

## **Intelligence and Investigations Department**

### **Annual audit conducted by Independent Supervisor from 9 – 11 April 2018**

In keeping with article 9(a) of the World Anti-Doping Agency's (WADA's) [Intelligence and Investigations \(I&I\) Policy](#), on an annual basis, an Independent Supervisor, is required to conduct an audit of WADA's I&I Department.

Such audits are intended to ensure that the I&I Department's work continuously and rigorously satisfies best practices, follows the applicable laws and regulations, and protects the rights and privacy of individuals.

Once a year, prior to the first annual WADA Executive Committee meeting, the Independent Supervisor is required to submit a written report to WADA's Director General and Executive Committee; and, once approved by the Committee, the conclusions of the report are to be made public on WADA's website.

Outlined below are the report's 'conclusions and potential improvements' concerning the first annual audit conducted by Independent Supervisor, Mr. Jacques Antenen, from 9 – 11 April 2018. Mr. Antenen is currently Commander of the Vaud Cantonal Police in Switzerland. He is a former Investigating Judge of the Canton of Vaud and Special Federal Prosecutor of the Swiss Confederation. Note: It is an English translation of the French original.

## **Conclusions and potential improvements**

### **A. According to the Department**

1. Hire additional personnel, according to the four-year plan proposed by the Department. Adjust the Department's budget.
2. Need to physically separate the premises occupied by the future Confidential Information Manager (CIM). For obvious reasons of confidentiality, the CIM will work with Whistleblowers (WBs) and needs an appropriate, private office.

### **B. According to the Independent Supervisor**

1. The audited structure was created from scratch just over a year ago. It is thus recent and is still in the process of consolidation. It is not a finished product, and its efficiency cannot be judged by comparing its services with those provided during previous years. We need to give it a bit of time to reach its cruising speed and, if applicable, determine whether the existing regulatory framework needs to be modified and/or supplemented.
2. These considerations do not prevent me from asserting that the Department does a remarkable job, given its resources. The results are conclusive. The work procedures are in place. They are efficient, and there is no reason to expect an improvement through

some type of reorganization. The Department simply needs to be given additional means, especially personnel.

Consequently, it is difficult to have a long-term vision of the structure, given the small number of available human resources. In other words, the existing structure's efficiency depends largely on the team members' individual qualities and enthusiasm. It would be difficult to replace any of the people who work for the Department by a co-worker. It is essential to deploy a sustainable organization that can operate regardless of the individuals who work for it.

More specifically, the personality of the Director, Gunter Younger, is central. The Director is the structure's linchpin, and thought has to be given to how to replace him in the event of his unavailability.

3. There are thus good reasons to pay attention to the Director's identification of additional means in terms of budgets and human resources. Indeed, there is a strategic imperative for this. The Department is able to investigate only 12% of the cases opened itself. This percentage is not necessarily significant, as the remaining 88% does not consist exclusively of cases that should ideally be processed centrally. Many of these cases can and must be processed by the International Federations and National Anti-Doping Organizations, as they are today. However, it is clear that given the necessary prioritization due to the lack of resources, the Department (and, by extension, WADA) runs the risk of being accused of focusing arbitrarily on predetermined targets. The organization's very credibility is at stake.

I therefore recommend implementation of the four-year plan defined by the Director.

4. The Director's expectations in terms of logistics, namely the need to create a separate, enclosed office for the CIM, have to be taken into account.
5. Thought should also be given to the difficulty of ensuring ongoing training for team members. This is currently a problem due to their workload. However, given the level of sophistication of their fields of activity, rapidly evolving knowledge in the area and our adversaries' extremely high-performance adaptability when it comes to developing their methods, ongoing training is imperative.
6. The audit was conducted in an extremely positive atmosphere. The supervisor was given access to all of the documents and information he felt he needed in order to complete his mission.

For obvious reasons, this report is anonymized. Only the Director is named.

Jacques Antenen  
Commander, Vaud Cantonal Police  
Former Investigating Judge, Canton of Vaud  
Former Special Federal Prosecutor of the Swiss Confederation

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