authorities represent every single country or point of view.

**UK Anti-Doping Athlete Commission**

SUBMITTED

Tony Josiah, Head of International and Stakeholder Relations (United Kingdom)  
NADO - NADO

The IOC AC should not have seats on the WADA AC.

**U.S. Anti-Doping Agency**

SUBMITTED

Francoise Farrell, Executive Assistant to CEO (United States)

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## NADO - NADO

Regarding feedback about the Athlete Committee and Athletes' Representation, it is recommended that WADA establish an independent Athlete Reform Group that can seek input from the broader community on how athletes can best be served; however, we will take this time to provide the following input:

- Stronger and more directly appointed athlete representation at the EC, FB, and Athlete Committee levels is critical.
- Athletes should not merely speak as appointees / representatives of international sport organizations. WADA should trust athletes to speak for themselves independently on these matters. Athletes on this committee have tried to speak up against decisions they disagree with and are silenced or pressured into silence.
- There must be clear and transparent eligibility criteria. We think the definition of who may serve as an "Athlete" in the governance realm should be as clear as possible. At the AAC, they utilize the USOPC's concept of "10 Year Athletes" and "10 Year + Athletes", where the former is made up of athletes who currently compete at a defined elite level or within the past 10 years, and the latter have so competed but not within the past 10 years. We have found that contemplating both these groups in the USOPC's governance structure has introduced a positive and diverse set of athlete voices; we suggest that WADA consider a similar approach.
- There must be a clear and more direct selection process. We believe that Independent Athlete representatives must be elected very directly by international athletes, rather than appointed by or from any Olympic movement or public authority body. These Independent Athletes must not be answerable to any constituent organization. They must be vetted by the stronger Nominations Committee, as discussed in section 9. The means of these elections will require additional work and care, but the inclusion of these additional Independent Athlete voices can be transformative.
- The overall processes of seeking and securing additional Athlete voice in WADA governance should seek to achieve balance in athlete backgrounds in terms of gender, winter/summer sport, and Olympic/Paralympic sport. Above all these processes should be transparent and understandable to the international athlete community in order to win trust and respect.

Additionally, many time athletes need input from external experts that they trust and work in the athlete representation space. We believe athlete representatives should be able to utilize expert designees in WADA meetings.

We understand that the above listed items call for a lot of changes, but we believe without substantive change to the current model, the role of the athlete in WADA is minimal.

**Antidoping Switzerland**

Ernst König, CEO (Switzerland)  
NADO - NADO

SUBMITTED

- Athletes should not merely be appointees / representatives of international sport organisations.
- Athletes should speak for themselves on the constitution, mandate and operation of the Athletes Committee. However, the same principles set out above for the FB and ExCo should apply: true independence, transparency, term limits, etc.

**Azerbaijan National Anti-Doping Agency (AMADA)**

Shafag Huseynli, CEO (Azerbaijan)  
NADO - NADO

SUBMITTED

It might be beneficial that members of Athlete Committee could also be selected from the NADO Athlete Committees.

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SUBMITTED

**National Anti Doping Agency Germany**

Andrea Gotzmann, CEO (Germany)  
NADO - NADO

Athletes should speak for themselves on the constitution, mandate and operation of the Athletes Committee. However, the same principles set out above for the FB and EC should apply: true independence, transparency, terms limits, etc.

**Anglesea Sports Medicine**

Chris Milne, Sports Physician (New Zealand)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

Nil else

**British Athletes Commission, British NOC Athletes Commission, British NPC Athletes Commission**

Kristian Thomas, Athlete Engagement Manager (UK)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

j) Should you have any further comments on the AC and athletes' representation, please provide them here.

For athlete representation to be successful, and have the ability to check and challenge where necessary, it is imperative for WADA to be as independent of other sporting organisations as possible, and this includes EC, FB and AC.

**Athleten Deutschland e.V.**

Maximilian Klein, Representative for International Sport Policy (Germany)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

- We would like to note that we consider the committee structure to be fundamentally deficient and therefore do not make any recommendations on maintaining and further expanding the committee structure. Committees in WADA have solely an advisory role and have proven to be bureaucratic and ineffective constructs.
- Unfortunately, the WADA Athlete Committee has no real say. Athlete representation, to the contrary, should have an equal say and must be detached from the respective institution to be independent. In our view, athletes must be able to exercise their right to freedom of association and freely choose their representatives. These must be able to act completely independently. This is not possible in the current system of the committee structure.
- An independent athlete representation would also have access to its own budget and fully independent staff, just as project-based budget costs to fund special expertise. It will be key for such an independent representative body to launch effective consultations with athletes around the world.
- The election of representatives of such an independent athletes' representative body would have to ensure that suitable representatives are elected either directly from the athlete community and/or indirectly through already democratically legitimized athlete representatives from independent athletes' associations. This independent athlete representative body would have an equal say and voting rights wherever decisions are made that directly or indirectly affect athletes.
- In this regard, we want to stress that we consider the representation model as given by the athlete commissions as highly problematic. Athlete representatives from athletes' commissions can find themselves in conflict of interests and conflicting loyalties and oftentimes, are not democratically legitimized. Please also see the critique of the athletes' commission model provided by the SHIFT Recommendations for an IOC Human Rights Strategy in December 2020. Ex-officio recruitment from other (international) athlete commissions as well as recruitment on the basis of nominations from the sport movement or the public authorities are highly problematic in our view. If a direct democratic legitimation chain proves to be impracticable another model must be devised that at a minimum

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guarantees representation for independent athlete associations that have already succeeded in organising its members.

- The discussion on the model of athletes' representation within the structure of the WADA Athlete Committee or within a truly independent representative body does not address the fundamental issue of adequate athlete representation in the FB. It also does not address the request, that if the current model of stakeholder representation within the ExCo is maintained, independent athletes and/or their independent representatives be represented as stakeholders in the ExCo. As said, we advocate for a FB that includes athletes as stakeholders and for an ExCo that is truly independent.

## 8. Role of National Anti-Doping Organizations (NADOs) (23)

SUBMITTED

Ben Sandford, . (New Zealand)  
Sport - Athlete - Retired

NADO's are stakeholders and should be represented. The should have representation in the FB and the EC(if EC has a representative component.  
If we were to create a representative anti-doping body today (not 1999) then it would make no sense not to have athletes and NADO's being represented.

### Global Athlete with Athletics Association and NOC Athlete Commission of Denmark, Netherlands and Norway

SUBMITTED

Rob Koehler, Director General (Canada)  
Sport - Athlete Representative (State the name of the athlete body in Organization name)

### Question 8: Role of National Anti-Doping Organizations (NADOs) (Yearly budget - US\$85,000 for NADO Ad Hoc Working Group)

As indicated above WADA must find away to meaningful engage NADO expertise. WADA could consider expanding stakeholders to include NADOs but athletes must maintain at least 1/3 of a vote.

The WADA NADO Ad-hoc Working Group which has no decision-making power should be removed in place of representation on the Foundation Board.

### USOPC Athlete Advisory Council

SUBMITTED

Meryl Fishler, Coordinator (United States)  
Sport - Athlete Representative (State the name of the athlete body in Organization name)

## 8. Role of NADOs

### Direct NADO Governance Role

Currently, NADOs have no formal place in WADAs EC or FB. The AAC supports a direct NADO role in WADA governance. NADO's form an important 'front line' in the fight against doping and strong NADO's provide expert advice and perspective.

### International Cricket Council

SUBMITTED

Vanessa Hobkirk, Anti-Doping Manager (United Arab Emirates)  
Sport - IF – IOC-Recognized

No comment

### **Cerebral Palsy International Sport and Recreation Association**

SUBMITTED

Halim Jebali, CPISRA Medical Committee Chair (Tunisia)  
Sport - IF – Other

Les ONAD doivent être mieux représentés à tous les niveaux de la prise de décision (CF, CE, et surtout les Comités Permanents car comme les FI qui quant à elle, siègent dans certaines instances, ce sont les institutions qui connaissent mieux les réalités du terrain et les spécificités des régions, des sports et des possibilités qui se présentent en termes de lutte contre le dopage. Cependant, il est clair que les ONAD's doivent être indépendantes du point de vue opérationnel comme cela est stipulé dans le nouveau Code Mondial. Importance du Groupe Consultatif créé par l'AMA il y a quelques années : Expert Advisory Group

### **USOPC**

SUBMITTED

Christopher McCleary, General Counsel (US)  
Sport - National Olympic Committee

As noted in sections 3 and 4 above, we support a direct NADO role in WADA governance. NADO's form an important 'front line' in the fight against doping and strong NADO's have a vital concentration of experience and perspective. We also support ensuring that all standing committees include a NADO member.

Selection of NADO representatives should absolutely take into account strict compliance with all WADA rules, including the strengthened ethics approach discussed in item 12 below.

### **Sport Integrity Australia**

SUBMITTED

Luke Janeczko, Assistant Director - Anti-Doping Policy (Australia)  
Public Authorities - Government

National Anti-Doping Organizations (NADOs) have operational expertise at implementing code-compliant anti-doping arrangements and how the Code operates at ground-level and are a key stakeholder in the global anti-doping ecosystem. More NADO representation is needed in WADA forums to ensure a broader stakeholder voice is heard to provide a different perspective and expert views on operational anti-doping issues. NADO representation should be equal to that of other key anti-doping stakeholders.

Australia sees NADO expertise as relevant to Foundation Board (FB) deliberations, where decisions are made on the strategic and operational direction of anti-doping, for example, approval of WADA's strategic plan and amendments to the World Anti-Doping Code. Australia is not convinced that NADO representation is required on the Executive Committee (ExCo) – particularly in Australia's preferred ExCo model which has greater emphasis on more independent members.

Australia believes WADA needs to demonstrate a willingness to listen to and respect the value NADOs bring – finding ways to actively include them in all key aspects of governance and decision making. This is particularly timely, given the 2021 Code changes that increased the independence requirements of NADOs. It is also critical to note that NADOs bring the expertise of anti-doping operations as it is happening at a national-level (where the majority of anti-doping measures and athletes exist).

### **Office of National Drug Control Policy**

SUBMITTED

Richard Baum, United States Coordinator, Doping in Sport (United States of America)  
Public Authorities - Government

The United States Government believes that National Anti-Doping Organizations (NADOs) are a critically important WADA stakeholder and the source of valuable and up to date technical expertise. Unlike other anti-doping agencies (ADOs--international sport organizations and major games organizations) NADOs currently

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have no formal place in WADA's decision-making bodies, the FB and ExCo. This is a problem that must be fixed. It deprives WADA governance of legitimacy by denying representation to the stakeholder group that conducts the majority of anti-doping activities. It also deprives WADA of expertise and a very well informed and important perspective in its decision-making processes.

**Bahrain Olympic committee**

SUBMITTED

Zainab Anwar, Antidoping specialist (Kingdom of Bahrain)  
NADO - NADO

8a)NADO's should reflect WADA's vision.8b)yes, any level to be consider more than advisory .8c)should use all available and accepted methods.8d)No comment.

**ONADE**

SUBMITTED

Janet Emen, Executive Secretary (Ecuador)  
NADO - NADO

NADOs should mainly be part of the collaborative mission of WADA to preserve fair play and prevent doping by education and spread of the International Code. NADOs could be considered for some decisions involving their specific regions or countries, but should not be considered for inside WADA international representation.

**Comitato Permanente Antidoping (NADO)**

SUBMITTED

Claudio Muccioli, President (San Marino)  
NADO - NADO

in my opinion NADOs should be attendant inside WADA with a decision role

**ABCD**

SUBMITTED

Anthony Moreira, Executive Director (Brazil)  
NADO - NADO

**UK Anti-Doping**

SUBMITTED

Jamie Piggins, International and Stakeholder Relations Officer (UK)  
NADO - NADO

- **NADOs are a key WADA stakeholder. Unlike other ADOs (international sport organizations and major games organizations) NADOs currently have no formal place in WADA's decision-making bodies, the FB and ExCo**
- **This deprives WADA governance of legitimacy by denying representation to the stakeholder group that conducts the majority of anti-doping activities of all types**
- **It also deprives WADA of expertise and balance in its decisions**

**Sport Ireland**

SUBMITTED

Siobhan Leonard, Director of Anti-Doping & Ethics (Ireland)  
NADO - NADO

**U.S. Anti-Doping Agency**

SUBMITTED

Francoise Farrell, Executive Assistant to CEO (United States)  
NADO - NADO

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- **NADOs are a key WADA stakeholder. Unlike other ADOs (international sport organizations and major games organizations) NADOs currently have no formal place in WADA's decision-making bodies, the FB and ExCo**
- **This deprives WADA governance of legitimacy by denying representation to the stakeholder group that conducts the majority of anti-doping activities of all types**
- **It also deprives WADA of expertise and balance in its decisions**

#### **Agence française de lutte contre le dopage**

Adeline Molina, RAQ (France)  
NADO - NADO

SUBMITTED

#### **SA Institute for Drug-Free Sport**

khalid galant, CEO (South Africa)  
NADO - NADO

SUBMITTED

Currently, the WADA governance model trivialises the role of two key stakeholders, Athletes and NADOs. NADOs, particularly, are governed by stricter independence criteria and are the "field" implementers of the WADC.

There is enormous diversity among NADOs with respect to capacity, expertise, program delivery and jurisdiction. The reflection of this diversity is often lacking in standing committees and compliance standards and policies.

NADO representation on the FB will contribute to shaping WADA strategic direction, plans and ultimately the WADC to better reflect the diversity of NADO expertise.

NADO representation should reflect the global nature of anti-doping programs and sport.

(NADOs for the purpose of this input excludes ADOs linked to International Sports Federations and private collection agencies).

#### **Drug Free Sport New Zealand**

Nick Paterson, Chief Executive (New Zealand)  
NADO - NADO

SUBMITTED

As above, NADOs should included with the FB (minimum six voting seats), given the significant and material contribution NADOs make to anti-doping and their interaction with and support to WADA's mission. NADOs must also be part of operational committees or expert advisory groups for the same reasons.

#### **Canadian Centre for Ethics in Sport**

Doug MacQuarrie, Chief Operating Officer (Canada)  
NADO - NADO

SUBMITTED

All Anti-Doping Organizations should have equal involvement in WADA oversight and governance. International sport federations (IFs), major games organizations (IOC, IPC) and National Anti-doping Organizations (NADO) should have similar standing.

#### **Palestine Anti-doping committee**

Reem Dasa, Liaison (Palestine)  
NADO - NADO

SUBMITTED

to represent each country and apply the code, to be the primary Authority for fighting doping in sport.

#### **Hellenic Council for Combating doping**

CHARIS LIAPI, Member Ex Com (GREECE)  
NADO - NADO

SUBMITTED

**Anglesea Sports Medicine**

Chris Milne, Sports Physician (New Zealand)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

See below

**iNADO**

Jorge Leyva, CEO (Germany)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

**8a) (36)**

Ben Sandford, . (New Zealand)  
Sport - Athlete - Retired

SUBMITTED

NADO's are stakeholders and should be represented. The should have representation in the FB and the EC(if EC has a representative component.  
If we were to create a representative anti-doping body today (not 1999) then it would make no sense not to have athletes and NADO's being represented.

**Australian Football League**

Simon Clarke, Manager - Legal & Business Affairs (Australia)  
Sport - IF – Other

SUBMITTED

they should be no different to any other signatory and should be prevented from using their governments power from imposing any restriction over and above that set by WADA

**FINA**

Marcela Saxlund, Interim Executive Director (Switzerland)  
Sport - IF – Summer Olympic

SUBMITTED

Whatever role they are given, the International Federations must have equal roles, positions, rights, privileges, and functions.

**International Olympic Committee**

Hannah Emily Marie Grossenbacher, Project Manager (Switzerland)  
Sport - IOC

SUBMITTED

**NADOs are operational – not political - bodies responsible for implementing the World Anti-Doping Code at the national level. Consultation with NADOs, and with the ITA as well as laboratories for a matter of fact, can be helpful to collect information/challenges from the operational side.**

**WADA has implemented mechanism to consult with NADOs such as the NADO Expert Advisory Group and by ensuring one NADO representative sits an all Standing Committees to ensure their expertise is provided.**

**Cabo Verde National Olympic Committee**

Filomena Fortes, President (Cape Verde)  
Sport - National Olympic Committee

SUBMITTED

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NADOs PR are general appointed not by skill or election but by governmental interest. Should maintain minimum representation in WADA.

**New Zealand Government**

SUBMITTED

Alice Hume, . (.)  
Public Authorities - Government

National Anti-Doping Organisation representation should be considered for the Executive Committee and Foundation Board.

**Sport Integrity Australia**

SUBMITTED

Luke Janeczko, Assistant Director - Anti-Doping Policy (Australia)  
Public Authorities - Government

NADOs are a key stakeholder in the global anti-doping ecosystem and have unique and distinct views that require mandated representation in certain WADA forums. NADOs can provide WADA deliberations with valuable expertise and experience from implementing code-compliant anti-doping arrangements at the national-level. NADOs obtain first-hand experience of what anti-doping measures work well, and where others require improvement.

**Ministry of Culture Denmark**

SUBMITTED

Henrik Bramming, Head of section (Denmark)  
Public Authorities - Government

NADOs should have parity within WADA governance with other ADOs: international sport organizations and major sport event organizations. In a WADA governance model with a representative FB and a fully-independent EC, NADOs should have FB representation equally with other stakeholders like: The Sports Movement, Governments and independent athletes.

**Office of National Drug Control Policy**

SUBMITTED

Richard Baum, United States Coordinator, Doping in Sport (United States of America)  
Public Authorities - Government

NADOs should have parity within WADA governance with other ADOs: international sport organizations and major games organizations. In a new WADA governance model with a representative Foundation Board and a fully-independent Executive Board, NADOs should have FB representation commensurate with their contributions to anti-doping (qualitatively and quantitatively) as compared to international sport organizations and major games holders. A representative FB with 20% NADOs would be appropriate and would significantly strengthen WADA.

**ONADE**

SUBMITTED

Janet Emen, Executive Secretary (Ecuador)  
NADO - NADO

NADOs should mainly be part of the collaborative mission of WADA to preserve fair play and prevent doping by education and spread of the International Code. NADOs could be considered for some decisions involving their specific regions or countries, but should not be considered for inside WADA international representation.

**ABCD**

SUBMITTED

Anthony Moreira, Executive Director (Brazil)  
NADO - NADO

NADOs should have a formal and respected position at decision-making level. The inclusion of NADOs, at decisionmaking level, who are required by the Code to be independent, would have an added benefit of diluting the potential influence of identified inherent conflicts of interest in the current formation of the Foundation Board and Executive Committee.

NADOs are the only Signatory group for whom anti-doping is the sole reason for their existence. It is NADOs who are required to undertake the majority of anti-doping activity. IFs, as Signatories, have positions at governing levels, but NADOs who do substantially more of the work do not.

NADOs should be represented on all WADA Groups/Committees except for where there is a specific reason for them not to be (e.g. Athlete Committee, Compliance Review Committee). This should include on the Foundation Board and, if the Executive Committee retains a representative element, on the Executive Committee.

**NADO MKD**

SUBMITTED

Eli Handjiska, Sport Medicine Doctor (North Macedonia)  
NADO - NADO

National Anti-Doping Organizations (NADOs), as entities designated by each country as possessing the primary authority and responsibility, at the national level, for the anti-doping programs in a country. Their role should be:

- adopting and implementing anti-doping rules;
- planning and implementing anti-doping education;
- directing the collection of samples;
- conducting investigations;
- managing test results; and
- conducting result management at the national level.

**UK Anti-Doping**

SUBMITTED

Jamie Piggins, International and Stakeholder Relations Officer (UK)  
NADO - NADO

- NADOs should have parity within WADA governance with other ADOs: international sport organizations and major games organizations
- In a WADA governance model with a representative FB and a fully-independent ExCo, NADOs should have FB representation commensurate with their contributions to anti-doping (qualitatively and quantitatively) as compared to international sport organizations and major games holders.
- A representative FB with 20% NADOS, 20% Governments, 20% Sport, 20% Athletes and 20% Truly Independent members would be a model for success.
- Independent NADOs should be represented at a decision-making level. NADOs are at the heart of the fight against doping in sport and it is primarily NADOs that implement the Code. There is no basis upon which NADOs should not be included.

**Sport Ireland**

SUBMITTED

Siobhan Leonard, Director of Anti-Doping & Ethics (Ireland)  
NADO - NADO

NADOs should have parity within WADA governance with other ADOs: international sport organizations and major games organizations

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- In a WADA governance model with a representative FB and a fully-independent ExCo, NADOs should have FB representation commensurate with their contributions to anti-doping (qualitatively and quantitatively) as compared to international sport organizations and major games holders.
- An representative FB with 20% NADOS, 20% Governments, 20% Sport, 20% Athletes and 20% Truly Independent members would be a model for success.

**Russian Anti-Doping Agency "RUSADA"**

RUSADA RUSADA, Administration (Russia)  
NADO - NADO

SUBMITTED

NADOs should be represented on all WADA Groups and Committees (except for where there is a specific reason for them not to be), including the Foundation Board and the Executive Committee.

**UK Anti-Doping Athlete Commission**

Tony Josiah, Head of International and Stakeholder Relations (United Kingdom)  
NADO - NADO

SUBMITTED

NADOs should not just be there as the national representations of the WADA and the WADA code, they should be there to provide feedback to WADA (governance review is a good example of this) but should be able to check and challenge the actions of WADA.

**U.S. Anti-Doping Agency**

Francoise Farrell, Executive Assistant to CEO (United States)  
NADO - NADO

SUBMITTED

NADOs should have parity within WADA governance with other ADOs: international sport organizations and major games organizations

In a WADA governance model with a representative FB and a fully-independent ExCo, NADOs should have FB representation commensurate with their contributions to anti-doping (qualitatively and quantitatively) as compared to international sport organizations and major games holders.

An representative FB with 20% NADOS, 20% Governments, 20% Sport, 20% Athletes and 20% Truly Independent members would be a model for success.

**Antidoping Switzerland**

Ernst König, CEO (Switzerland)  
NADO - NADO

SUBMITTED

- NADOs should have parity within WADA governance with other ADOs: international sport organizations and major games organizations
- In a WADA governance model with a representative FB and a fully-independent ExCo, NADOs should have FB representation commensurate with their contributions to anti-doping (qualitatively and quantitatively) as compared to international sport organizations and major games holders.

**Anti-Doping Singapore**

Patrick Goh, Chairman (Singapore)  
NADO - NADO

SUBMITTED

As a key stakeholder, and one which is operationally "on the ground", NADO's should be represented at WADA's decision making levels, as well as its advisory bodies.

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**Azerbaijan National Anti-Doping Agency (AMADA)**

Shafag Huseynli, CEO (Azerbaijan)  
NADO - NADO

SUBMITTED

NADOs should have voices in decision-making process and have seats at Executive Committee and Foundation Board.

**Anti Doping Danmark**

Michael Ask, CEO (Denmark)  
NADO - NADO

SUBMITTED

NADOs should have parity within WADA governance with other ADOs: international sport organizations and major sport event organizations

In a WADA governance model with a representative FB and a fully-independent EC, NADOs should have FB representation equally with other stakeholders like: The Sports Movement, Governments and independent athletes.

**Japan Anti-Doping Agency**

Akira Kataoka, General Manager, Results Management and Intelligence (Japan)  
NADO - NADO

SUBMITTED

NADOs should have parity within WADA governance with other ADOs: international sport organizations and major games organizations  
In a WADA governance model with a representative FB and ExCo, NADOs should have FB representation commensurate with their contributions to antidoping (qualitatively and quantitatively) as compared to international sport organizations and major games holders.

**Agence française de lutte contre le dopage**

Adeline Molina, RAQ (France)  
NADO - NADO

SUBMITTED

NADOs should have parity within WADA governance with other ADOs.

In a WADA governance model with a representative Foundation Board and a fully-independent ExCo, NADOs should have Foundation Board representation commensurate with their collective contributions to anti-doping.

All WADA Groups/Committees should include at least one member with significant NADO-related experience, except for where there is a specific reason not to (e.g. Athlete Committee...).

**AEPSAD - Agencia Española de Protección de la Salud en el Deporte**

Carlos Gea, Head of International Relations and Cooperation Area (España)  
NADO - NADO

SUBMITTED

We consider that NADOs should be represented in WADA, and play a very important role in it, since they carry out a great part of the anti-doping fight at world level and have a fundamental role in it.

NADOs should be represented in the Executive Committee and the Foundation Board, with voice and vote.

**Finnish Center for Integrity in Sports (FINCIS)**

Petteri Lindblom, Legal Director (Finland)

SUBMITTED

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## NADO - NADO

NADOs should have parity within WADA governance with other ADOs: international sport organizations and major games organizations

In a WADA governance model with a representative FB and a fully-independent ExCo, NADOs should have FB representation commensurate with their contributions to anti-doping (qualitatively and quantitatively) as compared to international sport organizations and major games holders.

**Doping Authority Netherlands**

SUBMITTED

Olivier de Hon, Chief Operating Officer (Netherlands)  
NADO - NADO

8(a). NADOs should have parity within WADA governance with other ADOs: international sport organizations and major games organizations. In a WADA governance model with a representative FB and a fully-independent ExCo, NADOs should have FB representation commensurate with their contributions to anti-doping (qualitatively and quantitatively) as compared to international sport organizations and major games holders. A representative FB with 20% NADOs, 20% Governments, 20% Sport, 20% Athletes and 20% Truly Independent members could be a model for success.

**Drug Free Sport New Zealand**

SUBMITTED

Nick Paterson, Chief Executive (New Zealand)  
NADO - NADO

As above, NADOs should be included with the FB (minimum six voting seats), given the significant and material contribution NADOs make to anti-doping and their interaction with and support to WADA's mission.

NADOs must also be part of operational committees or expert advisory groups for the same reasons.

**National Anti Doping Agency Germany**

SUBMITTED

Andrea Gotzmann, CEO (Germany)  
NADO - NADO

NADOs should have parity within WADA governance with other ADOs: international sport organizations and major games organizations.

In a WADA governance model with a representative FB and a fully-independent EC, NADOs should have FB representation commensurate with their contributions to anti-doping (qualitatively and quantitatively) as compared to international sport organizations and major games organizations.

A representative FB with 20% NADOs, 20% Governments, 20% Sport, 20% Athletes and 20% "Truly Independent" members would be a model for success.

**Canadian Centre for Ethics in Sport**

SUBMITTED

Doug MacQuarrie, Chief Operating Officer (Canada)  
NADO - NADO

NADOs undertake the majority of Anti-doping activity world-wide and are required to be operationally independent from Sport and Public authorities yet have no involvement in organizational oversight.

WADA governance which incorporates any representative component, be that EXCO or Fdn Board, MUST include NADOs in the representative stake. To be clear, we believe EXCO must be truly independent. However, any representational elements with other WADA bodies must involve NADOs (e.g. Fdn Board and/or committees).

381/458

There are five key groups that could equally comprise the Fdn Board in a most effective manner: Sport Organizations, Public Authorities, Athletes/NADOs, and Truly Independent members.

**Hellenic Council for Combating doping**  
CHARIS LIAPI, Member Ex Com (GREECE)  
NADO - NADO

SUBMITTED

NADO representatives' should be represented at a decision-making level as a key stakeholder

**Anti-Doping Norway**  
Martin Holmlund Lauesen, Director - International Relations and Medical (Norge)  
NADO - NADO

SUBMITTED

The role of NADOs should be seen in light of the requirements for NADO independence in the Code and their role as Signatories to the Code – the NADOs are currently the only Signatories not represented in the governing bodies of WADA. The role of NADOs within WADA should be compared to the role of an IF or other ADO. They can provide expert input and anti-doping perspectives based on their dealing with anti-doping on a daily basis. The NADOs should therefore be included in all bodies, based on stakeholder representation, and in the advisory functions, where a NADO perspective could provide an added value.

**Turkish Anti-Doping Commission**  
Mehmet YOGURTCUOGLU, Deputy General Director / Legal Affairs Coordinator  
(Turkey)  
NADO - NADO

SUBMITTED

Today, NADOs carry out the most effective and comprehensive anti-doping activities in the world. Especially its local characteristics and its cooperation with the government authorities strengthens this activity. Despite this fight at the forefront, NADOs do not have the same effectiveness in terms of international representation and decision-making today. For this reason, it would be appropriate to increase the effectiveness of NADOs in decision making at both executive and foundation board levels. In the new system, the fact that the President and Deputy Presidents will be elected with impartial criteria will pave the way for NADOs to be nominated for these positions at this stage. Or, necessary legislative arrangements can be made to facilitate this.

**Anti-Doping Sweden**  
Christine Helle, CEO (Sweden)  
NADO - NADO

SUBMITTED

NADOs should have representatives within WADA governance with other ADOs, international sport organizations and major games organizations. In a WADA governance model with a representative FB and a fully-independent ExCo, NADOs should have FB representation relating to the NADOs contributions to the global anti-doping work, which is both high quality and high quantity.

**Central European Anti-Doping Organization (CEADO)**  
Michael Cepic, Chairman CEADO Board (Austria)  
NADO - RADO

SUBMITTED

**CEADO strongly proposes that NADOs should be represented with, at a minimum, four representatives (like athletes) in every Committee, including the Foundation Board. Until today, only by chance, some NADO representatives were a member of the Governmental part of WADA Foundation Board. In general, all the other Governmental representatives have been politicians who were not professionally involved in the anti-doping work in sport.**

**Anglesea Sports Medicine**

Chris Milne, Sports Physician (New Zealand)  
 Other - Other (ex. Media, University, etc.)

An increased representation would seem appropriate, possibly a NADO rep on the EC and possibly the FB

**iNADO**

SUBMITTED

Jorge Leyva, CEO (Germany)  
 Other - Other (ex. Media, University, etc.)

**NADOs should have a formal and respected position at decision-making level.** The inclusion of NADOs, at decision-making level, who are required by the Code to be independent, would have an added benefit of diluting the potential influence of identified inherent conflicts of interest in the current formation of the Foundation Board and Executive Committee.

NADOs are the only Signatory group for whom anti-doping is the sole reason for their existence. It is NADOs who are required to undertake the majority of anti-doping activity. IFs, as Signatories, have positions at governing levels, but NADOs who do substantially more of the work do not.

**NADOs should be represented on all WADA Groups/Committees except for where there is a specific reason for them not to be (e.g. Athlete Committee, Compliance Review Committee).** This should include on the Foundation Board and, if the Executive Committee retains a representative element, on the Executive Committee

**8b) (34)**

SUBMITTED

Ben Sandford, . (New Zealand)  
 Sport - Athlete - Retired

Yes, NADO's play an enormous role in anti-doping but have no say in it's governance at the moment. They should have seats on the FB and he EC if the EC is going to be a representative body

**FINA**

SUBMITTED

Marcela Saxlund, Interim Executive Director (Switzerland)  
 Sport - IF – Summer Olympic

no comment

**International Olympic Committee**

SUBMITTED

Hannah Emily Marie Grossenbacher, Project Manager (Switzerland)  
 Sport - IOC

**Under the previous Governance reforms, it was recommended to have one NADO experts within the different WADA Standing Committees to ensure their expertise would be included in the advisory groups of WADA. This has been enacted by WADA.**

**Cabo Verde National Olympic Committee**

SUBMITTED

Filomena Fortes, President (Cape Verde)  
 Sport - National Olympic Committee

NADOs should be a key stakeholder in an advisory profile

**New Zealand Government**

SUBMITTED

Alice Hume, . (.)  
 Public Authorities - Government

The Executive Committee would benefit from their expertise when considering amendments to the International Standards and Technical Documents. They would also add value to Foundation Board discussions related to organisational strategy and the anti-doping landscape.

### **Sport Integrity Australia**

SUBMITTED

Luke Janeczko, Assistant Director - Anti-Doping Policy (Australia)  
Public Authorities - Government

Australia supports mandated NADO representation on the FB. Please see answers to the FB questions for specific reasons.

WADA is encouraged to further demonstrate a willingness to value the input of NADO's through other means – for example they are currently not included in the Governance Working Group.

### **Ministry of Culture Denmark**

SUBMITTED

Henrik Bramming, Head of section (Denmark)  
Public Authorities - Government

The NADO contribution to the 2018 WADA Governance WG is a prime example. Only the NADO representatives made consistent and detailed proposals for governance reform, unlike other participants.

### **Office of National Drug Control Policy**

SUBMITTED

Richard Baum, United States Coordinator, Doping in Sport (United States of America)  
Public Authorities - Government

Yes. The NADO written contribution to the 2018 WADA Governance WG is one example.

### **ONADE**

SUBMITTED

Janet Emen, Executive Secretary (Ecuador)  
NADO - NADO

NADOs could be considered for some decisions involving their specific regions or countries

### **ABCD**

SUBMITTED

Anthony Moreira, Executive Director (Brazil)  
NADO - NADO

See response to Section 4 A – NADOs should be represented across the full breadth of WADA bodies (with noted exceptions).

NADOs are, by definition, “independent”, have good consultative methods and provide a pool of anti-doping expertise and experience that cannot be matched. Many NADO officials are highly competent administrators who can bring value to WADA work.

### **NADO MKD**

SUBMITTED

Eli Handjiska, Sport Medicine Doctor (North Macedonia)  
NADO - NADO

NADOs could not contribute to the (better) functioning of organs within WADA.

### **UK Anti-Doping**

SUBMITTED

Jamie Piggins, International and Stakeholder Relations Officer (UK)  
NADO - NADO



- The NADO contribution to the 2018 WADA Governance WG is a prime example. Only the NADO representatives made consistent and detailed written proposals for governance reform, unlike other participants.
- It is not a question of whether NADOs can contribute to the (better) functioning of organs. It is a matter of inclusion. NADOs are key stakeholders that should be included given their expertise in the Code. The contributions that NADOs make should be highlighted more clearly.

**Sport Ireland**

Siobhan Leonard, Director of Anti-Doping & Ethics (Ireland)  
NADO - NADO

SUBMITTED

See response to Section 4 A – NADOs should be represented across the full breadth of WADA bodies (with noted exceptions).

NADOs are, by definition, have good consultative methods and provide a pool of anti-doping expertise and experience that cannot be matched.

The NADO contribution to the 2018 WADA Governance WG is a prime example. Only the NADO representatives made consistent and detailed written proposals for governance reform, unlike other participants.

**Russian Anti-Doping Agency "RUSADA"**

RUSADA RUSADA, Administration (Russia)  
NADO - NADO

SUBMITTED

Yes, they could due to the high level of expertise and extensive experience.

**UK Anti-Doping Athlete Commission**

Tony Josiah, Head of International and Stakeholder Relations (United Kingdom)  
NADO - NADO

SUBMITTED

Yes. NADOs should have the confidence to check and challenge WADA. WADA should be willing to learn from NADOs, develop best practices (I suppose International Standards... are examples of this)

**U.S. Anti-Doping Agency**

Francoise Farrell, Executive Assistant to CEO (United States)  
NADO - NADO

SUBMITTED

The NADO contribution to the 2018 WADA Governance WG is a prime example. Only the NADO representatives made consistent and detailed written proposals for governance reform, unlike other participants.

**Antidoping Switzerland**

Ernst König, CEO (Switzerland)  
NADO - NADO

SUBMITTED

- Yes, NADOs conduct a very large part of the global anti doping work. Their expertise is invaluable, they should therefore have the possibility to contribute directly in the WADA decision making bodies (e.g. FB).

**Anti-Doping Singapore**

Patrick Goh, Chairman (Singapore)  
 NADO - NADO

NADO's at a foundation board level would represent the interests of a constituency which is directly responsible for the execution of the code. As with the athletes who are subject to anti-doping programmes, the "on the ground" perspective which NADOs bring to the FB level will be invaluable.

At the EC level, there is no need for NADO representation if the EC were truly independent.

The current system of including NADO reps within the standing committees other than the CRC should still stand.

**Azerbaijan National Anti-Doping Agency (AMADA)**

Shafag Huseynli, CEO (Azerbaijan)  
 NADO - NADO

SUBMITTED

NADOs might bring more expertise to the works of WADA if they are represented at Executive Committee and Foundation Board.

**Anti Doping Danmark**

Michael Ask, CEO (Denmark)  
 NADO - NADO

SUBMITTED

The NADO contribution to the 2018 WADA Governance WG is a prime example. Only the NADO representatives made consistent and detailed proposals for governance reform, unlike other participants.

**Japan Anti-Doping Agency**

Akira Kataoka, General Manager, Results Management and Intelligence (Japan)  
 NADO - NADO

SUBMITTED

NADO working group may have more function and opportunity to provide expertise. WADA may have more flexible system/approach to call small group of expert from NADO community who are major contributor to anti-doping (both in qualitatively and quantitatively) to obtain guidance.

**AEPSAD - Agencia Española de Protección de la Salud en el Deporte**

Carlos Gea, Head of International Relations and Cooperation Area (España)  
 NADO - NADO

SUBMITTED

Yes, by being represented on the EC and FB, with their input, NADOs could help to achieve a clearer, more ethical, practical and efficient approach to anti-doping.

**SA Institute for Drug-Free Sport**

khalid galant, CEO (South Africa)  
 NADO - NADO

SUBMITTED

Athletes from sport codes that are bound by the Code.

**Doping Authority Netherlands**

Olivier de Hon, Chief Operating Officer (Netherlands)  
 NADO - NADO

SUBMITTED

8(b). Yes, NADOs can contribute to the (better) functioning of organs within WADA. NADOs consistently make recommendations in various consultation rounds. The NADO contribution to the 2018 WADA Governance WG is a prime example. Only the NADO representatives made consistent and detailed written proposals for governance reform, unlike other participants.

**386/458**

**Drug Free Sport New Zealand**

Nick Paterson, Chief Executive (New Zealand)  
NADO - NADO

SUBMITTED

NADOs must also be part of operational committees or expert advisory groups given the significant and material contribution NADOs make to anti-doping and their interaction with and support to WADA's mission..

**National Anti Doping Agency Germany**

Andrea Gotzmann, CEO (Germany)  
NADO - NADO

SUBMITTED

The NADO contribution to the 2018 WADA Governance WG is a prime example. Only the NADO representatives made consistent and detailed written proposals for governance reforms.

**Canadian Centre for Ethics in Sport**

Doug MacQuarrie, Chief Operating Officer (Canada)  
NADO - NADO

SUBMITTED

iNADO has been under used to help WADA identify key contributors. In 2018, when the first WADA Governance Task Group was being formed, iNADO recommended NADO involvement. NADO representatives made consistent and detailed written proposals on all governance reform opportunities and were the only participants on the Task Group to do so.

**Hellenic Council for Combating doping**

CHARIS LIAPI, Member Ex Com (GREECE)  
NADO - NADO

SUBMITTED

NADOS could participate in various advisory committees. The geographical area equality could be one of the criteria.

**Anti-Doping Norway**

Martin Holmlund Lauesen, Director - International Relations and Medical (Norge)  
NADO - NADO

SUBMITTED

As organizations working with Anti-Doping on a daily basis, the NADOs perspectives and expertise could strengthen the fight against doping in sport in more or less any level or in any governing body, which is based on representation (i.e. the Foundation Board – and if the current functioning of the Executive Committee is kept also in the Executive Committee, albeit we have a strong preference for eliminating the representation of any stakeholder group in the Executive Committee all together).

Athletes, NADOs and Laboratories are dealing with antidoping on an everyday basis. They therefore possess an in-dept knowledge and expertise in the field, and their involvement in the implementation, dedication and sense of ownership are keys to the success of Anti-Doping. In this light, it may be beneficial to increase their involvement in the legislative processes, including the distribution of the budget (albeit not its size).

Rules and practices can also provide a structural preference for one stakeholder group over others – some examples are that the functionalities of ADAMS better reflect the needs of IFs than of NADOs, or the practice around TUE recognition. For several years rules applicable to low-level athletes were also at times a barrier for efficient anti-doping frameworks at the national level (albeit the latest changes to the Code have solved several of those issues). In addition, there are several untapped potentials in the system for ensuring a better checks and balances between IFs and NADOs – an example is notifications related to ABPs in ADAMS ensuring that both IFs and NADOs ensures a follow-up of suspicious cases.

387/458

WADA is of course the overall watchdog but check and balances between IFs and NADOs on individual cases may provide added value. On the one hand preferential treatment of the IFs and untapped potentials for better checks may be a politically justified priority, but on the other hand the composition (incl. in relation to expertise) and power-balance of WADA's legislative/regulating function may be a hurdle for establishing the best possible structures.

### Turkish Anti-Doping Commission

SUBMITTED

Mehmet YOGURTCUOGLU, Deputy General Director / Legal Affairs Coordinator  
(Turkey)  
NADO - NADO

Likewise, NADOs must have at least two positions allocated in the sub-committees. In this way, the contribution of NADOs with expertise in the operations side of anti-doping will have a direct contribution in in the development of anti-doping strategies.

### Anti-Doping Sweden

SUBMITTED

Christine Helle, CEO (Sweden)  
NADO - NADO

Yes, NADO representatives will surely contribute to functioning organs due to the high expertise staff in NADOs as well as executive experience in the anti-doping work globally.

### Central European Anti-Doping Organization (CEADO)

SUBMITTED

Michael Cepic, Chairman CEADO Board (Austria)  
NADO - RADO

**NADOs are the practitioners of anti-doping work so they can definitely contribute on various levels. An example (among many others): The aim of the RADO program is to support members to establish independent NADOs. Obviously, NADOs expert are important in this process since they know the requirements of daily anti-doping work.**

### Anglesea Sports Medicine

SUBMITTED

Chris Milne, Sports Physician (New Zealand)  
Other - Other (ex. Media, University, etc.)

Not sure- seek the opinion of NADOs

### iNADO

SUBMITTED

Jorge Leyva, CEO (Germany)  
Other - Other (ex. Media, University, etc.)

See response to Section 4 A – NADOs should be represented across the full breadth of WADA bodies (with noted exceptions).

**NADOs are, by definition, “independent”, have good consultative methods and provide a pool of anti-doping expertise and experience that cannot be matched.** Many NADO officials are highly competent administrators who can bring value to WADA work.

## 8c) (20)

### FINA

SUBMITTED

Marcela Saxlund, Interim Executive Director (Switzerland)  
Sport - IF – Summer Olympic

**Cabo Verde National Olympic Committee**

Filomena Fortes, President (Cape Verde)  
Sport - National Olympic Committee

SUBMITTED

As explained before

**New Zealand Government**

Alice Hume, . (.)  
Public Authorities - Government

SUBMITTED

National Anti-Doping Organisations can determine their own appointment or elections processes (like other stakeholder constituencies).

**ONADE**

Janet Emen, Executive Secretary (Ecuador)  
NADO - NADO

SUBMITTED

By communication with the main director or Head of NADO to gain information about the specific context, specially within Latin America

**ABCD**

Anthony Moreira, Executive Director (Brazil)  
NADO - NADO

SUBMITTED

Using the same bodies that currently exist for the nomination of Public Authorities representatives, each continent should nominate its own representative.

The iNADO membership is voluntary and does not incorporate all NADOs. It does, however, include amongst its members the vast majority of the most active and advanced NADOs as well as smaller, less experienced ones. iNADO now additionally provides a forum for all RADO members. iNADO has the capacity to reach beyond its membership to ensure that all NADOs have the opportunity to contribute to selecting and engaging with NADO representatives.

**NADO MKD**

Eli Handjiska, Sport Medicine Doctor (North Macedonia)  
NADO - NADO

SUBMITTED

Previews answer is no.

**Sport Ireland**

Siobhan Leonard, Director of Anti-Doping & Ethics (Ireland)  
NADO - NADO

SUBMITTED

Using the same bodies that currently exist for the nomination of Public Authorities representatives, each continent should nominate its own representative.

**Anti-Doping Singapore**

Patrick Goh, Chairman (Singapore)  
NADO - NADO

SUBMITTED

The Institute of National Anti-Doping Organisations, (iNADO) could be a starting point for a discussion of a possible mechanism, as one of its key roles is to be a collective voice of the NADO's.

**Azerbaijan National Anti-Doping Agency (AMADA)**

Shafag Huseynli, CEO (Azerbaijan)

SUBMITTED

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## NADO - NADO

In case of NADO inclusion in EC/FB, they might be represented in the same way as PAs. NADO representative might be selected from each continent.

**Japan Anti-Doping Agency**

SUBMITTED

Akira Kataoka, General Manager, Results Management and Intelligence (Japan)  
NADO - NADO

WADA may set a criteria to obtain support from iNADO which is the only and exclusive body of global NADO association.

**Agence française de lutte contre le dopage**

SUBMITTED

Adeline Molina, RAQ (France)  
NADO - NADO

A continental nomination system similar to the process in place for PAs.

**AEPSAD - Agencia Española de Protección de la Salud en el Deporte**

SUBMITTED

Carlos Gea, Head of International Relations and Coopetation Area (España)  
NADO - NADO

A NADO commission could be established consisting of 1 NADO representative from each of the 5 continents. From this commission a representative would be elected to be part of the FB and EC.

**Doping Authority Netherlands**

SUBMITTED

Olivier de Hon, Chief Operating Officer (Netherlands)  
NADO - NADO

8(c). See 8(a): better representation of NADOs in the decision making process.

**Drug Free Sport New Zealand**

SUBMITTED

Nick Paterson, Chief Executive (New Zealand)  
NADO - NADO

standard process for all committees etc. This is a diversity criteria i.e. diversity of thinking and representation

**Hellenic Council for Combating doping**

SUBMITTED

CHARIS LIAPI, Member Ex Com (GREECE)  
NADO - NADO

The representation of NADOs could be after open call and selection based on specific criteria, i.e. expertise, experience, etc.

**Anti-Doping Norway**

SUBMITTED

Martin Holmlund Lauesen, Director - International Relations and Medical (Norge)  
NADO - NADO

The constituency could be regional appointment of the NADO representatives – e.g. based on the number of NADOs in the region.

**Anti-Doping Sweden**

SUBMITTED

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Christine Helle, CEO (Sweden)  
NADO - NADO

This mechanism may be that all NADOs can nominate candidates who can then be elected in an independent election, for example under the auspices of iNADO.

### Central European Anti-Doping Organization (CEADO)

SUBMITTED

Michael Cepic, Chairman CEADO Board (Austria)  
NADO - RADO

**This is probably the most challenging question since iNADO (previously ANADO) does not represent all NADOs. We suggest that, like for the other Committees, WADA makes a public announcement, and after the candidates are listed, all NADOs, regardless of a membership in iNADO, are permitted to vote.**

### Anglesea Sports Medicine

SUBMITTED

Chris Milne, Sports Physician (New Zealand)  
Other - Other (ex. Media, University, etc.)

As for b- seek the opinion of NADOs

### iNADO

SUBMITTED

Jorge Leyva, CEO (Germany)  
Other - Other (ex. Media, University, etc.)

**Using the same bodies that currently exist for the nomination of Public Authorities representatives, each continent should nominate its own representative.**

The iNADO membership is voluntary and does not incorporate all NADOs. It does, however, include amongst its members the vast majority of the most active and advanced NADOs as well as smaller, less experienced ones. iNADO now additionally provides a forum for all RADO members. iNADO has the capacity to reach beyond its membership to ensure that all NADOs have the opportunity to contribute to selecting and engaging with NADO representatives.

## 8d) (14)

### FINA

SUBMITTED

Marcela Saxlund, Interim Executive Director (Switzerland)  
Sport - IF – Summer Olympic

If additional decision-making power is given to NADOs, it is paramount that International Federations be given the exact same decision-making power. International Federations are equally important stakeholders as NADOs in the fight for clean sport and there is absolutely no reasons to give NADOs more power than International Federations

### Sport Integrity Australia

SUBMITTED

Luke Janeczko, Assistant Director - Anti-Doping Policy (Australia)  
Public Authorities - Government

No comment.

### ONADE

SUBMITTED

Janet Emen, Executive Secretary (Ecuador)  
NADO - NADO

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No further comments.

**ABCD**

SUBMITTED

Anthony Moreira, Executive Director (Brazil)  
NADO - NADO

It is noted that WADA has chosen to create an ad hoc consultative group of NADO representatives which meets periodically to provide input to WADA management. It is for management to determine what it does with any input received, although typically an agreed report will be provided to the Executive Committee. While WADA itself selects those who sit on this consultative group, WADA has made a good attempt to ensure there is a good breadth of representation.

This had been a helpful interim initiative but cannot stand in place of a more formal representative structure encompassing NADOs. By forming such a group, WADA has acknowledged the input of NADOs is crucial, but its impact remains solely in the hands of management.

**NADO MKD**

SUBMITTED

Eli Handjiska, Sport Medicine Doctor (North Macedonia)  
NADO - NADO

No further comments on the role of NADOs.

**Azerbaijan National Anti-Doping Agency (AMADA)**

SUBMITTED

Shafag Huseynli, CEO (Azerbaijan)  
NADO - NADO

It would be beneficial shifting the status of NADOs from being advisory group to become Standing Committee.

**AEPSAD - Agencia Española de Protección de la Salud en el Deporte**

SUBMITTED

Carlos Gea, Head of International Relations and Cooperation Area (España)  
NADO - NADO

No comments.

**Doping Authority Netherlands**

SUBMITTED

Olivier de Hon, Chief Operating Officer (Netherlands)  
NADO - NADO

8(d). No other comments.

**Hellenic Council for Combating doping**

SUBMITTED

CHARIS LIAPI, Member Ex Com (GREECE)  
NADO - NADO

No further comments

**Anti-Doping Norway**

SUBMITTED

Martin Holmlund Lauesen, Director - International Relations and Medical (Norge)  
NADO - NADO

The establishment of an advisory / consultative group composed of NADOs is a positive step, but cannot replace the need for a more formal position of NADOs in the representative structures.

**Central European Anti-Doping Organization (CEADO)**

SUBMITTED

392/458



Michael Cepic, Chairman CEADO Board (Austria)  
NADO - RADO

**After 20 years, it is confirmed that NADOs are the most reliable partner of WADA since they show independence from (sport-)politics, IFs, sport organizations and demonstrate the courage to work professionally under challenging conditions. Therefore, alliance between WADA and NADO should be strengthened, but not as a monitoring-monitored relationship as today, but as partnership on eye-level.**

**Anglesea Sports Medicine**

Chris Milne, Sports Physician (New Zealand)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

Nil else

**iNADO**

Jorge Leyva, CEO (Germany)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

It is noted that WADA has chosen to create an ad hoc consultative group of NADO representatives which meets periodically to provide input to WADA management. It is for management to determine what it does with any input received, although typically an agreed report will be provided to the Executive Committee. While WADA itself selects those who sit on this consultative group, WADA has made a good attempt to ensure there is a good breadth of representation.

This had been a helpful interim initiative but cannot stand in place of a more formal representative structure encompassing NADOs. By forming such a group, WADA has acknowledged the input of NADOs is crucial, but its impact remains solely in the hands of management.

**Athleten Deutschland e.V.**

Maximilian Klein, Representative for International Sport Policy (Germany)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

- NADOs should speak for themselves.
- They carry much of the world's anti-doping work.
- NADOs should have an equal seat around the WADA Foundation Board. WADA should engage with NADOs and iNADO on how NADOs can be represented on or elected to the WADA Foundation Board. At the very least these NADOs must have robust anti-doping programs to ensure the highest level of expertise is around the Foundation Board.

## 9. Nominations Committee (17)

**Global Athlete with Athletics Association and NOC Athlete Commission of Denmark, Netherlands and Norway**

Rob Koehler, Director General (Canada)  
Sport - Athlete Representative (State the name of the athlete body in Organization name)

SUBMITTED

**Question 9: Nomination Committee:**

As stated above the nominations committee completely lacks independence given members of the committee are nominated by stakeholders and independent members are recommended by stakeholders. The entire concept lacks complete independence. The nomination committee should only be in place for

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vetting criteria, and decisions for appointments should be with an independent Executive Committee once it is in place.

The Nomination Committee members cannot be nominated by stakeholders and such a role should be outsourced to an independent agency that is selected by an Independent Executive Committee.

In summary the Nominations Committee should be replaced by an external vetting organization and only tasked to ensure proposed members adhere to strict independence criteria.

### **USOPC Athlete Advisory Council**

SUBMITTED

Meryl Fishler, Coordinator (United States)

Sport - Athlete Representative (State the name of the athlete body in Organization name)

## **9. Nominations Committee**

### **1. True Independence**

### **2. Consistent, Transparent Roles and Procedures**

### **3. Transparent Recommendations**

Especially critical to the credibility of the stronger WADA governance discussed in our recommendations is a truly transparent and independent Nominations Committee.

The Nominating Committee should play a role in all EC, FB, and committee selections. The committee should vet final candidates according to WADA policies and Independence requirements, as well as the stronger WADA ethics rules discussed in item 12 below.

The procedures of the Nominating Committee should be detailed and permanently published. The findings and reasoning for each Nominating Committee recommendation and appointment should be publicly articulated.

### **International Cricket Council**

SUBMITTED

Vanessa Hobkirk, Anti-Doping Manager (United Arab Emirates)

Sport - IF – IOC-Recognized

No comment.

### **Cerebral Palsy International Sport and Recreation Association**

SUBMITTED

Halim Jebali, CPISRA Medical Committee Chair (Tunisia)

Sport - IF – Other

Pas de remarque particulière sauf que les membres du Comité de Nomination doivent être proposés par les signataires du Code

### **International Olympic Committee**

SUBMITTED

Hannah Emily Marie Grossenbacher, Project Manager (Switzerland)

Sport - IOC

### **Cabo Verde National Olympic Committee**

SUBMITTED

Filomena Fortes, President (Cape Verde)

Sport - National Olympic Committee

Yes, they should.

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**USOPC**

Christopher McCleary, General Counsel (US)  
Sport - National Olympic Committee

SUBMITTED

Especially critical to the credibility of the stronger WADA governance discussed in our recommendations is a truly transparent and independent Nominations Committee. We would suggest a Nominations Committee configured this way:

-7 Members in total

-3 Independent Members, of which one is the committee chair

-2 Independent Athlete Members

-1 Olympic movement Member

-1 public authority Member

The Nominating Committee should play a role in all EC, FB, and committee selections – in some cases making appointments directly, in other cases making recommendations, in all cases vetting final candidates according to WADA policies and Independence requirements, as well as the stronger WADA ethics rules discussed in item 12 below.

The procedures of the Nominating Committee should be detailed and permanently published. The findings and reasoning for each Nominating Committee recommendation and appointment should be publicly articulated.

**Sport Integrity Australia**

Luke Janeczko, Assistant Director - Anti-Doping Policy (Australia)  
Public Authorities - Government

SUBMITTED

As an overall comment, Australia is supportive of the Nominations Committee and has found its introduction as a valuable addition to improve WADA governance processes. The expertise of the members on the Nominations Committee should be valued and respected.

Moving forward, Australia sees an expanded role for the Nominations Committee to include targeted recruitment for certain WADA positions, such as the President, Vice-President, and independent members of the Executive Committee (ExCo).

**Office of National Drug Control Policy**

Richard Baum, United States Coordinator, Doping in Sport (United States of America)  
Public Authorities - Government

SUBMITTED

Especially critical to the credibility of the stronger WADA governance model discussed in our recommendations is a truly transparent and independent Nominations Committee. The Nominations Committee should play a role in all EC, FB, and committee selections. The committee should vet final candidates according to WADA policies and Independence requirements, as well as the stronger WADA ethics rules (reference below in item 12).

The procedures of the Nominations Committee should be detailed, in writing, and made publicly available on WADA's website. The findings and reasoning for each Nominations Committee recommendation and appointment should be publicly articulated.

**Bahrain Olympic committee**SUBMITTED  
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Zainab Anwar, Antidoping specialist (Kingdom of Bahrain)  
NADO - NADO

9a)this is a must ( everything should be justified and clear).9b) the nominations committee should explain and provide valid reason.9c)transparency is a must for the wider stakeholder.9d)recruiting of WADA president / vice president should be by all stakeholder in addition to the nomination committee9e) the executive committee.9f) no comments.

### Comitato Permanente Antidoping (NADO)

SUBMITTED

Claudio Muccioli, President (San Marino)  
NADO - NADO

no comment

### U.S. Anti-Doping Agency

SUBMITTED

Francoise Farrell, Executive Assistant to CEO (United States)  
NADO - NADO

Especially critical to the credibility of the stronger WADA governance discussed in our recommendations is a truly transparent and independent Nominations Committee.

The Nominating Committee should play a role in all EC, FB, and committee selections. The committee should vet final candidates according to WADA policies and Independence requirements, as well as the stronger WADA ethics rules discussed in item 12 below.

The procedures of the Nominating Committee should be detailed and permanently published. The findings and reasoning for each Nominating Committee recommendation and appointment should be publicly articulated.

### Agence française de lutte contre le dopage

SUBMITTED

Adeline Molina, RAQ (France)  
NADO - NADO

We support iNADO's positions for this section.

### Doping Authority Netherlands

SUBMITTED

Olivier de Hon, Chief Operating Officer (Netherlands)  
NADO - NADO

9(a-f). The Nominations Committee should be "Truly Independent." Its members should themselves be recruited as independent experts and not be appointed by any stakeholder (in other words, neither the Public Authorities nor the sport movement should select the Nominating Committee). It should recruit independently and it should review recommendations for all positions. The Nominating Committee should be able to recruit and receive recommendations from all stakeholders. The Nominating Committee does not have to select any candidate put forward by the Public Authorities or the sport movement. It should vet the recommendations, review the current ExCo and the expert needs and then decide who to appoint. Unless the ExCo is "Truly Independent," in which case it should make appointments based on the Nominating Committee's vetting and endorsement. Candidates that have been considered and rejected need not to be made public, but selected candidates should be accompanied by a public explanation on the reasons why these candidates are the best candidates for any given position at any given time.

### Hellenic Council for Combating doping

SUBMITTED

CHARIS LIAPI, Member Ex Com (GREECE)  
NADO - NADO

**Anglesea Sports Medicine**

Chris Milne, Sports Physician (New Zealand)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

Not sure- there are potential pitfalls with greater explicit comment. Some informal feedback may be better. Sorry this was my response to item 9a

**iNADO**

Jorge Leyva, CEO (Germany)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

**9a) (23)****FINA**

Marcela Saxlund, Interim Executive Director (Switzerland)  
Sport - IF – Summer Olympic

SUBMITTED

This depends on the reasons given. If it is skills-based, then yes. If we are delving into integrity matters, then extreme care must be taken about publishing reasons

**International Olympic Committee**

Hannah Emily Marie Grossenbacher, Project Manager (Switzerland)  
Sport - IOC

SUBMITTED

**Some rationale would allow the Executive Committee and Foundation Board to make informed decisions.**

**Cabo Verde National Olympic Committee**

Filomena Fortes, President (Cape Verde)  
Sport - National Olympic Committee

SUBMITTED

yes, they should

**New Zealand Government**

Alice Hume, . (.)  
Public Authorities - Government

SUBMITTED

The Nominations Committee should provide information outlining why a particular candidate or candidates was recommended over others.

**Sport Integrity Australia**

Luke Janeczko, Assistant Director - Anti-Doping Policy (Australia)  
Public Authorities - Government

SUBMITTED

Australia is of the view the Nominations Committee should make it explicit as to why a certain candidate is preferred over another. Where the Foundation Board or the Executive Committee are the final decision-maker on appointments, each needs to be confident the decision they make is based on all available information. To limit the information available to the Executive Committee or Foundation Board risks that each becomes a rubber-stamp for recommendations of the Nominations Committee. However, we recognise that there may be some information that is required to remain confidential throughout a recruitment process.

**Luxembourg: Minister Dan Kersch, Minister of Sport and member of the**SUBMITTED  
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**WADA Executive Committee, and Alexandre Husting, Advisor and CAHAMA Delegate**

Alexandre Husting, \* (Luxembourg)  
Public Authorities - Government

NC recommendations are not always clear enough to understand why one/some candidate is/are recommended, so it should be more clearly explained. It is not always easy to get a clear picture of the NC's motivation and then make a decision.

For the non-recommended candidates, upon their request the NC should provide them more detailed information on the reasons why they were not recommended.

**Ministry of Culture Denmark**

Henrik Bramming, Head of section (Denmark)  
Public Authorities - Government

SUBMITTED

Yes, with due respect to privacy rules and protection of the individuals.

**ONADE**

Janet Emen, Executive Secretary (Ecuador)  
NADO - NADO

SUBMITTED

Reasons and explanations should be always given in a transparent way, hence this is a democratic process.

**ABCD**

Anthony Moreira, Executive Director (Brazil)  
NADO - NADO

SUBMITTED

Yes – We think this is possible to define a mechanism which allows the Nominations Committee to highlight preferences for individual candidates over others.

\*This is based on our assumption that the question refers to the Nominations Committee making explicit this information to the Executive Committee, but this information is not made public.

**NADO MKD**

Eli Handjiska, Sport Medicine Doctor (North Macedonia)  
NADO - NADO

SUBMITTED

Yes, the recommendations by the Nominations Committee should make explicit.

**UK Anti-Doping**

Jamie Piggins, International and Stakeholder Relations Officer (UK)  
NADO - NADO

SUBMITTED

In the interest of transparency, this should be the case.

**Sport Ireland**

Siobhan Leonard, Director of Anti-Doping & Ethics (Ireland)  
NADO - NADO

SUBMITTED

Yes – We think this is possible to define a mechanism which allows the Nominations Committee to highlight preferences for individual candidates over others.

**UK Anti-Doping Athlete Commission**

Tony Josiah, Head of International and Stakeholder Relations (United Kingdom)  
NADO - NADO

SUBMITTED

We think there would be no disadvantage to making the decision making explicit and think it would increase trust in the process

**Anti-Doping Singapore**

Patrick Goh, Chairman (Singapore)  
NADO - NADO

SUBMITTED

Such information could certainly be important to provide when the NC recommends a particular candidate over another to the appointing body, but such information should only be provided confidentially to the appointing body, and not made public.

**Azerbaijan National Anti-Doping Agency (AMADA)**

Shafag Huseynli, CEO (Azerbaijan)  
NADO - NADO

SUBMITTED

We think that this is acceptable. It will bring more clarities and transparency to the recommendations process, and will contribute to the efficiency of future recruitment processes. NC might only indicate why the specific person is preferred.

**Anti Doping Danmark**

Michael Ask, CEO (Denmark)  
NADO - NADO

SUBMITTED

Yes, with due respect to privacy rules and protection of the individuals.

**AEPSAD - Agencia Española de Protección de la Salud en el Deporte**

Carlos Gea, Head of International Relations and Coopetation Area (España)  
NADO - NADO

SUBMITTED

We consider that this committee is not necessary, but if it is working, the answer is "yes".

**Drug Free Sport New Zealand**

Nick Paterson, Chief Executive (New Zealand)  
NADO - NADO

SUBMITTED

The Nominations Committee should be empowered to research, identify, review, vet and ultimately select candidates. Candidates should not need to be recommended by existing representative stakeholders.

However if the Noms Committee has to make recommendations to the EC about candidates, as is the situation now, then the reasons for inclusion or exclusion, and ultimately recommendation, of candidates MUST be shared.

Without this reasoning the EC cannot make a decision, which it is currently being asked to do.

**Hellenic Council for Combating doping**

CHARIS LIAPI, Member Ex Com (GREECE)  
NADO - NADO

SUBMITTED

Nominations Committee should probably give a brief explanation in order to justify their decision

**Anti-Doping Norway**

Martin Holmlund Lauesen, Director - International Relations and Medical (Norge)  
NADO - NADO

SUBMITTED

Yes – the work of the Nominations Committee is very thorough and would therefore benefit from being boiled down to an explicit reasoning for the recommendations. In itself the thorough analysis is very positive, but the transparency is lost in the amount of information.

**Central European Anti-Doping Organization (CEADO)**

SUBMITTED

Michael Cepic, Chairman CEADO Board (Austria)  
NADO - RADO

**CEADO recommends to make explicit why a specific candidate was preferred**

**Anglesea Sports Medicine**

SUBMITTED

Chris Milne, Sports Physician (New Zealand)  
Other - Other (ex. Media, University, etc.)

Not sure, some informal feedback may be better

**iNADO**

SUBMITTED

Jorge Leyva, CEO (Germany)  
Other - Other (ex. Media, University, etc.)

**Yes – We think this is possible to define a mechanism which allows the Nominations Committee to highlight preferences for individual candidates over others.**

\*This is based on our assumption that the question refers to the Nominations Committee making explicit this information to the Executive Committee, but this information is not made public

**9b) (24)**

**World Rugby**

SUBMITTED

David Ho, Anti-Doping Science and Results Manager (Ireland)  
Sport - IF – Summer Olympic

Yes, reasons should be provided if the Executive Committee chooses to deviate from recommendations of the Nominations Committee.

**FINA**

SUBMITTED

Marcela Saxlund, Interim Executive Director (Switzerland)  
Sport - IF – Summer Olympic

no comment

**International Olympic Committee**

SUBMITTED

Hannah Emily Marie Grossenbacher, Project Manager (Switzerland)  
Sport - IOC

**The ultimate decision-making body of WADA is its Foundation Board which can delegate some responsibilities to the Executive Committee. The Nominations Committee is not a decision-making body of WADA but provides an neutral review of candidates applying for positions within WADA.**

**Cabo Verde National Olympic Committee**

SUBMITTED

Filomena Fortes, President (Cape Verde)  
Sport - National Olympic Committee

They should do as well.

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**GAISF**

Davide Delfini, Membership Manager (Switzerland)  
Sport - Other

SUBMITTED

The decisions should remain to the WADA FB and/or EC.

**New Zealand Government**

Alice Hume, . (.)  
Public Authorities - Government

SUBMITTED

The Executive Committee should explain their decision-making on all appointments.

**Sport Integrity Australia**

Luke Janeczko, Assistant Director - Anti-Doping Policy (Australia)  
Public Authorities - Government

SUBMITTED

Regarding the first question – where the ExCo goes against the recommendation of the Nominations Committee the ExCo should provide reasons for its decision to promote transparency and allow public scrutiny of the decision. The ExCo (or Foundation Board) should require valid reasons to go against the recommendation of the Nominations Committee, and if the ExCo (or FB) do not publicly articulate valid reasons then public perception would question the legitimacy and motives of the appointment. We reiterate the importance of respecting the expertise and knowledge of the Nominations Committee.

Regarding the second question – the ExCo (or FB) should retain overall responsibility to appoint people to positions (assuming there is a continued move towards increased independence of the ExCo members). The ExCo (or FB) are the decision-making institutions of WADA and it is important that all stakeholder groups are part of the decision to formally appoint people to the various WADA committees to promote stakeholder buy-in to the organisation.

**Luxembourg: Minister Dan Kersch, Minister of Sport and member of the WADA Executive Committee, and Alexandre Husting, Advisor and CAHAMA Delegate**

Alexandre Husting, \* (Luxembourg)  
Public Authorities - Government

SUBMITTED

The EC must provide reasons in case it does not follow the recommendations of the Nominations Committee.

**Ministry of Culture Denmark**

Henrik Bramming, Head of section (Denmark)  
Public Authorities - Government

SUBMITTED

EC should always put forward the reason for following or not following the recommendations from the NC in a transparent way. Generally the recommendations from the NC should be followed.

**ONADE**

Janet Emen, Executive Secretary (Ecuador)  
NADO - NADO

SUBMITTED

Recommendations should be approved by the EC, and reasons should be given in a general way if this recommendations are not followed.

**ABCD**

Anthony Moreira, Executive Director (Brazil)  
NADO - NADO

SUBMITTED

Should the Executive Committee decide a proposed candidate is not adequate, the request should be returned to the Nominations Committee to propose a new one. Executive Committee should explain why further candidates are needed. An independent Executive Committee would strengthen such a process.

**NADO MKD**

SUBMITTED

Eli Handjiska, Sport Medicine Doctor (North Macedonia)  
NADO - NADO

Yes, the EC should provide reasons in case it does not follow the recommendations of the Nominations Committee. The EC should approve recommendations from the Nominations Committee.

**UK Anti-Doping**

SUBMITTED

Jamie Piggins, International and Stakeholder Relations Officer (UK)  
NADO - NADO

Only if the EC is 'Truly Independent' should it have the right to approve recommendations from the Nomination Committee. However, this should not be extended to fully independent groups such as the Ethics Board or future Nominations Committee candidates. Where the Executive Committee is not 'Truly Independent' then the Nominations Committee should decide itself. It is good governance to maintain the independence of the vetting process to reduce the risks at the executive level on final decisions following Nominations Committee recommendations.

**Sport Ireland**

SUBMITTED

Siobhan Leonard, Director of Anti-Doping & Ethics (Ireland)  
NADO - NADO

Yes – We think this is possible to define a mechanism which allows the Nominations Committee to highlight preferences for individual candidates over others.

**UK Anti-Doping Athlete Commission**

SUBMITTED

Tony Josiah, Head of International and Stakeholder Relations (United Kingdom)  
NADO - NADO

We believe that whatever decision is made, the process should be transparent and honest as to why the decision has been made.

**Anti-Doping Singapore**

SUBMITTED

Patrick Goh, Chairman (Singapore)  
NADO - NADO

The EC should approve recommendations within its jurisdiction to do so.

If the EC so decides to reject the NC's recommendation, it should provide explanation to the NC as to why the candidate was rejected, and request that the NC recommend someone else.

**Azerbaijan National Anti-Doping Agency (AMADA)**

SUBMITTED

Shafag Huseynli, CEO (Azerbaijan)  
NADO - NADO

The purpose of NC is to advise on suitable candidates. If Executive Committee decides not to follow NC recommendations, then it might provide reasons and allow further reviewing of additional candidates by NC.

**Anti Doping Denmark**

Michael Ask, CEO (Denmark)  
 NADO - NADO

EC should always put forward the reason for following or not following the recommendations from the NC in a transparent way. Generally the recommendations from the NC should be followed.

**AEPSAD - Agencia Española de Protección de la Salud en el Deporte**

Carlos Gea, Head of International Relations and Cooperation Area (España)  
 NADO - NADO

SUBMITTED

We consider that there is no need of a nominations committee, the Executive committee is self-sufficient for this purpose.

**Drug Free Sport New Zealand**

Nick Paterson, Chief Executive (New Zealand)  
 NADO - NADO

SUBMITTED

The Nominations Committee should be making decisions itself.

It should be empowered to research, identify, review, vet and ultimately select candidates. Candidates should not need to be recommended by existing representative stakeholders.

**Hellenic Council for Combating doping**

CHARIS LIAPI, Member Ex Com (GREECE)  
 NADO - NADO

SUBMITTED

An agreement between the two bodies should be recommended.

**Central European Anti-Doping Organization (CEADO)**

Michael Cepic, Chairman CEADO Board (Austria)  
 NADO - RADO

SUBMITTED

**CEADO supports the same decision process as with other committees**

**Anglesea Sports Medicine**

Chris Milne, Sports Physician (New Zealand)  
 Other - Other (ex. Media, University, etc.)

SUBMITTED

Ideally the EC should approve recommendations from the Nominations Committee. If it does not, it should provide reasons.

**iNADO**

Jorge Leyva, CEO (Germany)  
 Other - Other (ex. Media, University, etc.)

SUBMITTED

**Should the Executive Committee decide a proposed candidate is not adequate, the request should be returned to the Nominations Committee to propose a new one.** Executive Committee should explain why further candidates are needed. An independent Executive Committee would strengthen such a process.

**9c) (24)**

**FINA**

Marcela Saxlund, Interim Executive Director (Switzerland)  
Sport - IF – Summer Olympic

no comment

**International Olympic Committee**

Hannah Emily Marie Grossenbacher, Project Manager (Switzerland)  
Sport - IOC

SUBMITTED

**Final decisions are public in the WADA ExCo and FB minutes.**

**Cabo Verde National Olympic Committee**

Filomena Fortes, President (Cape Verde)  
Sport - National Olympic Committee

SUBMITTED

I have no particular opinion. Has data privacy laws that need to be addressed.

**GAISF**

Davide Delfini, Membership Manager (Switzerland)  
Sport - Other

SUBMITTED

**Decisions are already included in minutes of the meeting.**

**New Zealand Government**

Alice Hume, . (.)  
Public Authorities - Government

SUBMITTED

These decisions should be communicated to all WADA stakeholders.

**Sport Integrity Australia**

Luke Janeczko, Assistant Director - Anti-Doping Policy (Australia)  
Public Authorities - Government

SUBMITTED

Appointment decisions should be made as transparent as individual privacy rights allow to promote stakeholder trust in the organisation and provide avenues to question appointments which appear illegitimate.

**Luxembourg: Minister Dan Kersch, Minister of Sport and member of the WADA Executive Committee, and Alexandre Husting, Advisor and CAHAMA Delegate**

Alexandre Husting, \* (Luxembourg)  
Public Authorities - Government

SUBMITTED

Which decision? Is it the decision by the NC not to recommend a candidate or by the EC not to follow the recommendations of the NC?

**Ministry of Culture Denmark**

Henrik Bramming, Head of section (Denmark)  
Public Authorities - Government

SUBMITTED

See above

**ONADE**

Janet Emen, Executive Secretary (Ecuador)

SUBMITTED

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NADO - NADO

Only inside WADA and between the discussing boards.

**ABCD**

SUBMITTED

Anthony Moreira, Executive Director (Brazil)  
NADO - NADO

There is no one-size-fits-all solution to this question. Nevertheless, an effort should be made to allow stakeholders to understand why specific candidates were selected.

**NADO MKD**

SUBMITTED

Eli Handjiska, Sport Medicine Doctor (North Macedonia)  
NADO - NADO

These decisions should be made transparent to the wider stakeholders to a large extend.

**UK Anti-Doping**

SUBMITTED

Jamie Piggins, International and Stakeholder Relations Officer (UK)  
NADO - NADO

These decisions should be made transparent (as far as the law permits) to the wider stakeholders of WADA. Where confidentiality may be an issue, information should be shared through established channels (such as CAHAMA or similar).

**Sport Ireland**

SUBMITTED

Siobhan Leonard, Director of Anti-Doping & Ethics (Ireland)  
NADO - NADO

An effort should be made to allow stakeholders to understand why specific candidates were selected.

**UK Anti-Doping Athlete Commission**

SUBMITTED

Tony Josiah, Head of International and Stakeholder Relations (United Kingdom)  
NADO - NADO

Decisions should be as transparent as possible – we think the more transparent the more trust there would be and less likely to be any form of corruption

**Anti-Doping Singapore**

SUBMITTED

Patrick Goh, Chairman (Singapore)  
NADO - NADO

Privacy rights should prevail.

Details of decisions, and the NC's due diligence findings should only be shared on a need to know basis.

**Azerbaijan National Anti-Doping Agency (AMADA)**

SUBMITTED

Shafag Huseynli, CEO (Azerbaijan)  
NADO - NADO

To the extent that will duly respect personal information of the candidate, but will allow stakeholders to understand, at least, reasons of why the candidate has been recommended.

**Anti Doping Danmark**

SUBMITTED

Michael Ask, CEO (Denmark)

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NADO - NADO

See above

**AEPSAD - Agencia Española de Protección de la Salud en el Deporte**  
Carlos Gea, Head of International Relations and Cooperation Area (España)  
NADO - NADO

SUBMITTED

We consider that decisions should be made as transparent as possible.

**Drug Free Sport New Zealand**  
Nick Paterson, Chief Executive (New Zealand)  
NADO - NADO

SUBMITTED

These decisions must be transparent and the reasoning shared.

**Hellenic Council for Combating doping**  
CHARIS LIAPI, Member Ex Com (GREECE)  
NADO - NADO

SUBMITTED

In order to respect the individual's privacy rights the decisions should be transparent to the wider stakeholders of WADA with the consent of the candidate.

**Anti-Doping Norway**  
Martin Holmlund Lauesen, Director - International Relations and Medical (Norge)  
NADO - NADO

SUBMITTED

Yes, these decisions should be made transparent to the wider stakeholders of WADA, or at least within the constituencies of the representatives in the decision-making bodies (in so far as they are representative/political bodies).

**Central European Anti-Doping Organization (CEADO)**  
Michael Cepic, Chairman CEADO Board (Austria)  
NADO - RADO

SUBMITTED

**CEADO strongly recommends as much transparency as possible since WADA is financed by public funds (tax money) by 50 %**

**Anglesea Sports Medicine**  
Chris Milne, Sports Physician (New Zealand)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

Privacy rights are paramount, but informal feedback may be helpful in some cases.

**iNADO**  
Jorge Leyva, CEO (Germany)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

There is no one-size-fits-all solution to this question. Nevertheless, an effort should be made to allow stakeholders to understand why specific candidates were selected.

9d) (24)

**FINA**

Marcela Saxlund, Interim Executive Director (Switzerland)  
 Sport - IF – Summer Olympic

no comment

**International Olympic Committee**

SUBMITTED

Hannah Emily Marie Grossenbacher, Project Manager (Switzerland)  
 Sport - IOC

**The independent President and independent Vice-President play an important role in uniting and leading WADA despite any differences of opinions within its membership, therefore it is important that these independent individuals are personalities who can achieve trust from the Olympic Movement and the public authorities as well as gaining the confidence of the Anti-Doping community at large. The important task of the Nomination Committee is to proof the aptitudes and independence of the candidates.**

**Cabo Verde National Olympic Committee**

SUBMITTED

Filomena Fortes, President (Cape Verde)  
 Sport - National Olympic Committee

Only reviewing and vetting.

**GAISF**

SUBMITTED

Davide Delfini, Membership Manager (Switzerland)  
 Sport - Other

**No changes needed.**

**New Zealand Government**

SUBMITTED

Alice Hume, . (.)  
 Public Authorities - Government

The Nominations Committee could appoint the WADA President and Vice President, dependent on the nature of amendments made to Executive Committee and Foundation Board composition.

**Sport Integrity Australia**

SUBMITTED

Luke Janeczko, Assistant Director - Anti-Doping Policy (Australia)  
 Public Authorities - Government

Yes – the Nominations Committee should have the scope to recruit for the President and Vice-President position (amongst a broader call for nominations).

The process where the sports movement and public authorities alternate nomination responsibility for President and Vice-President respectively is outdated since the introduction of the strict independence criteria. Given the strict independence criteria, there is no valid reason that the sport movement and public authorities have sole responsibility to source a President and Vice-President – in fact, this process limits the talent pool for the most important position in the organisation. The ideal process would involve a broader call for nominations that are vetted by the Nominations Committee to ensure the candidate meets the strict independence criteria and is suitably qualified for the position. The Nominations Committee need the expanded power to make its own decision to appoint nominations to a shortlist (from recruited or nominated candidates) for consideration by the Foundation Board.

**Luxembourg: Minister Dan Kersch, Minister of Sport and member of the**
 SUBMITTED  
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**WADA Executive Committee, and Alexandre Husting, Advisor and CAHAMA Delegate**

Alexandre Husting, \* (Luxembourg)  
Public Authorities - Government

No but the NC could have a role in proposing or helping to find independent ExCo candidates.

**Ministry of Culture Denmark**

Henrik Bramming, Head of section (Denmark)  
Public Authorities - Government

SUBMITTED

The final decision to approve the selection of the WADA President and Vice-President must ultimately be a matter for the FB after nomination from NC and approval from the EC.

**ONADE**

Janet Emen, Executive Secretary (Ecuador)  
NADO - NADO

SUBMITTED

Yes they should also be able to recruit.

**ABCD**

Anthony Moreira, Executive Director (Brazil)  
NADO - NADO

SUBMITTED

In principle, where the Nominations Committee does not believe that adequate candidates (in quality and number) are coming forward it should take steps to promote the vacancies and explore potential applicant's interest. In our view, for the position of the President the Foundation Board should have the ability to choose the right candidate (once the Nominations Committee has reviewed/vetted the candidates).

**NADO MKD**

Eli Handjiska, Sport Medicine Doctor (North Macedonia)  
NADO - NADO

SUBMITTED

The Nominations Committee should be responsible for reviewing and vetting them, and also for recruiting them.

**UK Anti-Doping**

Jamie Piggins, International and Stakeholder Relations Officer (UK)  
NADO - NADO

SUBMITTED

As was outlined in the 2018 governance recommendations, we believe that the following is appropriate: "That for future elections, that is, in 2025 (for positions starting on 1 January 2026) and thereafter, the Nominations Committee would be responsible for recruiting, reviewing and verifying (including vetting) the candidates for Chair and Vice Chair subject in particular to the applicable independence criteria. This process, however, would not prevent others from submitting suggestions to the Nominations Committee."

However, the current process includes procuring a letter of support from a current Foundation Board member. This should be increased to two letters of support, one each from the Sports Movement and Public Authorities. This would be in line with Standing Committee Chair applicants.

**UK Anti-Doping Athlete Commission**

Tony Josiah, Head of International and Stakeholder Relations (United Kingdom)  
NADO - NADO

SUBMITTED

We would say that the nominations committee would have a more impartial view and so would probably the best way to recruit.

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**Anti-Doping Singapore**

Patrick Goh, Chairman (Singapore)  
NADO - NADO

SUBMITTED

Yes. It could do both in order to create a pool of viable candidates.

**Azerbaijan National Anti-Doping Agency (AMADA)**

Shafag Huseynli, CEO (Azerbaijan)  
NADO - NADO

SUBMITTED

NC should be responsible for reviewing and vetting, but not for recruiting candidates for WADA President/Vice-President.

**Anti Doping Danmark**

Michael Ask, CEO (Denmark)  
NADO - NADO

SUBMITTED

The final decision to approve the selection of the WADA President and Vice-President must ultimately be a matter for the FB after nomination from NC and approval from the EC.

**AEPSAD - Agencia Española de Protección de la Salud en el Deporte**

Carlos Gea, Head of International Relations and Coopetation Area (España)  
NADO - NADO

SUBMITTED

We consider that there is no need of a Nominations Committee.

**SA Institute for Drug-Free Sport**

khalid galant, CEO (South Africa)  
NADO - NADO

SUBMITTED

Prospective candidates should submit candidacy for president or VP to nominations committee for vetting before campaign announcements.

**Drug Free Sport New Zealand**

Nick Paterson, Chief Executive (New Zealand)  
NADO - NADO

SUBMITTED

Yes, the Nominations committee should be responsible for recruiting them. Recommendations can be made and should be welcome by any stakeholder as to who might be good in these positions.

The Nominations Committee should be empowered to research, identify, review, vet and ultimately select candidates. Candidates should not need to be recommended by existing representative stakeholders.

**Palestine Anti-doping committee**

Reem Dasa, Liaison (Palestine)  
NADO - NADO

SUBMITTED

to take their opinion into consideration

**Hellenic Council for Combating doping**

CHARIS LIAPI, Member Ex Com (GREECE)  
NADO - NADO

SUBMITTED

Possibly based on the vetting

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**Central European Anti-Doping Organization (CEADO)**

Michael Cepic, Chairman CEADO Board (Austria)  
NADO - RADO

SUBMITTED

**CEADO proposes that the nominations committee should not be responsible for recruiting because this would be a conflict of interests.**

**Anglesea Sports Medicine**

Chris Milne, Sports Physician (New Zealand)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

Possibly, but they should seek input from a wide variety of sources.

**iNADO**

Jorge Leyva, CEO (Germany)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

**In principle, where the Nominations Committee does not believe that adequate candidates (in quality and number) are coming forward it should take steps to promote the vacancies and explore potential applicant's interest.**

In our view, for the position of the President the Foundation Board should have the ability to choose the right candidate (once the Nominations Committee has reviewed/vetted the candidates).

**9e) (21)****FINA**

Marcela Saxlund, Interim Executive Director (Switzerland)  
Sport - IF – Summer Olympic

SUBMITTED

no comment

**International Olympic Committee**

Hannah Emily Marie Grossenbacher, Project Manager (Switzerland)  
Sport - IOC

SUBMITTED

**The current rules are satisfactory as they allow all Foundation Board members to submit candidates who meet the criteria. Furthermore, the current rules allow for the anti-doping community to submit candidates with the support of Foundation Board members. The Foundation Board being the ultimate decision-making body of WADA, it is normal that they should be the ones endorsing candidates.**

**Cabo Verde National Olympic Committee**

Filomena Fortes, President (Cape Verde)  
Sport - National Olympic Committee

SUBMITTED

Current WADA Stakeholders

**GAISF**

Davide Delfini, Membership Manager (Switzerland)  
Sport - Other

SUBMITTED

**No changes needed.**

**New Zealand Government**

Alice Hume, . (.)

Public Authorities - Government

SUBMITTED

WADA stakeholder constituencies could submit candidates to the Nominations Committee.

**Sport Integrity Australia**

Luke Janeczko, Assistant Director - Anti-Doping Policy (Australia)

Public Authorities - Government

SUBMITTED

All WADA signatories should be able to submit candidate suggestions to the Nominations Committee to promote broader stakeholder involvement and buy-in to the organisation, and provide a much wider talent-pool to nominate candidates.

**Luxembourg: Minister Dan Kersch, Minister of Sport and member of the WADA Executive Committee, and Alexandre Husting, Advisor and CAHAMA Delegate**

Alexandre Husting, \* (Luxembourg)

Public Authorities - Government

SUBMITTED

No opinion

**ONADE**

Janet Emen, Executive Secretary (Ecuador)

NADO - NADO

SUBMITTED

The main representative of the board that is giving this recommendation. They should also include reasons to defend this recommendation.

**ABCD**

Anthony Moreira, Executive Director (Brazil)

NADO - NADO

SUBMITTED

Code Signatories

**NADO MKD**

Eli Handjiska, Sport Medicine Doctor (North Macedonia)

NADO - NADO

SUBMITTED

no comment

**UK Anti-Doping**

Jamie Piggins, International and Stakeholder Relations Officer (UK)

NADO - NADO

SUBMITTED

Any member of WADA's stakeholder group.

**Russian Anti-Doping Agency "RUSADA"**

RUSADA RUSADA, Administration (Russia)

NADO - NADO

SUBMITTED

Code Signatories.

**Anti-Doping Singapore**

Patrick Goh, Chairman (Singapore)

SUBMITTED

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NADO - NADO

All Stakeholders

**Azerbaijan National Anti-Doping Agency (AMADA)**Shafag Huseynli, CEO (Azerbaijan)  
NADO - NADO

SUBMITTED

No comment

**Anti Doping Danmark**Michael Ask, CEO (Denmark)  
NADO - NADO

SUBMITTED

An independent agency as mentioned previously.

**AEPSAD - Agencia Española de Protección de la Salud en el Deporte**Carlos Gea, Head of International Relations and Coopetation Area (España)  
NADO - NADO

SUBMITTED

No nominations committee is needed.

**Drug Free Sport New Zealand**Nick Paterson, Chief Executive (New Zealand)  
NADO - NADO

SUBMITTED

Anyone. Why would you exclude anyone from being considered? It goes counter to the idea of finding the best candidate(s), no matter where they come from.

**Hellenic Council for Combating doping**CHARIS LIAPI, Member Ex Com (GREECE)  
NADO - NADO

SUBMITTED

iNADO or RADOs

**Central European Anti-Doping Organization (CEADO)**Michael Cepic, Chairman CEADO Board (Austria)  
NADO - RADO

SUBMITTED

**Signatories****Anglesea Sports Medicine**Chris Milne, Sports Physician (New Zealand)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

Other key stakeholders eg IOC/IPC/Public Authorities

**iNADO**Jorge Leyva, CEO (Germany)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

Code Signatories

**9f) (23)**

Ben Sandford, . (New Zealand)  
 Sport - Athlete - Retired

Independent members of the EC should be appointed by an independent nominations committee, this would change the nominations committee to a appointment committee. For EC it would be appointing and for standing committee chairs it would be nominating.  
 I think there has been some confusion around what nominating means in the current version and if the EC can just ignore that nomination and appoint who they want.

#### **FINA**

SUBMITTED

Marcela Saxlund, Interim Executive Director (Switzerland)  
 Sport - IF – Summer Olympic

no further comment

#### **Sport Integrity Australia**

SUBMITTED

Luke Janeczko, Assistant Director - Anti-Doping Policy (Australia)  
 Public Authorities - Government

No further comment.

#### **Luxembourg: Minister Dan Kersch, Minister of Sport and member of the WADA Executive Committee, and Alexandre Husting, Advisor and CAHAMA Delegate**

SUBMITTED

Alexandre Husting, \* (Luxembourg)  
 Public Authorities - Government

The Nominations Committee could, if not propose candidates for the various positions, at least assist with finding suitable candidates. Its role is essential to identify good candidates and to ensure that the diversity and independence of candidates is respected.

#### **Ministry of Culture Denmark**

SUBMITTED

Henrik Bramming, Head of section (Denmark)  
 Public Authorities - Government

The members of the Nominations Committee (NC) should be selected by an independent agency where clear criteria on skills and independence should apply to the selected members.

#### **Office of National Drug Control Policy**

SUBMITTED

Richard Baum, United States Coordinator, Doping in Sport (United States of America)  
 Public Authorities - Government

The Nominations Committee should be “Truly Independent.” Its members should themselves be recruited as independent experts and not be appointed by any stakeholder (in other words, neither the public authorities nor the sport movement should select the Nominations Committee members or leadership). The Nominations Committee should be able to recruit and receive suggestions from all stakeholders. The Nominations Committee does not have to select any candidate put forward by the public authorities or the sport movement or any other organization. It should vet the recommendations, review the current expert needs (which could be identified and described by the new Executive Board in writing or through briefings or discussions with the Nominations Committee). The Nominations Committee would decide who to appoint based on their qualifications, while keeping in mind the importance of appropriate diversity.

It is important for the Nominations Committee to have accurate and precise knowledge of the needs of WADA, and this effort to ensure an independent Nominations Committee should not in any way imply that

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decisions should be made in a vacuum, without consultation with key stakeholders, including the Executive Board and the Foundation Board.

**ONADE**

SUBMITTED

Janet Emen, Executive Secretary (Ecuador)  
NADO - NADO

No further comments.

**ABCD**

SUBMITTED

Anthony Moreira, Executive Director (Brazil)  
NADO - NADO

Nominations Committee should also have a role in vetting proposed ordinary members to the Executive Committee.

**NADO MKD**

SUBMITTED

Eli Handjiska, Sport Medicine Doctor (North Macedonia)  
NADO - NADO

No further comments.

**UK Anti-Doping**

SUBMITTED

Jamie Piggins, International and Stakeholder Relations Officer (UK)  
NADO - NADO

- The Nominations Committee should be “Truly Independent.” Its members should themselves be recruited as independent experts and not be appointed by any stakeholder (in other words, neither the PAs nor the sport movement have a hand in selecting the Nominating Committee).
- It should recruit independently and it should review recommendations for all positions. The Nominating Committee should be able to recruit and receive recommendations from all stakeholders. The Nominating Committee does not have to select any candidate put forward by the PAs or the sport movement. It should vet the recommendations, review the current ExCo and the expert needs and then decide who to appoint. Unless the ExCo is “Truly Independent,” in which case it should make appointments based on the Nominating Committee’s vetting and endorsement.

**Sport Ireland**

SUBMITTED

Siobhan Leonard, Director of Anti-Doping & Ethics (Ireland)  
NADO - NADO

The Nominations Committee should be “Truly Independent.” Its members should themselves be recruited as independent experts and not be appointed by any stakeholder (in other words, neither the PAs nor the sport movement get to select the Nominating Committee).

- It should recruit independently and it should review recommendations for all positions. The Nominating Committee should be able to recruit and receive recommendations from all stakeholders. The Nominating Committee does not have to select any candidate put forward by the PAs or the sport movement. It should vet the recommendations, review the current ExCo and the expert needs and then decide who to appoint. Unless the ExCo is “Truly Independent,” in which case it should make appointments on based on the Nominating Committee’s vetting and endorsement.

**Antidoping Switzerland**

SUBMITTED

Ernst König, CEO (Switzerland)  
NADO - NADO

- The Nominations Committee should be “Truly Independent.” Its members should themselves be recruited as independent experts.
- It should recruit independently and it should review recommendations for all positions. The Nominating Committee should be able to recruit and receive recommendations from all stakeholders.

**U.S. Anti-Doping Agency**

SUBMITTED

Francoise Farrell, Executive Assistant to CEO (United States)  
NADO - NADO

The Nominations Committee should be “Truly Independent.” Its members should themselves be recruited as independent experts and not be appointed by any stakeholder (in other words, neither the PAs nor the sport movement get to select the Nominating Committee).

It should recruit independently and it should review recommendations for all positions. The Nominating Committee should be able to recruit and receive recommendations from all stakeholders. The Nominating Committee does not have to select any candidate put forward by the PAs or the sport movement. It should vet the recommendations, review the current ExCo and the expert needs and then decide who to appoint. Unless the ExCo is “Truly Independent,” in which case it should make appointments based on the Nominating Committee’s vetting and endorsement.

**Azerbaijan National Anti-Doping Agency (AMADA)**

SUBMITTED

Shafag Huseynli, CEO (Azerbaijan)  
NADO - NADO

No comment

**Anti Doping Danmark**

SUBMITTED

Michael Ask, CEO (Denmark)  
NADO - NADO

The members of the Nominations Committee (NC) should be selected by an independent agency where clear criteria on skills and independence should apply to the selected members.

**AEPSAD - Agencia Española de Protección de la Salud en el Deporte**

SUBMITTED

Carlos Gea, Head of International Relations and Coopetation Area (España)  
NADO - NADO

No nominations committee is needed.

**Finnish Center for Integrity in Sports (FINCIS)**

SUBMITTED

Petteri Lindblom, Legal Director (Finland)  
NADO - NADO

The Nominations Committee should be “Truly Independent.” Its members should themselves be recruited as independent experts and not be appointed by any stakeholder (in other words, neither the PAs nor the sport movement get to select the Nominating Committee).

It should recruit independently and it should review recommendations for all positions. The Nominating Committee should be able to recruit and receive recommendations from all stakeholders. The Nominating Committee does not have to select any candidate put forward by the PAs or the sport movement. It should vet the recommendations, review the current ExCo and the expert needs and then decide who to appoint.

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Unless the ExCo is “Truly Independent,” in which case it should make appointments on based on the Nominating Committee’s vetting and endorsement

**Drug Free Sport New Zealand**

SUBMITTED

Nick Paterson, Chief Executive (New Zealand)  
NADO - NADO

The Nominations Committee should be fully independent and quite separate to WADA EC and FB. Members should be independent experts.

**National Anti Doping Agency Germany**

SUBMITTED

Andrea Gotzmann, CEO (Germany)  
NADO - NADO

The Nominations Committee should be “Truly Independent”. Its members should themselves be recruited as independent experts and not be appointed by any stakeholder.

It should recruit independently and it should review recommendations for all positions. The Nominations Committee should be able to recruit and receive recommendations from all stakeholders. The Nominations Committee does not have to select any candidate put forward by the PAs or the Sport Movement. It should vet the recommendations, review the current EC and the expert needs and then decide whom to appoint.

**Hellenic Council for Combating doping**

SUBMITTED

CHARIS LIAPI, Member Ex Com (GREECE)  
NADO - NADO

No further comments

**Anglesea Sports Medicine**

SUBMITTED

Chris Milne, Sports Physician (New Zealand)  
Other - Other (ex. Media, University, etc.)

Nil else

**iNADO**

SUBMITTED

Jorge Leyva, CEO (Germany)  
Other - Other (ex. Media, University, etc.)

Nominations Committee should also have a role in vetting proposed ordinary members to the Executive Committee.

**Athleten Deutschland e.V.**

SUBMITTED

Maximilian Klein, Representative for International Sport Policy (Germany)  
Other - Other (ex. Media, University, etc.)

- The nominations committee completely lacks independence given the members of the committee are nominated by stakeholders and independent members are recommended by stakeholders.
- It must be truly independent. Its members should themselves be recruited as independent experts and not be appointed by any stakeholders.
- It should recruit independently and it should review recommendations for all positions.
- It should be able to recruit and receive recommendations from all stakeholders, but does not have to select the candidates put forward by the sport movement or the public authorities.



- It should vet recommendations and then decide about appointments. If the ExCo becomes truly independent, the ExCo can make such appointments based on the nominations committee's vetting and endorsement.
- The members of the nominations committee should not be nominated by stakeholders. This nomination process could be done by an outside independent body.

## 10. Stakeholders' engagement (19)

### Global Athlete with Athletics Association and NOC Athlete Commission of Denmark, Netherlands and Norway

SUBMITTED

Rob Koehler, Director General (Canada)

Sport - Athlete Representative (State the name of the athlete body in Organization name)

#### Question 10: Stakeholder engagement:

Stakeholder engagement is meaningless unless there is a real desire to listen and adapt.

WADA already has several meetings/conferences in place that can be restructured to obtain more robust stakeholder engagement. To date stakeholders are lectured to and offered very little opportunity to constructively contribute.

In addition, with a Foundation Board that has equal representation of Athletes representatives, Sport Movement and Governments there is an immediate opportunity to ensure stakeholder engagement. This combined with open and transparent conference that provides the full opportunity for people contribute can lead to more confidence in WADA.

### USOPC Athlete Advisory Council

SUBMITTED

Meryl Fishler, Coordinator (United States)

Sport - Athlete Representative (State the name of the athlete body in Organization name)

## 10. Stakeholders' Engagement

### 1. Enhanced, Ongoing Engagement

### 2. Range of Media and Channels

Broad and consistent engagement with constituents and other stakeholders – early, often, and candid is important. This is another area where it's not enough to do good work in the interests of athletes and other important members of the community; WADA must also include athlete voices in the work and the organization itself. Doing so not only makes the work better, but it also earns trust and engagement from those we serve.

In WADA's case we think this means a strong and broad online information and communications program, regular direct outreach via electronic means available to athletes and other community members worldwide, increased face-to-face meetings with athlete groups and other constituency groups (e.g., NADOs, NOCs), and surveys on important topics. Additionally, WADA should seek input from athletes in determining the best platform to communicate with athletes.

### International Cricket Council

SUBMITTED

Vanessa Hobkirk, Anti-Doping Manager (United Arab Emirates)

Sport - IF – IOC-Recognized

No comment.

**Cerebral Palsy International Sport and Recreation Association**

SUBMITTED

Halim Jebali, CPISRA Medical Committee Chair (Tunisia)  
Sport - IF – Other

Pas de remarque particulière

**World Rugby**

SUBMITTED

David Ho, Anti-Doping Science and Results Manager (Ireland)  
Sport - IF – Summer Olympic

We support the mandatory inclusion of a NADO representative on Standing Committees.

**International Olympic Committee**

SUBMITTED

Hannah Emily Marie Grossenbacher, Project Manager (Switzerland)  
Sport - IOC

**USOPC**

SUBMITTED

Christopher McCleary, General Counsel (US)  
Sport - National Olympic Committee

We appreciate the Working Group's inclusion of additional stakeholder/constituent engagement in the current questionnaire. Our own experience in recent years has taught us clear lessons about the critical importance of broad and consistent engagement with our constituents and other stakeholders – early, often, and candid. This is another area where it's not enough to do good work in the interests athletes and other important members of the community; we must also include their voices in the work and the organization itself. Doing so not only makes the work better, it earns trust and engagement from those we serve.

In WADA's case we think this means a strong and broad online information and communications program, regular direct outreach via electronic means available to athletes and other community members worldwide, increased face-to-face meetings with athlete groups and other constituency groups (e.g., NADOs, NOCs), and surveys on important topics. Our experience is that the significant extra work and time involved in steps like these is more than merited.

**AthletesCAN**

SUBMITTED

Georgina Truman, Manager, Athlete Relations and Operations (Canada)  
Sport - Other

Approaches to athlete consultation should be conducted by an independent department of WADA and based on transparent and broad athlete consultation. The recruitment of this department must involve a skills-based approach including emphasis on expertise in athlete representation, among others.

**Sport Integrity Australia**

SUBMITTED

Luke Janeczko, Assistant Director - Anti-Doping Policy (Australia)  
Public Authorities - Government

Australia is always supportive of continued stakeholder engagement and encourages fostering strong working relationships with stakeholders. Australia notes that, should WADA enact our proposed reforms, additional meetings between the ExCo/FB and athletes/NADOs may not be necessary as these two groups would be represented in each forum (respectively).

Australia also notes the continued stakeholder engagement from WADA operational staff and notes their excellent willingness and openness to dialogue and engagement.

**Luxembourg: Minister Dan Kersch, Minister of Sport and member of the WADA Executive Committee, and Alexandre Husting, Advisor and CAHAMA Delegate**

SUBMITTED

Alexandre Husting, \* (Luxembourg)  
Public Authorities - Government

**Office of National Drug Control Policy**

SUBMITTED

Richard Baum, United States Coordinator, Doping in Sport (United States of America)  
Public Authorities - Government

Broad and consistent engagement with constituents and other stakeholders – early, often, and candid is important. This is another area where it is not sufficient to seek to do good work in the interests of athletes and other important members of the community. It is important for WADA to include athlete voices directly in the work and the organization itself. Doing so not only promotes better decision making, but it also earns trust and engagement from those whom WADA serves and who are most directly affected by decisions made by WADA.

In addition, WADA should maintain a strong and broad online information and communications program with regular direct outreach via electronic means available to athletes and other community members worldwide, increased face-to-face meetings with athlete groups and other constituency groups (e.g., NADOs, NOCs), and surveys on important topics. Additionally, WADA should seek input from athletes in determining the best platform to communicate with athletes.

Although we recognize that this increased engagement with stakeholders can be labor intensive, the United States Government believes it will be well worth this investment by strengthening understanding of, engagement with, and appreciation for WADA's important work.

**Bahrain Olympic committee**

SUBMITTED

Zainab Anwar, Antidoping specialist (Kingdom of Bahrain)  
NADO - NADO

10a)yes these tools are appropriate and should be more strengthen. 10b) yes , more meeting should be organized .10c) all above means are enough for the time being.10d)no comment.

**ONADE**

SUBMITTED

Janet Emen, Executive Secretary (Ecuador)  
NADO - NADO

The existing tools are sufficient.

**Comitato Permanente Antidoping (NADO)**

SUBMITTED

Claudio Muccioli, President (San Marino)  
NADO - NADO

no comment

**U.S. Anti-Doping Agency**

SUBMITTED

Francoise Farrell, Executive Assistant to CEO (United States)  
NADO - NADO

Broad and consistent engagement with constituents and other stakeholders – early, often, and candid is important. This is another area where it's not enough to do good work in the interests of athletes and other important members of the community; WADA must also include athlete voices in the work and the organization itself. Doing so not only makes the work better, but it also earns trust and engagement from those we serve.

In WADA's case we think this means a strong and broad online information and communications program, regular direct outreach via electronic means available to athletes and other community members worldwide, increased face-to-face meetings with athlete groups and other constituency groups (e.g., NADOs, NOCs), and surveys on important topics. Additionally, WADA should seek input from athletes in determining the best platform to communicate with athletes.

### Doping Authority Netherlands

SUBMITTED

Olivier de Hon, Chief Operating Officer (Netherlands)

NADO - NADO

10(a-e). If the above recommendations will be followed, better stakeholder engagement is already ensured. Yet, the importance of engaging with athletes and with athlete representation groups is so important that it deserves a specific mention. An annual meeting that aims to collect global input from athletes all over the world seems to be a minimum. As explained in sections 3 (ExCo) and 4 (FB) the input and influence of athletes is essential, but the representatives can never be expected to fully represent all athletes. Yet, their knowledge and background should be sufficient to contribute on contents and governance. An annual meeting, much like the Annual WADA Symposium in Lausanne but targeted at athletes and athlete representation groups, would greatly increase the influence of these key persons in our work, and at the same time would provide important input for those athletes who serve on one of WADA's organs.

### Hellenic Council for Combating doping

SUBMITTED

CHARIS LIAPI, Member Ex Com (GREECE)

NADO - NADO

### Anglesea Sports Medicine

SUBMITTED

Chris Milne, Sports Physician (New Zealand)

Other - Other (ex. Media, University, etc.)

Current engagement seems fair enough

### iNADO

SUBMITTED

Jorge Leyva, CEO (Germany)

Other - Other (ex. Media, University, etc.)

## 10a) (24)

### FINA

SUBMITTED

Marcela Saxlund, Interim Executive Director (Switzerland)

Sport - IF – Summer Olympic

no comment

### International Olympic Committee

SUBMITTED

Hannah Emily Marie Grossenbacher, Project Manager (Switzerland)

Sport - IOC

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**Welcome the existing engagement tools developed by WADA which puts a lot of efforts into communicating on all its different activities - regional offices are also very active in engaging with and supporting stakeholders.**

**Cabo Verde National Olympic Committee**

Filomena Fortes, President (Cape Verde)  
Sport - National Olympic Committee

SUBMITTED

Appropriate

**GAISF**

Davide Delfini, Membership Manager (Switzerland)  
Sport - Other

SUBMITTED

**Existing tools seem appropriate.**

**New Zealand Government**

Alice Hume, . (.)  
Public Authorities - Government

SUBMITTED

WADA needs to be much better at engaging with all stakeholder constituencies. Current engagement tools and processes appear ad hoc and there is insufficient information, including a detailed analysis of submissions, provided following formal consultation.

**Sport Integrity Australia**

Luke Janeczko, Assistant Director - Anti-Doping Policy (Australia)  
Public Authorities - Government

SUBMITTED

Australia notes (pleasingly) the recent increase in engagement from WADA. Our request is this engagement needs to continue to be genuine and should concentrate on seeking out input/feedback/suggestions.

**Luxembourg: Minister Dan Kersch, Minister of Sport and member of the WADA Executive Committee, and Alexandre Husting, Advisor and CAHAMA Delegate**

Alexandre Husting, \* (Luxembourg)  
Public Authorities - Government

SUBMITTED

No opinion

**ABCD**

Anthony Moreira, Executive Director (Brazil)  
NADO - NADO

SUBMITTED

In the eyes of the public, the past crises in anti-doping have severely affected the level of trust in decision making in WADA. In the past, many NADOs and athlete groups have signaled that they do not believe WADA is adequately responsive to their needs. As indicated earlier, one response to this must be to alter the governance structure and approach. In addition, an engagement plan which is designed more to seek input rather than update provision on activities would strengthen the relationship between WADA and its stakeholders.

**ONADE**

Janet Emen, Executive Secretary (Ecuador)  
NADO - NADO

SUBMITTED

The existing tools are sufficient.

**NADO MKD**

Eli Handjiska, Sport Medicine Doctor (North Macedonia)  
NADO - NADO

SUBMITTED

The existing engagement tools are appropriate.

**UK Anti-Doping**

Jamie Piggins, International and Stakeholder Relations Officer (UK)  
NADO - NADO

SUBMITTED

I think they are appropriate and the increase in WADA webinars to its stakeholder groups is welcomed.

**Sport Ireland**

Siobhan Leonard, Director of Anti-Doping & Ethics (Ireland)  
NADO - NADO

SUBMITTED

WADA should engage in a meaningful way. Engagement is a key principle but should be meaningful and at an appropriate level.

Transparency is a key component in dealing with stakeholders. Lack of transparency leads to a lack of trust and diminishes relations between key stakeholders.

**Anti-Doping Singapore**

Patrick Goh, Chairman (Singapore)  
NADO - NADO

SUBMITTED

The current tools are appropriate.

**Azerbaijan National Anti-Doping Agency (AMADA)**

Shafag Huseynli, CEO (Azerbaijan)  
NADO - NADO

SUBMITTED

As outlined in Strategic Plan, WADA should be visible and become an organization which is not only prosecuting violations, but is advocating clean athletes. WADA's current communications and engagement has been intensified and it moves forward in good direction and we hope that it will continue in this manner.

**AEPSAD - Agencia Española de Protección de la Salud en el Deporte**

Carlos Gea, Head of International Relations and Coopetation Area (España)  
NADO - NADO

SUBMITTED

We consider that they should be strengthened.

**Canadian Centre for Ethics in Sport**

Doug MacQuarrie, Chief Operating Officer (Canada)  
NADO - NADO

SUBMITTED

This Survey instrument has been very difficult to utilize. It is cumbersome and anything but intuitive. Stakeholder engagement in the process can only be achieved despite this cumbersome tool - not because of it.

**Palestine Anti-doping committee**

Reem Dasa, Liaison (Palestine)  
NADO - NADO

SUBMITTED

the engagement should be strengthened

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**Agence française de lutte contre le dopage**

SUBMITTED

Adeline Molina, RAQ (France)

NADO - NADO

The key issue is the trust that stakeholders (and the public) may have in the objectivity and independence of WADA's political bodies (FB and ExCo) rather than the way in which WADA engage stakeholder.

That being said, AFLD recognizes WADA's efforts in engaging stakeholders and the commitment of WADA's management and teams to exchange constructively with signatories.

**Anti-Doping Norway**

SUBMITTED

Martin Holmlund Lauesen, Director - International Relations and Medical (Norge)

NADO - NADO

With the exception of Athletes and NADOs, the engagement tools seem appropriate. Athletes and NADOs who are directly subject to regulation put in place by WADA should be represented in the regulatory process through their own representatives – any body composed of representatives should include representatives of the NADOs and the Athletes.

**Russian Anti-Doping Agency "RUSADA"**

SUBMITTED

RUSADA RUSADA, Administration (Russia)

NADO - NADO

Yes, we find them appropriate.

**Hellenic Council for Combating doping**

SUBMITTED

CHARIS LIAPI, Member Ex Com (GREECE)

NADO - NADO

Stakeholders should more actively participate in the various activities of WADA

**Central European Anti-Doping Organization (CEADO)**

SUBMITTED

Michael Cepic, Chairman CEADO Board (Austria)

NADO - RADO

**According to the fact that NADOs / RADOs are a significant part of stakeholders, CEADO proposes that the participation in the Foundation Board:**

- **should be in the same proportion as the current delegates from the Olympic Movement group and the intergovernmental organizations / governments / other bodies / public authorities group (NADOs 1/3 – Olympic Movement 1/3 – governmental organizations 1/3),**
- **NADO/RADO group should consist of NADO/RADO delegates from Africa, America, Asia, Australia, Europe on a population proportional manner,**
- **Continental NADO delegates should be rotated by countries.**

**The above would open the possibility of NADO/RADO representatives being involved in the operation of the Executive Committee mutatis mutandis.**

**It would be also required to reserve minimum seats for all groups in the Executive Committee (Olympic Movement, Governmental organizations, NADOs / RADOs), with at least one seat per each.**

**Anglesea Sports Medicine**

SUBMITTED

423/458

Chris Milne, Sports Physician (New Zealand)  
Other - Other (ex. Media, University, etc.)

Existing tools are sufficient

#### **iNADO**

SUBMITTED

Jorge Leyva, CEO (Germany)  
Other - Other (ex. Media, University, etc.)

In the eyes of the public, the past crises in anti-doping have severely affected the level of trust in decision making in WADA. In the past, many NADOs and athlete groups have signaled that they do not believe WADA is adequately responsive to their needs. As indicated earlier, one response to this must be to alter the governance structure and approach.

In addition, an engagement plan which is designed more to seek input rather than update provision on activities would strengthen the relationship between WADA and its stakeholders.

### **10b) (22)**

#### **FINA**

SUBMITTED

Marcela Saxlund, Interim Executive Director (Switzerland)  
Sport - IF – Summer Olympic

Whether additional meetings should be organized such as:

- regular / annual meeting between the EC / FB and the WADA AC / Athletes Community? No Comment
- regular / annual meeting between the EC / FB and NADOs? If so then similar meetings must be organized with IFs

#### **International Olympic Committee**

SUBMITTED

Hannah Emily Marie Grossenbacher, Project Manager (Switzerland)  
Sport - IOC

#### **Agree**

#### **Cabo Verde National Olympic Committee**

SUBMITTED

Filomena Fortes, President (Cape Verde)  
Sport - National Olympic Committee

Additional Meetings should be held per need basys.

#### **New Zealand Government**

SUBMITTED

Alice Hume, . (.)  
Public Authorities - Government

An annual general meeting could be held with all stakeholder constituencies.

#### **Sport Integrity Australia**

SUBMITTED

Luke Janeczko, Assistant Director - Anti-Doping Policy (Australia)  
Public Authorities - Government

See general statement above

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**Luxembourg: Minister Dan Kersch, Minister of Sport and member of the WADA Executive Committee, and Alexandre Husting, Advisor and CAHAMA Delegate**

SUBMITTED

Alexandre Husting, \* (Luxembourg)  
Public Authorities - Government

If such meetings are organised, perhaps it would be wise to organise them at a technical level (deputies Fb/ExCo).

**ABCD**

SUBMITTED

Anthony Moreira, Executive Director (Brazil)  
NADO - NADO

WADAs senior individuals have made efforts to engage with athletes and NADOs. It is crucial that such meetings continue, and they are used to genuinely invite honest feedback on current activity and plans and input into future directions.

**ONADE**

SUBMITTED

Janet Emen, Executive Secretary (Ecuador)  
NADO - NADO

2 meetings per year between heads of WADA boards and NADOs could ensure the collaborative participation of NADOS and may help the solve issued that they could present. More than establishing meetings, it is a relationship that should mantain and evolve between the parties.

**NADO MKD**

SUBMITTED

Eli Handjiska, Sport Medicine Doctor (North Macedonia)  
NADO - NADO

Yes, there should be organized meetings such as: annual meeting between the EC / FB and the WADA AC , and annual meeting between the EC / FB and NADOs

**UK Anti-Doping**

SUBMITTED

Jamie Piggins, International and Stakeholder Relations Officer (UK)  
NADO - NADO

Yes to both as they are two important groups.

**Sport Ireland**

SUBMITTED

Siobhan Leonard, Director of Anti-Doping & Ethics (Ireland)  
NADO - NADO

It is crucial that such meetings continue, and they are used to genuinely invite honest feedback on current activity and plans and input into future directions. Transparency in these meetings – outcomes communicated to wider communities.

**Antidoping Switzerland**

SUBMITTED

Ernst König, CEO (Switzerland)  
NADO - NADO

- regular / annual meeting between the EC / FB and the WADA AC / Athletes Community?
- regular / annual meeting between the EC / FB and NADOs?

**Anti-Doping Singapore**

Patrick Goh, Chairman (Singapore)  
 NADO - NADO

It is appropriate for WADA's leadership to engage with those on the ground (Athletes and NADO's, Labs)

**Azerbaijan National Anti-Doping Agency (AMADA)**

Shafag Huseynli, CEO (Azerbaijan)  
 NADO - NADO

SUBMITTED

No comment

**AEPSAD - Agencia Española de Protección de la Salud en el Deporte**

Carlos Gea, Head of International Relations and Cooperation Area (España)  
 NADO - NADO

SUBMITTED

Yes...

**Japan Anti-Doping Agency**

Akira Kataoka, General Manager, Results Management and Intelligence (Japan)  
 NADO - NADO

SUBMITTED

NADO working group (and may be sub committee) should have more frequent meeting with WADA management.  
 Meeting may be either in person or via web.

**Palestine Anti-doping committee**

Reem Dasa, Liaison (Palestine)  
 NADO - NADO

SUBMITTED

additional meetings should be organized such as: annual meeting between the EC / FB and the WADA AC / Athletes Community. annual meeting between the EC / FB and NADOs.

**Hellenic Council for Combating doping**

CHARIS LIAPI, Member Ex Com (GREECE)  
 NADO - NADO

SUBMITTED

Regular annual or biannual meetings are helpful in order to affront and possibly any arising problem on time

**Anti-Doping Norway**

Martin Holmlund Lauesen, Director - International Relations and Medical (Norge)  
 NADO - NADO

SUBMITTED

Additional meetings with a view to better understand the main stakeholders would a step in the right direction and would be welcomed as a supplement to direct representation, but additional meetings cannot substitute the need for direct representation in the representative bodies.

**Central European Anti-Doping Organization (CEADO)**

Michael Cepic, Chairman CEADO Board (Austria)  
 NADO - RADO

SUBMITTED

Whether additional meetings should be organized such as:

- regular / annual meeting between the EC / FB and the WADA AC / Athletes

Community?

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**Yes. Not only regular, but also ad hoc if there is a need.**

- regular / annual meeting between the EC / FB and NADOs?

**Regular meetings between NADOs/RADOs and the Executive Committee, even online or face-to-face.**

**Regular meetings between NADOs/RADOs and the National Anti-Doping Organization (NADO) Expert Advisory Group.**

**Keeping track of new knowledge, best practices, recent developments is key. In addition to the general annual symposium, topic-specific meetings and trainings for stakeholders should be organized. Regular thematic meetings (online or face-to-face) gathering experts from all kind of stakeholders (IFs, NADOs, RADOs, laboratories, etc.) and experts of stakeholders (such as APMUs) should be especially organized in the field of:**

- testing
- laboratories
- TUE
- results management
- investigations
- education

### **Anglesea Sports Medicine**

Chris Milne, Sports Physician (New Zealand)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

I would take the views of NADOs and the Athletes Community

### **iNADO**

Jorge Leyva, CEO (Germany)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

WADA's senior individuals have made efforts to engage with athletes and NADOs. It is crucial that such meetings continue, and they are used to genuinely invite honest feedback on current activity and plans and input into future directions.

## **10c) (18)**

### **World Rugby**

David Ho, Anti-Doping Science and Results Manager (Ireland)  
Sport - IF – Summer Olympic

SUBMITTED

There should be consideration of more consultation with/engagement in decision making for signatory IFs who run their own sport-specific programmes. Many of these IFs manage (very competently) their own large anti-doping programmes either directly or through a sport-specific independent integrity unit, and these contribute significantly (including funding of testing and education) to the annual anti-doping programme worldwide. Currently their only route to influence decision-making is through consultation on International Standards, standing committee nominations and FB/EC representatives of the sports movement whose mandate is to represent a very diverse range of sports (many of whom outsource anti-doping via a completely different model). This IF group seem to be the least represented (at least directly) of the major contributors to clean sport, and given the increased representation of NADOs (which we agree with), their absence would seem a clear oversight.

We accept that this engagement would be unlikely to make sense via membership of the EC of FB, but

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we would welcome further discussion as to how this could be achieved. Even though currently no direct umbrella organisation exists for this group (such as for example that which iNADO provides for NADOs), this should be easily surmountable.

**FINA**

SUBMITTED

Marcela Saxlund, Interim Executive Director (Switzerland)  
Sport - IF – Summer Olympic

no comment

**International Olympic Committee**

SUBMITTED

Hannah Emily Marie Grossenbacher, Project Manager (Switzerland)  
Sport - IOC

Agree

**Cabo Verde National Olympic Committee**

SUBMITTED

Filomena Fortes, President (Cape Verde)  
Sport - National Olympic Committee

No need

**New Zealand Government**

SUBMITTED

Alice Hume, . (.)  
Public Authorities - Government

A range of engagement tools and processes should be developed.

**Sport Integrity Australia**

SUBMITTED

Luke Janeczko, Assistant Director - Anti-Doping Policy (Australia)  
Public Authorities - Government

No further comments

**Luxembourg: Minister Dan Kersch, Minister of Sport and member of the WADA Executive Committee, and Alexandre Husting, Advisor and CAHAMA Delegate**

SUBMITTED

Alexandre Husting, \* (Luxembourg)  
Public Authorities - Government

No opinion

**ABCD**

SUBMITTED

Anthony Moreira, Executive Director (Brazil)  
NADO - NADO

While in the past, there has been frustration on some of WADA's "political decisions" there remains good faith in the quality of the majority of WADAs operational staff. The more that these staff members can be seen in the community laying out programs and seeking input the more the quality of WADAs programs can be recognized and the reputation of the organization enhanced.

**ONADE**

SUBMITTED

Janet Emen, Executive Secretary (Ecuador)  
NADO - NADO

No other form or way of action should be taken other than the ones we already use.

**NADO MKD**

Eli Handjiska, Sport Medicine Doctor (North Macedonia)  
 NADO - NADO

No other form of engagement of WADA's stakeholders should be developed.

**Sport Ireland**

Siobhan Leonard, Director of Anti-Doping & Ethics (Ireland)  
 NADO - NADO

SUBMITTED

Transparency and trust. Communication with wider NADO community

**Azerbaijan National Anti-Doping Agency (AMADA)**

Shafag Huseynli, CEO (Azerbaijan)  
 NADO - NADO

SUBMITTED

Such consultation survey as this is a very good initiative that actually engages all stakeholders in governance issues.

**AEPSAD - Agencia Española de Protección de la Salud en el Deporte**

Carlos Gea, Head of International Relations and Coopetation Area (España)  
 NADO - NADO

SUBMITTED

We consider that meetings with International Federations and Mayor Events Organizations should be developed.

**Palestine Anti-doping committee**

Reem Dasa, Liaison (Palestine)  
 NADO - NADO

SUBMITTED

in cycles

**Hellenic Council for Combating doping**

CHARIS LIAPI, Member Ex Com (GREECE)  
 NADO - NADO

SUBMITTED

**Central European Anti-Doping Organization (CEADO)**

Michael Cepic, Chairman CEADO Board (Austria)  
 NADO - RADO

SUBMITTED

**1/3 of all type of signatories (e.g. 1/3 of NADOs/RADOs or 1/3 of NOCs, 1/3rd of ASOIF members etc.) could initiate the convening of the Foundation Board and/or the Executive Committee, indicating the agenda to be discussed by the Foundation Board / Executive Committee. The Foundation Board / Executive Committee shall include the proposal on the agenda and convene an ordinary or even an extraordinary meeting as necessary.**

**Any proposal of the signatories should be made public.**

**Anglesea Sports Medicine**

Chris Milne, Sports Physician (New Zealand)  
 Other - Other (ex. Media, University, etc.)

SUBMITTED

Possibly a WADA session at the Continental Olympic meetings, but these are pretty full anyway.

**iNADO**
 SUBMITTED  
**429/458**

Jorge Leyva, CEO (Germany)  
Other - Other (ex. Media, University, etc.)

While in the past, there has been frustration on some of WADA's "political decisions" there remains good faith in the quality of the majority of WADAs operational staff. The more that these staff members can be seen in the community laying out programs and seeking input the more the quality of WADAs programs can be recognized and the reputation of the organization enhanced.

**10d) (15)**

SUBMITTED

Ben Sandford, . (New Zealand)  
Sport - Athlete - Retired

More engagement is good but it won't matter unless the governance structures are changed to reflect the reality of who anti-doping stakeholders are and also achieves the independence required of what is said to be an independent organization.  
For example engagement with athletes can be improved, but unless athletes have a say in the governance of WADA through the FB and EC then the engagement will never achieve what it could.

**FINA**

SUBMITTED

Marcela Saxlund, Interim Executive Director (Switzerland)  
Sport - IF – Summer Olympic

no further comment

**Sport Integrity Australia**

SUBMITTED

Luke Janeczko, Assistant Director - Anti-Doping Policy (Australia)  
Public Authorities - Government

No further comment

**ABCD**

SUBMITTED

Anthony Moreira, Executive Director (Brazil)  
NADO - NADO

**ONADE**

SUBMITTED

Janet Emen, Executive Secretary (Ecuador)  
NADO - NADO

No further comments.

**NADO MKD**

SUBMITTED

Eli Handjiska, Sport Medicine Doctor (North Macedonia)  
NADO - NADO

No further comments.

**Anti-Doping Singapore**

SUBMITTED

Patrick Goh, Chairman (Singapore)  
NADO - NADO

We would like to commend the willingness of WADA's staff to engage at a working level. They have been approachable and helpful, and we hope this can continue.

**Azerbaijan National Anti-Doping Agency (AMADA)**

Shafag Huseynli, CEO (Azerbaijan)  
NADO - NADO

SUBMITTED

No comment

**AEPSAD - Agencia Española de Protección de la Salud en el Deporte**

Carlos Gea, Head of International Relations and Coopetation Area (España)  
NADO - NADO

SUBMITTED

No comments.

**Canadian Centre for Ethics in Sport**

Doug MacQuarrie, Chief Operating Officer (Canada)  
NADO - NADO

SUBMITTED

That WADA would convene a new Governance Review Working Group and NOT involve NADOs as a delegate to the process is a shame. As the most active and prolific contributor when this process was undertaken 5 years ago, the deliberate omission of NADOs in the current process is quite telling.

**Hellenic Council for Combating doping**

CHARIS LIAPI, Member Ex Com (GREECE)  
NADO - NADO

SUBMITTED

No more comments

**Anti-Doping Norway**

Martin Holmlund Lauesen, Director - International Relations and Medical (Norge)  
NADO - NADO

SUBMITTED

Generally speaking, as comparable stakeholders, the IFs and the NADOs should be treated equally – they are both Signatories and ADOs, but seats in the representative bodies of WADA are only allocated to the IFs. The general skewed regulation within the Code and the International Standards in favor of the IFs may be intentional, but it may also be an unintentional result of this imbalance. Intentional or not, the reasoning behind it remains unclear for now for the stakeholders who have not been part of the decision-making.

**Central European Anti-Doping Organization (CEADO)**

Michael Cepic, Chairman CEADO Board (Austria)  
NADO - RADO

SUBMITTED

**Creation of online expert forums even through ADEL or other dedicated online forums:**

- where knowledge-specific news measures can be uploaded by WADA (in addition to WADA newsletters and communications),
- password-based access for stakeholders' experts,
- professional discussions,
- Q/A platform to dedicated topics,
- best practices related to dedicated topics,
- dedicated WADA help-desk,
- guidance and assistance service.

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**Anglesea Sports Medicine**

SUBMITTED

Chris Milne, Sports Physician (New Zealand)  
Other - Other (ex. Media, University, etc.)

Nil else

**Athleten Deutschland e.V.**

SUBMITTED

Maximilian Klein, Representative for International Sport Policy (Germany)  
Other - Other (ex. Media, University, etc.)

- Take athletes' feedback and their request for greater independence, transparency and accountability of and within WADA seriously.
- Commit to far-reaching change with a clear timeline and clear action items.
- The actual change the last Governance WG brought about was far too small.

**11. Ongoing Governance Review (16)****Global Athlete with Athletics Association and NOC Athlete Commission of Denmark, Netherlands and Norway**

SUBMITTED

Rob Koehler, Director General (Canada)  
Sport - Athlete Representative (State the name of the athlete body in Organization name)

**Question 11: Ongoing Governance Review:**

WADA must evaluate its governance on an annual basis and be willing to adapt based on recommendations and needs.

**International Cricket Council**

SUBMITTED

Vanessa Hobkirk, Anti-Doping Manager (United Arab Emirates)  
Sport - IF – IOC-Recognized

No comment

**Cerebral Palsy International Sport and Recreation Association**

SUBMITTED

Halim Jebali, CPISRA Medical Committee Chair (Tunisia)  
Sport - IF – Other

Pas de remarque particulière

**International Olympic Committee**

SUBMITTED

Hannah Emily Marie Grossenbacher, Project Manager (Switzerland)  
Sport - IOC

**Governance review is a perpetual process for which internal tools exist. Appointing a Governance expert group on a periodical basis can help with a full audit. Such full review should take place on a regular basis, when there is a change of presidency for example. Consideration can be given to appointing an internal auditor reporting to the WADA Executive Committee to ensure that internal policies are respected and implemented. The adoption of a Code of Ethics will also be a further mechanism to uphold good governance processes.**



**USOPC**

Christopher McCleary, General Counsel (US)  
Sport - National Olympic Committee

The USOPC appreciates the Working Group's inclusion of this area of inquiry and wishes to offer a viewpoint based on our own experience in recent years. Continuous efforts to improve and adapt an organization's structure and work is part of any strong organization. We also think that this can be done in either of the basic ways contemplated by the Working Group (cyclical reviews vs. continuous focus from bespoke entity).

Having said that, one view is that strong governance and governance reform should be an area of focus for all parts of a strong organization, not relegated only to a particular team or committee. Organizational compliance should be the specific focus of specific people, but improvements and adjustments should be considered and pursued on a cyclical basis by the entire organization. Perhaps a minimum cycle of governance improvements, once the current round of governance reforms is accomplished, should be once per Olympic quadrennium.

**Luxembourg: Minister Dan Kersch, Minister of Sport and member of the  
WADA Executive Committee, and Alexandre Husting, Advisor and CAHAMA  
Delegate**

SUBMITTED

Alexandre Husting, \* (Luxembourg)  
Public Authorities - Government

**Office of National Drug Control Policy**

SUBMITTED

Richard Baum, United States Coordinator, Doping in Sport (United States of America)  
Public Authorities - Government

The United States appreciates the Working Group's inclusion of this area of inquiry. Continuous efforts to improve and adapt an organization's structure and work is part of any strong organization. We also think that this can be done in either of the basic ways contemplated by the Working Group (cyclical reviews vs. continuous focus from an outside entity). Having said that, our view is that strong governance and governance reform should be an area of focus for all parts of a strong organization, not relegated only to a particular team or committee.

Organizational compliance should be the specific focus of specific people, but improvements and adjustments should be considered and pursued on a cyclical and/or continuous basis by the entire organization. Perhaps a minimum cycle of governance improvements, once the current round of governance reforms is accomplished, should be once per Olympic quadrennium.

**Bahrain Olympic committee**

SUBMITTED

Zainab Anwar, Antidoping specialist (Kingdom of Bahrain)  
NADO - NADO

11a) ongoing continues method is the most appropriate one. 11b) it was not answer in cycles rather ongoing continues method. 11c) consulted on the CODE, international standards and any updated matters. 11d) it should be steered by WADA FB delegated to WADA EC. 11e) no comments.

**ONADE**

SUBMITTED

Janet Emen, Executive Secretary (Ecuador)  
NADO - NADO

Reviewing WADA's governance in cycles is a good option.

**Comitato Permanente Antidoping (NADO)**SUBMITTED  
433/458

Claudio Muccioli, President (San Marino)  
NADO - NADO

no comment

### Anti Doping Danmark

Michael Ask, CEO (Denmark)  
NADO - NADO

SUBMITTED

WADA Governance should be subject to constant review. It should be inherent in the organization to adhere to good governance principles like: transparency, accountability, division of powers etc. It would make sense to engage with an independent agency to help set up the exact criteria. inspiration could be found in the ongoing National Anti Doping Governance Observer Project under "Play the Game" organisation funded by European Union Erasmus+ project.  
Furthermore WADA should be reviewed on good governance on an annually or biannually basis by an independent organisation

### Doping Authority Netherlands

Olivier de Hon, Chief Operating Officer (Netherlands)  
NADO - NADO

SUBMITTED

11(a-e). Governance review will always be an ongoing effort, which should be overseen by a truly independent body, such as an Ethics Committee. Full consultation of all stakeholders on all aspects of governance should be undertaken in the same frequency as Code reviews, i.e. once every six years.

### Hellenic Council for Combating doping

CHARIS LIAPI, Member Ex Com (GREECE)  
NADO - NADO

SUBMITTED

### Anglesea Sports Medicine

Chris Milne, Sports Physician (New Zealand)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

See below responses

### iNADO

Jorge Leyva, CEO (Germany)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

### Athleten Deutschland e.V.

Maximilian Klein, Representative for International Sport Policy (Germany)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

- It is frustrating that WADA insists that the WG on Governance Review is expert-based, but at the same time there is a quota for the public authorities and the sport movement to nominate positions for the WG. At a bare minimum for an advisory committee such as the WG, we want to see that at least one or two independent athletes' representative be part of the WG.
- Review of CAS structure and its capability to take on human rights-related cases should have been part of this consultation process.
- This consultation should have also covered the WADA Ethics Commission.

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**11a) (22)****FINA**

SUBMITTED

Marcela Saxlund, Interim Executive Director (Switzerland)  
Sport - IF – Summer Olympic

Once every five years

**Cabo Verde National Olympic Committee**

SUBMITTED

Filomena Fortes, President (Cape Verde)  
Sport - National Olympic Committee

Cycles.

**GAISF**

SUBMITTED

Davide Delfini, Membership Manager (Switzerland)  
Sport - Other

**Governance review should be conducted regularly so to be able to adapt policies and standards to the relevant needs. There might be the need to put in place a monitoring system so that the policies and structure can be continuously improved and/or updated where relevant.**

**New Zealand Government**

SUBMITTED

Alice Hume, . (.)  
Public Authorities - Government

An on-going governance review is preferred. This would ensure that change is effected across the organisation and that continuous improvements are made.

**Sport Integrity Australia**

SUBMITTED

Luke Janeczko, Assistant Director - Anti-Doping Policy (Australia)  
Public Authorities - Government

Australia supports an ongoing governance review mechanism through a permanent governance working group (or standing committee). The ongoing governance standing committee would be responsible for ongoing governance monitoring, and assessing referred proposed governance reforms.

**Luxembourg: Minister Dan Kersch, Minister of Sport and member of the WADA Executive Committee, and Alexandre Husting, Advisor and CAHAMA Delegate**

SUBMITTED

Alexandre Husting, \* (Luxembourg)  
Public Authorities - Government

An annual report on governance improvements could be a tool. Perhaps the current WG could do report.

**ABCD**

SUBMITTED

Anthony Moreira, Executive Director (Brazil)  
NADO - NADO

Advice should be taken from experts in the field. A balance between efficiency/progress and “paralysis by analysis” needs to be struck

**ONADE**

SUBMITTED

435/458

Janet Emen, Executive Secretary (Ecuador)  
NADO - NADO

Reviewing WADA's governance in cycles is a good option.

**NADO MKD**

SUBMITTED

Eli Handjiska, Sport Medicine Doctor (North Macedonia)  
NADO - NADO

We consider that the best option is reviewing WADA's governance is in cycles.

**UK Anti-Doping**

SUBMITTED

Jamie Piggins, International and Stakeholder Relations Officer (UK)  
NADO - NADO

To allow for any changes to have impact within WADA, cycles would be most appropriate.

**Sport Ireland**

SUBMITTED

Siobhan Leonard, Director of Anti-Doping & Ethics (Ireland)  
NADO - NADO

A Permanent Oversight Governance Group should be put in place and to ensure that the organisations maintain the standards of the components of good corporate governance. Adjustments in relation to Governance in WADA has been minor and there is a need to complete a major governance overhaul of the organisation.

**UK Anti-Doping Athlete Commission**

SUBMITTED

Tony Josiah, Head of International and Stakeholder Relations (United Kingdom)  
NADO - NADO

We think it would be more effective for it to be continually reviewed if changes were made as the review process was ongoing, however it might be easier to implement if it was done in cycles.

**Anti-Doping Singapore**

SUBMITTED

Patrick Goh, Chairman (Singapore)  
NADO - NADO

Conceptually, timely governance reviews are like health checks for an organisation.

On the question of ongoing reviews:

- Considering that it took nearly two decades for WADA to embark on its first governance review, there is a perception that WADA could have fallen some distance behind other similar but more progressive organisations with respect to good governance practice.
- Given that the first governance review resulted in what many perceived as small steps, rather than sweeping change, it is likely that there is still considerable room for improvement, and "catching up".
- WADA needs to define its final "ideal state" of good governance, and decide on a strategy to reach such a state, whether it be by sweeping change or small steps. If it were to be the later, then a timeline should be determined. This will in turn drive the timing of "cyclical governance reviews"

**Azerbaijan National Anti-Doping Agency (AMADA)**

SUBMITTED

Shafag Huseynli, CEO (Azerbaijan)

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NADO - NADO

Governance reforms are doing for the purposes of setting/improving good governance. This is not a static, but dynamic process. The essence of good governance is the development. And, development shall happen all the time on an ongoing, continuous basis.

**AEPSAD - Agencia Española de Protección de la Salud en el Deporte**  
Carlos Gea, Head of International Relations and Cooperation Area (España)  
NADO - NADO

SUBMITTED

UNESCO, as the Convention is the base of WADA competencies.

**Drug Free Sport New Zealand**  
Nick Paterson, Chief Executive (New Zealand)  
NADO - NADO

SUBMITTED

WADA should have a culture of continuous improvement. That would include its governance structures. A well run EC and FB, led by independent members would do this all the time, and perhaps formally every year it would be considered.  
The fact WADA did not review its governance arrangements for almost 20 years should be an anomaly. A private sector organisation would not have survived with this approach. Ability to change with the environment is critical to WADA's ongoing success.

**Palestine Anti-doping committee**  
Reem Dasa, Liaison (Palestine)  
NADO - NADO

SUBMITTED

in cycles

**Hellenic Council for Combating doping**  
CHARIS LIAPI, Member Ex Com (GREECE)  
NADO - NADO

SUBMITTED

Reviewing WADAS governance should be in cycles but also earlier in special circumstances

**Russian Anti-Doping Agency "RUSADA"**  
RUSADA RUSADA, Administration (Russia)  
NADO - NADO

SUBMITTED

**Central European Anti-Doping Organization (CEADO)**  
Michael Cepic, Chairman CEADO Board (Austria)  
NADO - RADO

SUBMITTED

**CEADO suggests that the practice of 'governance review' of a modern, well-functioning global organization like WADA open to development and new solutions must be continuous. The 'governance review' should not be limited to periods, openness to renewal and perpetual development should embrace the entire organization.**

- **Possibility of providing feedback on governance and operation: in this structure, both members of the management / organizational bodies and external stakeholders should be provided with the possibility of making suggestions and comments on the operation of WADA ('inputs').**
- **Setting up the "Governance and Operation Review Committee": inputs are collected, analyzed and evaluated by a new standing committee, the Governance Review Committee, which has to report to the Executive Committee, and by which innovative proposals can be made where necessary.**

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**Anglesea Sports Medicine**

SUBMITTED

Chris Milne, Sports Physician (New Zealand)  
Other - Other (ex. Media, University, etc.)

Probably cyclical review every 5 years or so.

**iNADO**

SUBMITTED

Jorge Leyva, CEO (Germany)  
Other - Other (ex. Media, University, etc.)

Advice should be taken from experts in the field. A balance between efficiency/progress and “paralysis by analysis” needs to be struck

**11b) (17)****FINA**

SUBMITTED

Marcela Saxlund, Interim Executive Director (Switzerland)  
Sport - IF – Summer Olympic

no comment

**Cabo Verde National Olympic Committee**

SUBMITTED

Filomena Fortes, President (Cape Verde)  
Sport - National Olympic Committee

2 to 4 years window

**New Zealand Government**

SUBMITTED

Alice Hume, . (.)  
Public Authorities - Government

N/A (see a). above).

**Sport Integrity Australia**

SUBMITTED

Luke Janeczko, Assistant Director - Anti-Doping Policy (Australia)  
Public Authorities - Government

N/A

**Luxembourg: Minister Dan Kersch, Minister of Sport and member of the WADA Executive Committee, and Alexandre Husting, Advisor and CAHAMA Delegate**

SUBMITTED

Alexandre Husting, \* (Luxembourg)  
Public Authorities - Government

Annual report .

**ONADE**

SUBMITTED

Janet Emen, Executive Secretary (Ecuador)  
NADO - NADO

Trimestral reviews should be enough for a cycle

**NADO MKD**

SUBMITTED

Eli Handjiska, Sport Medicine Doctor (North Macedonia)

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NADO - NADO

It means that regular reviews of WADA's governance should be undertaken and proposed that reviews be undertaken a few time per year.

**UK Anti-Doping**

SUBMITTED

Jamie Piggins, International and Stakeholder Relations Officer (UK)  
NADO - NADO

Every three years makes sense and should consider the cycle of the World Anti-Doping Code. i.e. next review would be in 2023 which would allow one year to apply changes 2024 this would allow sufficient time for the new Code consultation process and new Code implementation.

**Sport Ireland**

SUBMITTED

Siobhan Leonard, Director of Anti-Doping & Ethics (Ireland)  
NADO - NADO

Annual review of governance issues should take place and with actions following on from this review.

**UK Anti-Doping Athlete Commission**

SUBMITTED

Tony Josiah, Head of International and Stakeholder Relations (United Kingdom)  
NADO - NADO

Three years with the possibility to make rapid change if the governance is shown to be failing in a certain area.

**Anti-Doping Singapore**

SUBMITTED

Patrick Goh, Chairman (Singapore)  
NADO - NADO

See 11a)

**Azerbaijan National Anti-Doping Agency (AMADA)**

SUBMITTED

Shafag Huseynli, CEO (Azerbaijan)  
NADO - NADO

No comment

**AEPSAD - Agencia Española de Protección de la Salud en el Deporte**

SUBMITTED

Carlos Gea, Head of International Relations and Coopetation Area (España)  
NADO - NADO

2 years.

**Hellenic Council for Combating doping**

SUBMITTED

CHARIS LIAPI, Member Ex Com (GREECE)  
NADO - NADO

A 12-15 months cycle is a reasonable time frame

**Central European Anti-Doping Organization (CEADO)**

SUBMITTED

Michael Cepic, Chairman CEADO Board (Austria)  
NADO - RADO

**In addition to continuous striving for renewal, an international organization such as WADA must also strive for stability and predictability. Therefore, a mandatory periodic review of governance**

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and operation would be way more inflexible and would create an unpredictable, uncertain situation. In addition, the “Governance and Operation Review Committee” should be vested with the right to make proposals

- at any time regarding the operation of WADA, but
- at least when the Code, or the Statute of WADA is opened for revision.

The recommendations of the “Governance and Operation Review Committee” should be public and transparent.

### Anglesea Sports Medicine

SUBMITTED

Chris Milne, Sports Physician (New Zealand)  
Other - Other (ex. Media, University, etc.)

5 yearly

### iNADO

SUBMITTED

Jorge Leyva, CEO (Germany)  
Other - Other (ex. Media, University, etc.)

n/a

## 11c) (17)

### FINA

SUBMITTED

Marcela Saxlund, Interim Executive Director (Switzerland)  
Sport - IF – Summer Olympic

no comment

### New Zealand Government

SUBMITTED

Alice Hume, . (.)  
Public Authorities - Government

All stakeholder constituencies should be consulted.

### Sport Integrity Australia

SUBMITTED

Luke Janeczko, Assistant Director - Anti-Doping Policy (Australia)  
Public Authorities - Government

When a governance matter is referred and the working group wish to consult, it is imperative that a broad consultation process takes place to ensure all stakeholder views are heard and considered.

### Luxembourg: Minister Dan Kersch, Minister of Sport and member of the WADA Executive Committee, and Alexandre Husting, Advisor and CAHAMA Delegate

SUBMITTED

Alexandre Husting, \* (Luxembourg)  
Public Authorities - Government

An annual evaluation, in the form of a questionnaire for the FB and ExCo members, the Athletes' Committee and the Nados (probably via INADO and NADO leaders)

### ABCD

SUBMITTED

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Anthony Moreira, Executive Director (Brazil)  
NADO - NADO

The most critical stakeholders to be consulted are signatories and a wide range of athletes (including Paralympic athletes) as they are directly subject to WADA requirements.

**ONADE**

SUBMITTED

Janet Emen, Executive Secretary (Ecuador)  
NADO - NADO

Stakeholders should only be consulted if the matter in question would involve them directly

**NADO MKD**

SUBMITTED

Eli Handjiska, Sport Medicine Doctor (North Macedonia)  
NADO - NADO

There should be consulted on all stakeholders.

**UK Anti-Doping**

SUBMITTED

Jamie Piggins, International and Stakeholder Relations Officer (UK)  
NADO - NADO

A similar structure to what has been implemented here (this survey). Proposing any major changes or reviews within Executive Committee meeting documents would be ineffective given the short amount of time between publishing and meeting commencement. Alternatively, the process adopted for Code consultation could be used.

**Anti-Doping Singapore**

SUBMITTED

Patrick Goh, Chairman (Singapore)  
NADO - NADO

All stakeholders should be provided the opportunity in some way to be part of the consultation process at least once in each review process.

**Azerbaijan National Anti-Doping Agency (AMADA)**

SUBMITTED

Shafag Huseynli, CEO (Azerbaijan)  
NADO - NADO

Governance issues are important, therefore, all stakeholders shall be consulted.

**AEPSAD - Agencia Española de Protección de la Salud en el Deporte**

SUBMITTED

Carlos Gea, Head of International Relations and Cooperation Area (España)  
NADO - NADO

UNESCO, International Olympic Committee, International Paralympic Committee.

**Agence française de lutte contre le dopage**

SUBMITTED

Adeline Molina, RAQ (France)  
NADO - NADO

The most critical stakeholders to be consulted are signatories and a wide range of athletes (including Paralympic athletes) as they are directly subject to WADA requirements.

**Hellenic Council for Combating doping**

SUBMITTED

CHARIS LIAPI, Member Ex Com (GREECE)  
NADO - NADO

INADO or RADOs

**Russian Anti-Doping Agency "RUSADA"**

RUSADA RUSADA, Administration (Russia)

NADO - NADO

Signatories and athletes.

**Central European Anti-Doping Organization (CEADO)**

Michael Cepic, Chairman CEADO Board (Austria)

NADO - RADO

SUBMITTED

See above

**Anglesea Sports Medicine**

Chris Milne, Sports Physician (New Zealand)

Other - Other (ex. Media, University, etc.)

SUBMITTED

The process being used for this input is fair enough. Once a provisional document had been prepared, then this could be shared with key stakeholders.

**iNADO**

Jorge Leyva, CEO (Germany)

Other - Other (ex. Media, University, etc.)

SUBMITTED

The most critical stakeholders to be consulted are signatories and a wide range of athletes (including Paralympic athletes) as they are directly subject to WADA requirements.

**11d) (19)**
**World Rugby**

David Ho, Anti-Doping Science and Results Manager (Ireland)

Sport - IF – Summer Olympic

SUBMITTED

The governance review should be conducted by a standalone group with independent and EC members.

**FINA**

Marcela Saxlund, Interim Executive Director (Switzerland)

Sport - IF – Summer Olympic

SUBMITTED

no comment

**Cabo Verde National Olympic Committee**

Filomena Fortes, President (Cape Verde)

Sport - National Olympic Committee

SUBMITTED

ad hoc group with members of several committees

**New Zealand Government**

Alice Hume, . (. )

Public Authorities - Government

SUBMITTED

The ad hoc Working Group should be retained.

**Sport Integrity Australia**

Luke Janeczko, Assistant Director - Anti-Doping Policy (Australia)

Public Authorities - Government

SUBMITTED

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The governance working group should become a permanent committee and it would assess referred governance reforms from the Executive Committee and/or Foundation Board.

**Luxembourg: Minister Dan Kersch, Minister of Sport and member of the WADA Executive Committee, and Alexandre Husting, Advisor and CAHAMA Delegate**

SUBMITTED

Alexandre Husting, \* (Luxembourg)  
Public Authorities - Government

The current format of the WG might be suitable in the first instance as it is composed of expert and independent members.

**ABCD**

SUBMITTED

Anthony Moreira, Executive Director (Brazil)  
NADO - NADO

A permanent small group should be established to provide ongoing monitoring of WADAs processes and mechanisms allowing for early identification of and response to looming issues and concerns.

**ONADE**

SUBMITTED

Janet Emen, Executive Secretary (Ecuador)  
NADO - NADO

By as many as the head boards within WADA. There should not be a specific group that will steer the review.

**NADO MKD**

SUBMITTED

Eli Handjiska, Sport Medicine Doctor (North Macedonia)  
NADO - NADO

WADA's governance review should be steered by a permanent group.

**UK Anti-Doping**

SUBMITTED

Jamie Piggins, International and Stakeholder Relations Officer (UK)  
NADO - NADO

A permanent group

**Sport Ireland**

SUBMITTED

Siobhan Leonard, Director of Anti-Doping & Ethics (Ireland)  
NADO - NADO

A permanent small group should be established to provide ongoing monitoring of WADAs processes and mechanisms allowing for early identification of and response to looming issues and concerns.

**Anti-Doping Singapore**

SUBMITTED

Patrick Goh, Chairman (Singapore)  
NADO - NADO

A permanent core group should be established. This would help maintain consistency of vision and pace of reform. Governance experts could be engaged.

We have no views on where such a group should sit in relation to WADA's current structure.

**Azerbaijan National Anti-Doping Agency (AMADA)**

Shafag Huseynli, CEO (Azerbaijan)

NADO - NADO

Current working group on governance review might be extended to include NADOs as well as it was before.

**AEPSAD - Agencia Española de Protección de la Salud en el Deporte**

Carlos Gea, Head of International Relations and Cooperation Area (España)

NADO - NADO

SUBMITTED

We consider that it should be steered by a UNESCO and IOC-IPC Joint Group-

**Hellenic Council for Combating doping**

CHARIS LIAPI, Member Ex Com (GREECE)

NADO - NADO

SUBMITTED

A permanent group

**Russian Anti-Doping Agency "RUSADA"**

RUSADA RUSADA, Administration (Russia)

NADO - NADO

SUBMITTED

By an ad hoc group.

**Central European Anti-Doping Organization (CEADO)**

Michael Cepic, Chairman CEADO Board (Austria)

NADO - RADO

SUBMITTED

See above

**Anglesea Sports Medicine**

Chris Milne, Sports Physician (New Zealand)

Other - Other (ex. Media, University, etc.)

SUBMITTED

This Working Group seems a reasonable approach.

**iNADO**

Jorge Leyva, CEO (Germany)

Other - Other (ex. Media, University, etc.)

SUBMITTED

A permanent small group should be established to provide ongoing monitoring of WADAs processes and mechanisms allowing for early identification of and response to looming issues and concerns.

**11e) (9)****World Rugby**

David Ho, Anti-Doping Science and Results Manager (Ireland)

Sport - IF – Summer Olympic

SUBMITTED

Though not directly linked to the governance review, it would seem prudent for WADA to have some sort of permanent strategy unit that would permit it to have a much longer-term strategic view/plan. The work of this unit would provide valuable input into any future review.

**FINA**SUBMITTED  
444/458

Marcela Saxlund, Interim Executive Director (Switzerland)  
Sport - IF – Summer Olympic

no further comment

**AthletesCAN**

SUBMITTED

Georgina Truman, Manager, Athlete Relations and Operations (Canada)  
Sport - Other

**Sport Integrity Australia**

SUBMITTED

Luke Janeczko, Assistant Director - Anti-Doping Policy (Australia)  
Public Authorities - Government

N/A

**ONADE**

SUBMITTED

Janet Emen, Executive Secretary (Ecuador)  
NADO - NADO

No further comments.

**NADO MKD**

SUBMITTED

Eli Handjiska, Sport Medicine Doctor (North Macedonia)  
NADO - NADO

No further comments.

**Azerbaijan National Anti-Doping Agency (AMADA)**

SUBMITTED

Shafag Huseynli, CEO (Azerbaijan)  
NADO - NADO

No comment

**AEPSAD - Agencia Española de Protección de la Salud en el Deporte**

SUBMITTED

Carlos Gea, Head of International Relations and Cooperation Area (España)  
NADO - NADO

No comments.

**Anglesea Sports Medicine**

SUBMITTED

Chris Milne, Sports Physician (New Zealand)  
Other - Other (ex. Media, University, etc.)

I am not privy to many of the inner workings of WADA, so my responses are those of a relative outsider. I am Chair of the ANOC Medical Commission.

**12. Any other relevant issues (30)**

**Global Athlete with Athletics Association and NOC Athlete Commission of Denmark, Netherlands and Norway**

SUBMITTED

Rob Koehler, Director General (Canada)  
Sport - Athlete Representative (State the name of the athlete body in Organization name)

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**Question 12: Any other relevant issues:**

While outside the scope of the governance review team, until WADA is prepared for a complete overall reform the anti-doping system will never evolve. Furthermore, if an independent WADA can be achieved there may be a real desire to improve a global system that does not place athletes on equal footing. The disparity in anti-doping programs from nation-to-nation results in a system that does not offer a level playing field. The system has far too many flaws to build enhance athlete confidence.

**Ethics Commission:**

Ethics Commission: WADA's Ethics Commission must be fully independent and external. It must be outsourced to a third party with human rights and ethics complaints expertise. All compliant must be sent directly to the Ethics Commission.

The Ethics Commission should be tasked to investigate violations and apply sanctions for ethical breaches. The Ethics Commission would report directly to the Executive Committee.

**Court of Arbitration for Sport (CAS)**

Reform of WADA governance requires reform of CAS's role as anti-doping's "judiciary." CAS needs review as there are serious questions about the independence of CAS which is overseen by an IOC Vice-President, funded entirely by the IOC and is secretive in the process of appointing members. Further, members have no terms and are subject to removal at any time.

For most athletes the costs of appealing to CAS does not make it accessible and provides very little support for an athlete's right to a fair and open hearing. Legal aid offered by CAS is restrictive and conducted in a manner that once again leaves athletes in a powerless position.

**COMMENTS TO WADA'S GOVERNANCE REVIEW BY:**

**The Athletics Association, Denmark NOC Athlete Commission, Netherlands NOC Athlete Commission, Norway NOC Athlete Commission and Global Athlete**

**USOPC Athlete Advisory Council**

Meryl Fishler, Coordinator (United States)

Sport - Athlete Representative (State the name of the athlete body in Organization name)

SUBMITTED

**12. Any Other Relevant Issues****1. Continue, Hasten, and Strengthen Ethics Approach****2. Consider "Incubator" Function****3. CAS**

The AAC appreciates the Working Group's invitation to further thoughts on areas of importance for WADA's overall efforts at governance reform. We would like to offer three.

First, we recognize WADA's current work on building a set of ethics rules and procedures and a committee to oversee them. We do think that this work needs to be redoubled, made more urgent, and enhanced in order to deliver the critical value needed.

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Consistent with our references above, we think the WADA Ethics Committee needs to be 100% independent, transparent as to its requirements and procedures, minimally answerable to WADA leadership particularly in cases where an ethics matter might involve members of that leadership, and absolute in its enforcement. Recent instances involving members of the WADA Foundation Board exemplify areas where clearer rules and procedures, and prompt implementation of these including temporary measures during the pendency of investigations, could have inspired greater trust in athletes and the global anti-doping community.

And as specifically discussed above, WADA Ethics rules should include a clear and strong Conflicts of Interest policy, including clear means and requirements for regular disclosure and review of potential conflicts for all situations and members of WADA leadership; we think this policy can draw heavily from the current WADA "General Standard of Independence". As another benchmark for a strong Ethics policy and approach, we would commend the World Athletics Integrity Unit, launched in recent years.

Second, we think it would be well for WADA to consider creating an established, consistent, clear, and transparent approach to special support and oversight for WADA signatories that are experiencing special challenges or difficulties with compliance. Where one or more members of the international anti-doping community in a particular country demonstrate difficulties or failures in compliance or performance, WADA should put those entities on a different "track" in terms of WADA support and oversight.

This different "track" could include extra support measures, educational requirements, opportunities to confer with other members of the international anti-doping community, and other resources. And it should include a higher level of WADA scrutiny and tracking for compliance purposes. If WADA has an established, consistent, and transparent way of supporting and overseeing such community members *before* we face an instance of serious, widespread, or systemic non-compliance, it may better prevent such a tragedy. Recent years have taught all of us the importance of doing so.

We suggest that WADA take steps to define this "track" concept and a defined set of resources and requirements that ride along with it. Here again, such an effort will require ongoing work and resources over and above those already being expended. And we feel these would be well spent - ultimately saving work and boosting the strength of the WADA-led international anti-doping construct.

Regarding CAS, with respect to Russian Code non-compliance, WADA's decisions have been undercut and even frustrated by dubious CAS decisions. The credibility of anti-doping, and by the association of all ADOs, has been harmed in a major way. Therefore, reform of WADA governance requires reform of CAS' role as anti-doping's "judiciary."

The AAC agrees with the IOC that CAS needs review and that there are serious questions about the independence of CAS, which is overseen by an IOC Vice-President, funded entirely by the IOC, is secretive in the process of appointing members.

For example, there should be a relatively small and specialized body of anti-doping adjudicators. And like on-field officials in sport, those adjudicators need expert training and must be accountable but have the freedom to make the right decision for the right reasons. They should be selected based on their skills as trial lawyers/judges expertise not based on their sport or political connections.

### **International Cricket Council**

Vanessa Hobkirk, Anti-Doping Manager (United Arab Emirates)  
Sport - IF – IOC-Recognized

SUBMITTED

No comment.

### **Cerebral Palsy International Sport and Recreation Association**

Halim Jebali, CPISRA Medical Committee Chair (Tunisia)  
Sport - IF – Other

SUBMITTED

Bonne chance au Groupe de Travail qui effectue un excellent travail !

### **FINA**

Marcela Saxlund, Interim Executive Director (Switzerland)

SUBMITTED

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Sport - IF – Summer Olympic

no additional comments

**Cabo Verde National Olympic Committee**

SUBMITTED

Filomena Fortes, President (Cape Verde)  
Sport - National Olympic Committee

Governance questionnaires like this should be more practical and more closed in option addressing the major recommendations and good practices analysed.

**USOPC**

SUBMITTED

Christopher McCleary, General Counsel (US)  
Sport - National Olympic Committee

The USOPC appreciates the Working Group's invitation to further thoughts on areas of importance for WADA's overall efforts at governance reform. We would like to offer two.

First, we recognize WADA's current work on building set of ethics rules and procedures and a committee to oversee them. We do think that this work needs to be redoubled, made more urgent, and enhanced in order to deliver the critical value needed.

Consistent with our references above, we think the WADA Ethics Committee needs to be 100% independent, transparent as to its requirements and procedures, minimally answerable to WADA leadership particularly in cases where an ethics matter might involve members of that leadership, and absolute in its enforcement. Recent instances involving members of the WADA Foundation Board exemplify areas where clearer rules and procedures, and prompt implementation of these including temporary measures during the pendency of investigations, could have inspired greater trust in athletes and the global anti-doping community.

And as specifically discussed above, WADA Ethics rules should include a clear and strong Conflicts of Interest policy, including clear means and requirements for regular disclosure and review of potential conflicts for all situations and members of WADA leadership; we think this policy can draw heavily from the current WADA "General Standard of Independence". As another benchmark for a strong Ethics policy and approach, we would commend the World Athletics Integrity Unit, launched in recent years.

Second, we think it would be well for WADA to consider creating an establish, consistent, clear, and transparent approach to special support and oversight for WADA signatories that are experiencing special challenges or difficulties with compliance. Where one or more members of the international anti-doping community in a particular country demonstrate difficulties or failures in compliance or performance, WADA should put those entities on a different "track" in terms of WADA support and oversight.

This different "track" could include extra support measures, educational requirements, opportunities to confer with other members of the international anti-doping community, and other resources. And it should include a higher level of WADA scrutiny and tracking for compliance purposes. If WADA has an established, consistent, and transparent way of supporting and overseeing such community members *before* we face an instance of serious, widespread, or systemic non-compliance, it may better prevent such a tragedy. Recent years have taught all of us the importance of doing so.

We suggest that WADA take steps to define this "track" concept and a defined set of resources and requirements that ride along with it. Here again, such an effort will require ongoing work and resources over and above those already being expended. And we feel these would be well spent - ultimately saving work and boosting the strength of the WADA-led international anti-doping construct.

**AthletesCAN**

SUBMITTED

Georgina Truman, Manager, Athlete Relations and Operations (Canada)  
Sport - Other



**1. Human Rights:** We acknowledge the positive advancements made by the WADA Athletes' Committee in the creation of the Athlete Anti-Doping Rights Act. However, given adoption of the Athlete Anti-Doping Rights Act is not a compulsory requirement, it is not universally adopted and thus its benefits to advance athlete centred clean sport are diluted. At a minimum, the Athlete Anti-Doping Rights Act, including the "Recommended Rights" must be incorporated into the Code, and made mandatory and legally binding for all Code signatories. Further, WADA cannot claim to respect the human rights of athletes with the existence of several problematic articles within the 2021 World Anti-Doping Code ("Code"). As a starting point, to embed human rights in its governance reforms, WADA must conduct a thorough human rights review and impact assessment through independent athlete consultation.

**2. Transparency:** Historically, WADA has not acknowledged athletes and athlete groups calls for transparency with regards to decision-making and investigations. This pattern of unanswered calls for transparency risks losing athlete trust in a system that is put in place to protect athletes and the integrity of sport. A specific instance of note is the overwhelming call from athletes for transparency regarding the September 2018 Russian Anti-Doping Agency (RUSADA) noncompliance. The level of transparency expected by athletes can be seen within the [Independent Commission Report](#) led by Richard Pound and [Independent Person's Report](#) led by Richard McLaren. Therefore, we recommend all WADA investigations must have a detailed terms of reference with requirements for public reporting, and that all investigations and outcomes must be made public. In addition, the Working Group must consider reform to WADA athlete consultation practices, including shifting focus to broad and transparent consultation facilitated by an independent department of WADA. The recruitment of this department must involve a skills-based approach including emphasis on expertise in athlete representation, among others.

### **New Zealand Government**

Alice Hume, . (.)  
Public Authorities - Government

SUBMITTED

The New Zealand Government has no additional comments to make at this stage.

### **Norwegian Ministry of Culture**

Eva Cathinka Bruusgaard, Senior adviser (Norway)  
Public Authorities - Government

SUBMITTED

### **Working Group on the Review of WADA Governance Reforms – 26 march 2021 – Contribution from Norway**

The contribution from the Norwegian Ministry of Culture is in the form of a general comment – thus we submit this under Point 12. Any other relevant issues

We commend the Governance reforms that were approved by WADA's Foundation Board in November 2018. Furthermore we give our support to the Working Group on the Review of WADA Governance Reforms and its important work. Governance matters need transparency and ongoing attention – especially in connection with implementation and evaluation of reforms.

The key to strengthen WADA, and to further increase its credibility, is continual focus and measures pertaining to WADA's effectiveness, independence, transparency and openness.

The Norwegian Ministry of Culture is familiar with the comprehensive and thorough input made by our National Antidoping Organisation, Anti-Doping Norway. We commend their forthrightness and engagement in their contribution to the WADA Governance Reform Expert Group.

We would like to highlight the following issues to the Expert Group:

- We see a need to ensure a clearer division of roles and responsibilities with fewer overlaps between the Executive Committee and the Foundation Board than today.
- We see a need to increase the independence of the Executive Committee.

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- We see a need to broaden the representation in the Foundation Board in order to bring in relevant expertise to ensure broader democratic involvement in the legislative function of WADA, e.g. by strengthening the representation of other stakeholder groups in the Foundation Board.

- Gender Equality:

As an overall measure of good governance within the WADA structures, we believe the criteria of diversity and gender equality should apply to all organs and levels. We encourage a minimum of 40 % of each gender in all WADA's committees and working groups as a rule.

### **Federal Ministry of the Interior, Building and Community**

Juliane Hamacher, Referentin (Germany)  
Public Authorities - Government

SUBMITTED

### **Statement of Germany (Public Authority)**

Germany appreciates that WADA is consulting all stakeholders to the Government Reform Process 2021 of WADA and wants to state the following:

As Public Authority we want to stress the important principles of independence of persons within WADA's organs, involvement of key stakeholders, transparency within WADA structure and eliminating conflicts of interest.

We propose that WADA's regulative bodies like the Foundation Board represent all stakeholders, including e.g. NADOs, Independent Athletes and laboratories in appropriate percentages.

Additionally we want to stress the importance of a stricter division between Executive Committee as executive body and Foundation Board as legislative body of WADA to avoid too many overlapping memberships between the two bodies.

We hope that the consultation process leads to further progress concerning the Governance reforms of WADA.

### **Office of National Drug Control Policy**

Richard Baum, United States Coordinator, Doping in Sport (United States of America)  
Public Authorities - Government

SUBMITTED

The United States was pleased to have the opportunity to submit our input to WADA on ethics reform separately via a previous survey of public authorities. We would like to reiterate our view that such reforms are critical to strengthen WADA's effectiveness. WADA's Ethics Committee needs to be 100% independent, transparent as to its requirements and procedures, free from political influence, particularly in cases where an ethics matter might involve any persons with a formal role on the Foundation Board, Executive Committee or one of WADA's Standing or Expert committees.

Although it has not been the focus of this survey, the United States believes it critically important that WADA and its stakeholders proactively pursue a path to significant reform of the Court of Arbitration for Sport (CAS). Decisions made by this institution that weakened or overturned WADA's recommendations with regard to appropriate sanctions for Russian Code non-compliance have damaged the entire anti-doping enterprise and the effort to promote clean sport. It is time to reform CAS to ensure that it is independent, transparent and fit for purpose so that serious offenses in the future will be met with appropriate sanctions. The United States would be pleased to work with WADA and other stakeholders on this important endeavor.

The United States believes WADA should establish a clear and transparent approach to special support and oversight for WADA signatories that are experiencing special challenges or difficulties with compliance. WADA should put those entities on a different "track" in terms of WADA support and oversight. This different

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track could include extra support measures, educational requirements, opportunities to confer with other members of the international anti-doping community, and other resources. Such an effort may require additional resources and effort in the short term, but in the longer term will benefit all parties and enhance the overall anti-doping effort.

In conclusion, the United States found this survey exercise very constructive and was pleased to have the opportunity to participate. We look forward to continuing to work within WADA to support governance reform and to be a strong supporter of a modern, fit for purpose WADA able to fulfill its important mission of ensuring that every athlete can compete in clean and fair competitions, untainted from illegal doping. Thank you.

**Bahrain Olympic committee**

SUBMITTED

Zainab Anwar, Antidoping specialist (Kingdom of Bahrain)  
NADO - NADO

no issues.

**ONADE**

SUBMITTED

Janet Emen, Executive Secretary (Ecuador)  
NADO - NADO

We are grateful with your consultation and attempts to involve our NADOs views in your governance perspectives.

**NADO MKD**

SUBMITTED

Eli Handjiska, Sport Medicine Doctor (North Macedonia)  
NADO - NADO

No comments.

**Comité Monégasque Antidopage**

SUBMITTED

Yves Jacomet, Médecin biologiste (Monaco)  
NADO - NADO

None.

**UK Anti-Doping**

SUBMITTED

Jamie Piggins, International and Stakeholder Relations Officer (UK)  
NADO - NADO

The questionnaire is very detailed and narrowly framed. Many agree this format is not as efficient, open or fair in achieving a proper outcome but may assume too many important matters to fully reflect the input of all stakeholders. Additionally, the length/framing of the questionnaire makes it challenging to complete for many NADOs, Athletes, other stakeholders with limited capacity.

**Fundamental Approach to Achieve the Best Global Anti-Doping System**

- If the anti-doping community were creating WADA today, NADOs would push for a very different governance model – one that is truly independent, not political and has the expertise and commitment to do the job thoroughly, effectively and with adequate oversight and public accountability.
- NADOs firmly believe this NEW model is achievable if the current construct was rethought and the below governance model were implemented.
- In WADA's cover letter to the request for stakeholders to provide feedback through WADAConnect, WADA framed this exercise as one in which improvements must be made "within its fundamental founding construction." However, a true reform process should not be limited in its review but open to reform in all matters that ultimately would serve the mission of protecting clean athlete's rights and the integrity of sport the best way possible.

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- This briefly describes what this would entail if WADA reformed to be most effective and best fit for purpose:
  - Like the boards of many leading organizations including many NADOs, the Foundation Board would be entirely independent, its members chosen for expertise and not representation. It would fulfil the requirements of Swiss law, set WADA's goals and supervise the ExCo. There would be no tie to funders having a percentage of the seats on any of the governing boards or any committees or other organs of the organization. Also, there would be no governments that have direct influence or representational positions on any of the governing or other organs of the organization.
  - The ExCo would be truly executive and responsible for executing **and** achieving the strategies decided on by the Foundation Board, including supervising WADA Staff and making important operation decisions (such as on Code noncompliance).
  - The ExCo would be nimble, independent and include at least 33% independent Athletes. o If necessary, under this model, the anti-doping community of all WADA stakeholders, including its funders, NADOs, governments, independent Athletes, would have its own body, such as a General Assembly, to contribute to the success of WADA.
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### WADA Ethics Commission

- It is disappointing that WADA has not allowed the development of the Ethics Code and Committee to be part of this governance reform process and that there are no questions or current thinking of WADA presented on this important topic.
- This effort has been entirely too slow to develop and now seems to be progressing, albeit slowly, on a different track outside of this formal governance review where only the governments and sport authorities have an opportunity to review the documents concerning it and provide feedback.
- The same principles set out above for the FB and ExCo should apply for the Ethics Committee: true independence, transparency, terms limits, etc. For example, like a more independent Nominations Committee, its members should be recruited for their expertise and not merely nominated and appointed by WADA funders. Members must be people of impeccable reputation and global stature in their respective fields.
- The mandate of the Ethics Committee should apply to intra-WADA conduct and misconduct (for example, of conflict of interest or of the sort of bullying of Beckie Scott and Edwin Moses that required a very expensive investigation). But it must also provide more general independent and oversight of WADA and the execution of its mandate (for example of action or inaction in response to egregious Code non-compliance of the Russian sort).

### UK Anti-Doping Athlete Commission

Tony Josiah, Head of International and Stakeholder Relations (United Kingdom)  
NADO - NADO

SUBMITTED

This submission has been made by the members of the UK Anti-Doping Athlete Commission

### U.S. Anti-Doping Agency

Francoise Farrell, Executive Assistant to CEO (United States)  
NADO - NADO

SUBMITTED

**Two matters are not addressed in the WADA questionnaire but should be: reform of CAS and a WADA Ethics Commission. Reform of WADA governance is not complete unless and until both are addressed.**

CAS

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We agree with comments made by IOC President Thomas Bach, when he stated in 2018, following CAS' decision to overturn sanctions against 28 Russian athletes, "We feel that this decision shows the urgent need for reforms in the internal structure of CAS,".

Especially with respect to Russian Code non-compliance, WADA's decisions have been undercut and even frustrated by dubious CAS decisions. The credibility of anti-doping, and by association of all ADOs, has been harmed in a major way. Therefore, reform of WADA governance requires reform of CAS' role as anti-doping's "judiciary."

NADOs agree with the IOC that CAS needs review and that there are serious questions about the independence of CAS which is overseen by an IOC Vice-President, funded entirely by the IOC, is secretive in the process of appointing members.

For example, there should be a relatively small and specialized body of anti-doping adjudicators. And, like on-field officials in sport, those adjudicators need expert training and must be accountable but have freedom to make the right decision for the right reasons. They should be selected based on their skills as trial lawyers/judges expertise not based on their sport or political connections.

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The mandate of the Ethics Committee should apply to intra-WADA conduct and misconduct. But it must also provide more general independent and oversight of WADA and the execution of its mandate (for example of action or inaction in response to egregious Code non-compliance of the Russian sort).

### **Compliance**

We think it would be well for WADA to consider creating an established, consistent, clear, and transparent approach to special support and oversight for WADA signatories that are experiencing special challenges or difficulties with compliance. Where one or more members of the international anti-doping community in a particular country demonstrate difficulties or failures in compliance or performance, WADA should put those entities on a different "track" in terms of WADA support and oversight.

This different "track" could include extra support measures, educational requirements, opportunities to confer with other members of the international anti-doping community, and other resources. And it should include a higher level of WADA scrutiny and tracking for compliance purposes. If WADA has an established, consistent, and transparent way of supporting and overseeing such community members *before* we face an instance of serious, widespread, or systemic non-compliance, it may better prevent such a tragedy. Recent years have taught all of us the importance of doing so.

We suggest that WADA take steps to define this "track" concept and a defined set of resources and requirements that ride along with it. Here again, such an effort will require ongoing work and resources over and above those already being expended. And we feel these would be well spent - ultimately saving work and boosting the strength of the WADA-led international anti-doping construct.

### **Additional Background**

The questionnaire is very detailed and narrowly framed. Many agree this format is not as efficient, open or fair in achieving a proper outcome but may assume too many important matters to fully reflect the input of all stakeholders. Additionally, the length/framing of the questionnaire makes it challenging to complete for many NADOs, Athletes, other stakeholders with limited capacity.

Processes for WADA governance reform are approaching their 6th year – progress has been glacial. There are still many aspects agreed to by the prior extensive governance review process from several years ago that have still not been implemented.

This document is consistent with prior detailed NADO proposals for WADA governance reform based on principles of independence, separation of powers, transparency, avoiding conflicts of interest, stakeholder (not just funder) representation and independent Athlete representation.

#### Main points of August 2016 Copenhagen Declaration

- Position of leading NADOs, supported by iNADO, on need for reform of WADA, including governance reforms
- “We fully endorse a strong WADA that adheres to the principles of independence, separation of powers, and best governance practices”
- “Adoption and implementation of best governance practices, e.g., independence, transparency (including mechanisms for oversight), term limits, global inclusivity, audit committee, ...”
- “The current Code principle that NADOs must be independent in their operational decisions and activities (Art. 20.5.1) should apply equally to WADA, Major Event Organizations (including the IOC as the term Major Event Organization is used herein) and IFs.”
- Officers, directors, employees and all decision-makers of WADA should not simultaneously hold a board or officer position or other policy-making position in any IF or major event organization.
- WADA chief executive and board of directors should be selected independently and transparently.

February 2017 iNADO Proposals for WADA Governance to Ensure Independence, set out key principles:

- Independent WADA governance bodies (not beholden to any stakeholder)
- Independent WADA oversight
- Policy independence
- Operational independence

#### August 2017 NADO Representatives’ Submissions to 2018 WADA Governance WG

- Need for fundamental and substantive reform (not cosmetic change)
- WADA FB should include independent members and represent wider range of WADA stakeholders (such as independent athletes, NADOs and laboratories), not just WADA’s funders
- WADA ExCo should be made up entirely of independent members who are experts in relevant fields (science, medicine, ethics, communications, governance, etc.)
- Neutral and independent WADA President and VP
- WADA oversight through independent WADA Ethics Committee

#### January 2018 NADO Representatives’ Submissions to 2018 WADA Governance WG

- Need for proper conflict of interest policy and oversight
- Explore possibility of weighted voted on budget matters to protect interests of WADA funders while giving all relevant stakeholders (especially independent athletes and NADOs) places on FB
- Need for commitment to transparency in WADA decision making; for example, in ExCo meetings and terms of reference of, and appointment process to, WADA standing committees

### March 2018 NADO Representatives' Letter to WADA DG

- Only NADO Representatives have made detailed written proposals to original WADA Governance WG – unlike other participants (notably nothing from Sport or from Public Authorities)
- Seeming lack of urgency of WADA and of its WG to achieve consensus recommendations

### July 2018 NADO Representatives' Submissions to 2018 WADA Governance WG

- If FB is not to be independent it must at least be representative
- If FB is to be representative then ExCo must be fully independent
- Proposed term limits insufficient
- Need for basic standards of transparency for all WADA decision-making and recommendatory bodies

### October 2018 NADO Representatives' Submission to 2018 WADA Governance WG

- If FB is not to be independent, as the largest group of ADOs, NADOs must be presented on WADA FB (as are all other ADOs)
- iNADO has the authority and capacity to determine NADO representation

### October 2018 Recommendations of 2018 WADA Working Group to FB

- Few of the principles or the proposals of the NADO Representatives reflected in so-called WG “consensus”

## Fundamental Approach to Achieve the Best Global Anti-Doping System

If the anti-doping community were creating WADA today, many NADOs, especially those created and operating independently of government and of sport, would push for a very different governance model – one that is truly independent, not political and has the expertise and commitment to do the job thoroughly, effectively and with adequate oversight and public accountability.

Many NADOs firmly believe this NEW model is achievable if the current construct was re-thought and the below governance model were implemented.

WADA's cover letter to request for stakeholders to provide feedback through WADACConnect, WADA framed this exercise as one in which improvements must be made “within its fundamental founding construction.” The answers set out respect that request. However, a true reform process should not be limited in its review but open to reform in all matters that ultimately would serve the mission of protecting clean athlete's rights and the integrity of sport the best way possible.

This briefly describes what this would entail if WADA were to be reformed to be most effective and best fit for purpose:

- Like the boards of many leading organizations including many NADOs, the Foundation Board would be entirely independent, its members chosen for expertise and not representation. It would fulfil the requirements of Swiss law, set WADA's goals and supervise the ExCo. There would be no tie to funders having a percentage of the seats on any of the governing boards or any committees or other organs of the organization. Also, there would be no governments that have direct influence or representational positions on any of the governing or other organs of the organization.
- The ExCo would be truly executive and responsible for executing and achieving the strategies decided on by the Foundation Board, including supervising WADA Staff and making important operation decisions (such as on Code non-compliance). The ExCo would be nimble, independent and include at least 50% independent Athletes.

- If necessary, under this model, the anti-doping community of all WADA stakeholders, including its funders, NADOs, governments, independent Athletes, would have its own body, such as a General Assembly, to contribute to the success of WADA.

The replies to the WADA questionnaire respond to the questions WADA has posed, but they are made with the more fundamental proposals set out above in mind.

### **Azerbaijan National Anti-Doping Agency (AMADA)**

Shafag Huseynli, CEO (Azerbaijan)  
NADO - NADO

SUBMITTED

No comment

### **AEPSAD - Agencia Española de Protección de la Salud en el Deporte**

Carlos Gea, Head of International Relations and Coopetarion Area (España)  
NADO - NADO

SUBMITTED

No comments.

### **Doping Authority Netherlands**

Olivier de Hon, Chief Operating Officer (Netherlands)  
NADO - NADO

SUBMITTED

Even it is not WADA's mandate, any broad review on governance issues such as the current one should include a view on the position of CAS. Especially with respect to Russian Code non-compliance, WADA's decisions have been undercut and even frustrated by dubious CAS decisions. The credibility of anti-doping, and by association of all ADOs, has been harmed in a major way. Therefore, reform of WADA governance requires reform of CAS' role as anti-doping's "judiciary." The IOC has also expressed its view that CAS needs review. There are serious questions about the independence of CAS which is overseen by an IOC Vice-President, funded entirely by the IOC, is secretive in the process of appointing members, and is slow in releasing its decisions. There are no written dissents allowed at CAS. An alternative could be a relatively small and specialized body of anti-doping adjudicators. And, like on-field officials in sport, those adjudicators need expert training and must be accountable but have freedom to make the right decision for the right reasons. They should be selected based on their skills as trial lawyers/judges expertise and not based on their sport or political connections.

### **National Anti Doping Agency Germany**

Andrea Gotzmann, CEO (Germany)  
NADO - NADO

SUBMITTED

### **Court of Arbitration for Sport (CAS)**

NADOs agree with the IOC that CAS needs review and that there are serious questions about the independence of CAS which is overseen by an IOC Vice-President, funded entirely by the IOC, is secretive in the process of appointing members.

For example, there should be a relatively small and specialized body of anti-doping adjudicators. And, like on-field officials in sport, those adjudicators need expert training and must be accountable but have freedom to make the right decision for the right reasons. They should be selected based on their skills as trial lawyers/judges expertise.

### **Canadian Centre for Ethics in Sport**

Doug MacQuarrie, Chief Operating Officer (Canada)  
NADO - NADO

SUBMITTED



**Ethics in Operation**

The demand for Ethical operations in government, industry, sport and the voluntary sector has never been greater. It is therefore disappointing that WADA has not sought the development of a Code of Ethics and an expert Committee to be part of this governance reform.

Corruption and influence peddling has been the undoing of significant organizations and without caution and due attention in this important area the risk is high. Transparency and the broadest involvement of all stakeholders and expert advisors is fundamental.

An ethical dimension to this Governance Review would be good but not sufficient to address this important issues. In addition, a standing WADA Ethics Commission would be the only way to ensure proper and sustained consideration.

**Court of Arbitration for Sport**

CAS must not be left to continue to operate in a fashion which is often at odds with strong Anti-Doping rigour. CAS operations too often have been incongruent with contemporary anti-doping. The Russian Anti-doping matter demonstrated very clearly that CAS Governance has too long operated seemingly at the behest of the IOC.

Since its creation in 1984, the formation of CAS has been associated with serious concerns regarding independence.

Specific improvements can be achieved in operation, oversight and funding to free CAS from the perception and practical challenges of being a child of the IOC.

Moreover, in the sphere of anti-doping, specialized and highly trained arbitrators should be used exclusively. These arbitrators must be free from any sport and other conflict or association.

**Hellenic Council for Combating doping**

CHARIS LIAPI, Member Ex Com (GREECE)  
NADO - NADO

SUBMITTED

No other issues

**Anti-Doping Norway**

Martin Holmlund Lauesen, Director - International Relations and Medical (Norge)  
NADO - NADO

SUBMITTED

We have submitted our analysis of the governance structure by email, as a framework of reference for our comments.

**Anglesea Sports Medicine**

Chris Milne, Sports Physician (New Zealand)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

Nil else- see my response to 11e above

**iNADO**

Jorge Leyva, CEO (Germany)  
Other - Other (ex. Media, University, etc.)

SUBMITTED

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Since last year, INADO has reminded its members about the importance of this consultation process. We hope many follow our invitation and provide feedback to this Working Group about the Governance structure they consider desirable and adequate for WADA in the future.

The INADO answers above are the result of lengthy internal consultations and we have shared these in advance with our members for their review and consideration.

**ALL RESPONSES TO THIS SURVEY ARE MADE ON BEHALF OF THE INSTITUTE OF NATIONAL ANTI-DOPING ORGANISATIONS AND CAN BE PUBLISHED**

**British Athletes Commission, British NOC Athletes Commission, British NPC Athletes Commission**

SUBMITTED

Kristian Thomas, Athlete Engagement Manager (UK)  
Other - Other (ex. Media, University, etc.)

British Athletes Commission (BAC), BOA Athletes' Commission (BOA AC) and BPA Athletes' Commission (BPA AC), have worked with Athlete Representatives and our membership (c.1200 athletes) from across sports to compile the following response to the consultation. All three athlete commissions have been working together to triangulate feedback and agree on a singular position as submitted above.

**Athleten Deutschland e.V.**

SUBMITTED

Maximilian Klein, Representative for International Sport Policy (Germany)  
Other - Other (ex. Media, University, etc.)

- WADA must conduct, through independent athlete consultation, a thorough human rights review and impact assessment.
- At a minimum, the Athlete Rights Anti-Doping Act, including the "Recommended Rights" must be incorporated into the Code, and made mandatory and legally binding for all Code signatories.