

**WADA's Governance Review Working Group**

**Stakeholder Consultation**

**11 February 2021 – 26 March 2021**

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## **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](#).

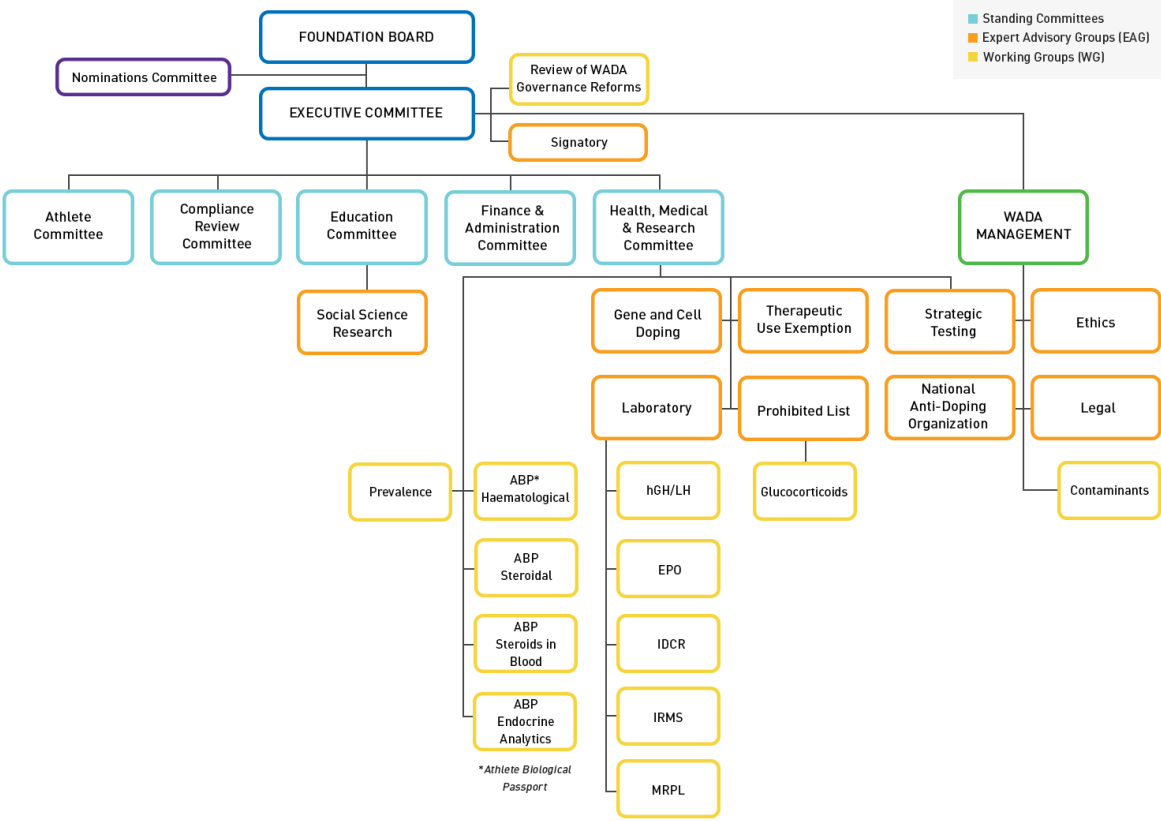
The composition of this new [Working Group on the Review of WADA Governance Reforms](#) (hereafter the Working Group) includes six governance experts (two proposed by Public Authorities, two by the Sport Movement, one nominated by WADA's Athlete Committee, and one independent Chair), with the possibility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

### **1. 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.

## 2. 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>1</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.*

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<sup>1</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.

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;
- 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.

### 3. Executive Committee (EC)

Currently the EC is competent to take all decisions which are not reserved by the WADA Statutes<sup>2</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>3</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

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<sup>2</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>3</sup> <https://www.wada-ama.org/en/who-we-are/governance/executive-committee>.



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?
- (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.

#### **4. 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.

5. **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.

**6. 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).

## 7. 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?
    - Could they be members of athlete groups of anti-doping organizations?
    - Could they be members of athlete groups of various sports organizations?
    - What would be the relevant anti-doping or sports organizations (national / international)?
    - 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.

**8. 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.

## 9. **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.

**10. 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.

**11. 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.

**12. 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?