

**Minutes of the WADA Executive Committee Meeting
15 November 2014, Paris, France**

The meeting began at 9.30 a.m.

1. Welcome, roll call and observers

THE CHAIRMAN welcomed the members to the meeting of the Executive Committee of WADA. He thanked the French hosts for the magnificent surroundings in which the members would conduct their affairs. He was sure that much wisdom normally came out of that room and he hoped to continue that practice with the WADA Executive Committee that day. The roll call was on its way, and he invited everybody to sign it so as to have a complete record of the proceedings. Regrettably, Mr Boza from Peru was no longer with WADA; he welcomed his deputy Mr Tamashiro to his first meeting, and expressed the view that the members were very happy to see him present.

The following members attended the meeting: Sir Craig Reddie, President and Chairman of WADA; Rev. Dr Makhenkesi Stofile, WADA Vice-Chairman, South African Ambassador to Germany; Ms Beckie Scott, ANOC Representative; Mr Gian Franco Kasper, IOC Member and President of the FIS; Mr Francesco Ricci Bitti, President of the International Tennis Federation; Prof. Dr Ugur Erdener, IOC Member, President of World Archery; Mr Tony Estanguet, IOC Member and Member of the IOC Athletes' Commission; Mr Godkin, representing Mr Peter Dutton, Minister for Sport, Australia; Ms Valérie Fourneyron, Member of Parliament, National Assembly, France; Mr Alain Michel Lobognon, Minister for the Promotion of Youth, Sports and Leisure, Côte d'Ivoire; Mr Tamashiro, representing Mr Francisco Boza, President, Americas Sports Council (CADE), Peru; Mr Edwin Moses, Education Committee Chairman, Board of Directors, USADA, USA; Mr David Howman, WADA Director General; Mr Tim Ricketts, Standards and Harmonisation Director, WADA; Mr Frédéric Donzé, Director of the European Regional Office and IF Relations, WADA; Dr Olivier Rabin, Science Director, WADA; Mr Rob Koehler, Education and NADO/RADO Relations Director, WADA; Ms Julie Masse, Communications Director, WADA; and Mr Olivier Niggli, Finance and Legal Director, WADA.

The following observers signed the roll call: Andrew Ryan, Satoshi Ashidate, Ichiro Kono, Shin Asakawa, Ayako Ito, Valérie Amant, Andy Parkinson, Sergey Khrychickov, Liene Kozlovskas, Eva Brüstgaard, Kari Töllikkö, Laurent Belleguic, France Poret-Thumann, Laurent Villebrun, Sébastien Borrel, Keiko Uchitani, Yuji Kakazawa, Yaya Yamamoto, Warwick Gendall, Scott Tibbutt, Françoise Dagouret, Marcos Diaz, Doug MacQuarrie, Lane MacAdam, Christian Thill, Richard Budgett and Joseph de Pencier.

– 1.1 Disclosures of conflicts of interest

THE CHAIRMAN asked the members if there were any conflicts of interest on any item on the agenda. If there were no disclosures of conflicts of interest, the members could proceed with the meeting.

2. Minutes of the previous meeting on 20 September 2014 in Lausanne

THE CHAIRMAN drew the members' attention to the minutes of the previous Executive Committee meeting held in Lausanne on 20 September that year. He asked if there were any particular observations. The minutes had been circulated and he was not aware of any particular issues that had been brought to the attention of the WADA management. He declared the minutes approved.

DECISION

Minutes of the meeting of the Executive Committee on 20 September 2014 approved and duly signed.

3. Director General's report

THE DIRECTOR GENERAL informed the members that his written report for that weekend's meetings had the report that he had provided in September attached to it, and that was to ensure that all of the Foundation Board members got the full picture of what had occurred since May. He would not go over the contents of the September report but rather wished to concentrate on a few issues that had occurred since that time.

Regarding UNESCO, two more ratifications were expected in the coming days or weeks: one from Madagascar and another from the Solomon Islands. Both documents were in process, and of course they had to go through the functionary process in Paris with UNESCO to be complete. WADA would hear from UNESCO the following day as to their activities (there would be a presentation during the Foundation Board meeting), with particular regard to the policy project that UNESCO was launching in relation to legislation, and he was sure that the members would be very interested to hear about that.

WADA was still waiting to get the WCO to accept a secondee. WADA was discussing that with Côte d'Ivoire in the hope that the individual who might be seconded from that country could be so seconded. That would certainly help the work in which WADA was engaging with regard to investigations and liaison with global law enforcement agencies.

Regarding Interpol, there would be an address at the Foundation Board meeting from the Interpol president, who was a Frenchwoman. She had the honour of chairing that body. She was not a management person but had the overall governance/chair/presidency. The new secondee to Interpol had commenced his work, and he had been with WADA and Mr Matthieu Holz in Montreal to familiarise himself with WADA's activities. He was looking forward to progress with Interpol.

Moving to the countries WADA felt needed a little bit of special attention, the members would see in his report that Mr Koehler was currently specifically in charge of NADO development, to add to his programme development role with the RADOs, so it would be in his report that the countries were mentioned unless there were major issues. Therefore, the list in his report in September had been narrowed down to three countries on which it was felt that more general discussion was needed. The first was Brazil, and he was pleased to note that progress with the NADO in Brazil was going ahead satisfactorily. Some fiscal matters still needed to be resolved and would be taken up by the newly elected government in that country. WADA had worked closely with the NADO, ABCD, and had conducted a training course for 70 people in relation to ADAMS, and of course the IOC task force, which

was working very long hours to prepare for Rio 2016, had also recently been meeting in Brazil, and the members would hear a report on that later in the day.

He thought that this would be the last time he mentioned Jamaica, which had progressed very adequately, well assisted by the Canadian Centre for Ethics and Sport. There would be a WADA team going to Jamaica before the end of November to check that the progress promised in relation to its legislation and other detailed issues that related to WADA recommendations were complete. At that moment, he was satisfied.

With regard to Kenya, he held up the report that had been published by Kenya, noting that, if the members wished to have a look at it, they would see that it was dated April 2014, although it had not been published until October. Upon the publication, WADA had ensured that the relevant IFs whose athletes were mentioned in the report were given a copy, in particular the IRB and the IAAF. WADA would work with both those IFs to ensure that, if there were more details required by them in relation to any steps they might wish to take, WADA would help them. The government had moved markedly since he had reported to the Executive Committee in September. It had sent a deputation to a meeting convened by WADA in Cape Town and there had been a meeting with the government, at which it had pledged to establish a NADO. It had pledged a financial contribution for that purpose. At that meeting, WADA had enjoined representatives from China, the Chinese NADO, and Anti-Doping Norway, and each of those countries had volunteered human and financial assistance for development in Kenya. The WADA project team, headed by Messrs Swigelaar and Koehler, would meet again with the Kenyans in January to advance issues. He added that the WADA President had also met with the Kenyan minister a couple of weeks previously in Qatar and had had a very positive response from the minister which had been recorded in a letter, and it appeared that the matter about which WADA had been concerned for a couple of years was moving ahead in the right direction. Of course, WADA had to measure progress and ensure that words of commitment were translated into action. That was the reason for the meeting of the project team in January and the members would hear from the management in May, if not before.

In his report, he had listed the extra work done in Lausanne in September with the outcomes from that meeting, over and above the normal September outcomes, which were the publication of the List, the approval of research projects, and so on. The Executive Committee had done a lot of work in Lausanne and he felt that the Foundation Board should be aware of those decisions, which was why they were listed.

Regarding the special research fund with the IOC, WADA had reached a position whereby there were commitments from the following countries approved by the IOC as commitments that it would match: China (one million dollars), Korea (500,000 dollars), Saudi Arabia (500,000 dollars), Turkey (250,000 dollars), New Zealand (20,000 dollars), Côte d'Ivoire (8,200 dollars). WADA had received the money from Turkey and New Zealand and partial payments from Korea and Saudi Arabia, and expected the money from China shortly. That was a total of 2,278,200 dollars that the IOC had agreed to match. There were pending commitments from the USA (six million dollars), Japan (one million dollars), Russia (720,000 dollars), Qatar (one million dollars) and Peru (10,000 dollars), and the previous day there had been a commitment from Sweden of 132,454 dollars. There were commitments that WADA had received and which had been forwarded to the IOC for approval. He had not yet had a response, but was hopeful that many of the commitments would be matched, which would lead to a very successful outcome in relation to government commitments. WADA also had commitments from some countries to pay extra money to the budget in 2015. He could

not advise the members of the countries or the amounts at that stage, as they had been received confidentially by WADA, but there would be extra governmental payments over and above those received over the past two or three years, and they would be very gratefully received.

Food contamination continued to be of some concern, in particular in Mexico, but also to a degree in China in relation to the feeding of anabolic steroids (mainly clenbuterol, although WADA was aware of other substances) to animals. WADA was working very hard through research projects to see whether it might reach a situation whereby the laboratories would be able to distinguish between the clenbuterol ingested by animals and that ingested directly by humans. WADA would also go to the Laboratory Expert Group meeting the following week with a suggestion that it look very closely at adopting a measurement level to exclude the possibility of food contamination. He hoped that that reporting level would be accepted as something that would exclude a lot of work done in investigating adverse analytical findings that turned out to be contamination of food, as encountered in Mexico and China, and he was told by FIFA in particular that there might be other countries in which issues had emerged in relation to those substances.

Regarding the major leagues, WADA would meet with the NFL and the NHL and Major League Baseball the following week in New York. He had recently been in touch with Mr Baumann and FIBA, and WADA would be invited to meet with the NBA in February at its joint meeting with FIBA, and it was felt that that was a very appropriate time to join that particular meeting to ensure no miscommunication and appropriate partnerships. The PGA was currently involved in litigation, as it had been sued by Vijay Singh. WADA was on the periphery of that case; in fact, he had been asked to be deposed as a witness in January, along with Dr Rabin, regarding the discovery process of that particular case. It related to the ingestion or the possession of IGF, or deer velvet. Those were the issues he felt ought to be emphasised.

He provided a brief staffing update. The management had been directed to look at ways of covering the new responsibilities under the revisions to the Code and the standards. There would be some new staff starting before the end of the year, and some starting at the beginning of the following year, so as to work very closely with all the signatories to assist them in the development of their programmes as a result of the revisions. The management would be emphasising WADA activities over the next year or two in that way. He felt that all the IFs, NADOs and RADOs would need a considerable amount of help to ensure that the efficiency and effectiveness of anti-doping programmes were enhanced by the revisions. It was all very well having the best rules in the world; they needed to be followed by the best practice of those rules, and the management's priority over the next two years would be to work with the signatories to achieve that.

Those were the issues he had wanted to elaborate on, and he would of course be very happy to receive comments or questions.

THE CHAIRMAN said that he had attended a press conference the previous day at the Assemblée Nationale, during which the French Government had made a commitment. He invited Ms Fourneyron to confirm that, because he suspected she had had something to do with it.

MS FOURNEYRON thanked the Chairman for giving her the opportunity to express her satisfaction about the fact that the French Government had announced that it fully committed to support the research fund established by the IOC and to contribute 150,000

euros. Before leaving Paris, there would be a letter of commitment from the French Government pledging to send to the IOC all of the money made available for something that had been dear to her for some time, not only because she would be continuing the work begun by Professor Ljungqvist but also because, for WADA, it was essential to be constantly at the forefront of scientific research projects.

MR NIWA stated that Japan was a WADA Executive Committee member and the host country of the 2020 Tokyo Olympic Games and Paralympic Games, and was grateful to the IOC for its proposal to advance anti-doping research work. Japan appreciated the contributions already offered by the various countries. Japan had continued to support anti-doping research and education and was prepared to make a contribution of a total of one million dollars over three years to the research fund. Japan was currently negotiating with the finance authorities for budgetary allocation to contribute to the fund and, if the budgetary request were granted, he expected that the amount would be paid in less than three years. He reiterated the two conditions expressed at the Executive Committee meeting in September: the first, to have a Japanese person at the WADA headquarters to help facilitate preparations for the 2020 Olympic Games, and the second, to allow the Asian region to share the fund with research proposals coming from the Asian region.

PROFESSOR ERDENER said on behalf of the Olympic Movement that he strongly supported the adoption of the policy project of the UNESCO convention and was waiting for UNESCO to adopt efficient tools and measures to support the implementation of the convention and the World Anti-Doping Code. The other thing had to do with the special research fund. First, he wished to congratulate the WADA management and public authorities on their commitments and contributions, as this was a very important project, created by the IOC president almost one year previously and, as Mr Howman had mentioned, there were two deadlines concerning some extra contributions from the public side. The first would be the following day, for commitments, and the other concerned the payments or cash flow to the WADA account, and was at the end of March 2016. Those two deadlines would be important.

MR RICCI BITTI emphasised the idea that UNESCO might have to take some measures to help implement what the convention stated in terms of NADO legislation and so on. Without wishing to repeat what had been said, he was very pleased to hear about all the contributions, but he apologised, as he had to present the budget as it was that day, although he expressed satisfaction regarding the bright future. He thanked the governments that had decided to match the action taken by the IOC president to enable WADA to be a little bit more relaxed about the future in terms of research.

He was very pleased to hear that the situation in Brazil was changing and moving ahead quickly, and he was confident that the accreditation of the laboratories would be achieved. That was very important, not only from a practical point of view, but also from an image point of view. However, he recommended paying some attention to the legacy, as the huge effort should also be reflected in the legacy, and WADA did not want something to work well for two weeks and then disappear again. The anti-doping world needed to think about continuity of action in such a large country.

MS FOURNEYRON said that, wearing her Council of Europe hat, she was very grateful for all the work done by the WADA staff and the whole team. The report by the Director General highlighted the commitment and the importance of the procedures to support the laboratories, the regions and certain governments, and she also thanked the WADA

President, who had spared no effort with regard to the research fund to ensure, as the Chairman of the Finance and Administration Committee had just said, that WADA would be able to look more confidently to the future. WADA had to focus on ensuring the best possible coordination of the resources made available by UNESCO. Some had already pointed out that there were 4.2 million dollars being made available through the convention for the fight against doping in sport, and that had to be used to ensure cooperation. The European countries were also contributing to the research, so there was a great need for coordination. The IOC had set a deadline for the fund established by its president, Mr Bach, and she was very pleased about the decision, as WADA could not possibly consider research with such enthusiasm and determination were it not for the IOC president's initial decision to set up the 10-million-dollar fund. The extent to which the governments would be able to align themselves would be seen shortly by way of letters of commitment, but there was no doubt that it would be necessary to coordinate the research and she would do her best to ensure that coordination.

One topic had not been raised by the Director General, and that concerned the CAHAMA meeting that had taken place in Strasbourg some days previously, at which the members had expressed concern about the deadlines, costs and management of dossiers at the CAS. The issue had come up under any other business. She thought that Europe had a role to play, given its relationship with the CAS. A great deal of work had been done with Judge Acosta and the European Court of Human Rights during the preparation of the new Code and that work should be continued, as the costs and deadlines were beginning to pose a number of problems with regard to the results and even the credibility of WADA's anti-doping work. Everybody had a responsibility regarding the CAS, but perhaps WADA might provide support so that the costs, deadlines and efficiency were more in line with the sporting calendar to ensure the credibility of the fight against doping in sport and the cases dealt with by the CAS.

MR ESTANGUET commented briefly on the concerns expressed by the athletes regarding the various NADOs in the world in which there were problems. The athletes congratulated WADA on the work that had brought about a more level playing field in the five continents, and recalled that they were very concerned about the Olympic Games in Rio and hoped that the laboratory in Brazil would be accredited shortly. It was important to continue to work to make sure that it was as efficient as possible so that, at the time of the Olympic Games, there would not be any criticism about the effectiveness of the fight against doping in sport. In short, he wished to congratulate WADA on all the work that had been done.

MR KASPER had a question concerning the strategy that WADA was employing with regard to the new decision of the Munich court the previous week in connection with the Pechstein case. It would probably go to the highest court in Germany and, if the decision came out in the same way as the Munich decision, it would in principle eliminate or completely change the system with the CAS. The CAS would be more or less out. That might be a major challenge for WADA and the current working system, so he would be interested to know the direction in which WADA intended to go.

MR RICCI BITTI reassured and thanked Ms Fourneyron for her sensitivity when mentioning the problem of the CAS. The ITF had the same concern as Mr Kasper. It was not pleased: the credibility of the institution was very important and it was necessary to follow up very carefully (he had already raised the point with the IOC), as many decisions of the CAS were not really in line with the first-level decision, without big additional elements, and that was a concern. There was a need for great credibility in all systems and the support of

the judging authorities. It was a problem he wished to highlight, especially for the government representatives.

THE CHAIRMAN noted that he was grateful for the comment about the Rio laboratory. There was a joint task force with the IOC; there had been substantial progress, and there was a real chance of renewing the laboratory accreditation in the first half of the following year. The problem then would be to upgrade the laboratory's capacity to do the number of tests necessary for an Olympic Games, but he thought that the IOC and the task force fully understood that.

THE DIRECTOR GENERAL went through the interventions as tabled.

Like Professor Erdener, he was looking forward to progress being made by UNESCO, particularly with the project referred to, and that was why WADA had specifically invited UNESCO to come the following day to talk about it. WADA had worked very hard in relation to the special research fund. He was also very grateful to those countries that had come to the party. The timelines mentioned were exactly the timelines WADA was working to, and he had reported to the IOC director general on the commitments received. There had been another one from France, and he would add that to the list to be forwarded to the IOC for approval. Payments were due by the end of March 2016 and, in terms of seeking the matching funds, when WADA reached a certain level, a letter would be sent to the IOC asking it to match it, so that it could be taken into account as WADA moved forward in collaboration with the chair of the IOC medical commission. He was grateful to Professor Erdener for his commitment and assistance in that regard.

To Mr Ricci Bitti, he said that WADA was cautiously optimistic that things would progress in the coming months. The issue of reaccreditation might be one of those issues on which WADA was in a position to circulate electronically for consideration by the Executive Committee; it might not need to wait until May.

He thanked Ms Fourneyron for her comments in relation to the contribution of France to the voluntary fund and for her commitment to the WADA meetings. He should have mentioned in his report the special 25th anniversary of the European convention which he had attended in Strasbourg a couple of weeks previously. The members should remember that they would probably not be present that day were it not for the fact that that convention had been entered into by governments 25 years previously. That had stimulated government response to the degree that, at the conference in 1999, there had been not only knowledge about anti-doping but also significant international commitment to anti-doping in particular. At those meetings, he had received comments from the experts as to the operations of the CAS and he had suggested to those experts that they compile those concerns in an appropriate way so that they could then be forwarded by governments to the CAS. It was important to be explicit with the concerns, perhaps even case by case, so that those receiving the concerns knew exactly what was being talked about. There had been an ad hoc legal group meeting in Montreal a couple of weeks previously, at which some of the legal practitioners appearing regularly at the CAS had expressed their concerns about one or two issues. He also knew that ICAS had met that week and Mr Pound would perhaps be able to comment on the progress made in answer to some of those concerns, because they were being addressed, and he thought that ICAS was very alert to some of the matters that could hopefully be resolved.

He thanked Mr Estanguet for his intervention. WADA echoed what he had said, as it felt that it needed to represent the athletes appropriately, which was why WADA was putting a

lot of effort into the areas in which there were not satisfactory anti-doping programmes, as they allowed loopholes for cheats, and WADA really needed to close those loopholes.

With regard to what Mr Kasper had said, the Pechstein case raised issues and had been raising issues for five years. The athlete had appealed through the German court system and also to the European Court of Human Rights. That case was pending, and he had been told by Judge Acosta, whom he had met in Strasbourg the other day, that a decision in that court was likely before the end of the year. WADA had to be very alert to what was going on, and it was probably best that the members talk quietly outside the meeting room with Mr Niggli and the WADA legal team to work out whether there was any way in which WADA should be involved in that litigation in Germany. At present, it was not (WADA was not a party and had no standing), so the only way in which it could be engaged would be to talk with the lawyers from the German Government who were involved. That was something that would have to be considered as the case went forward. There was no easy answer. The concern expressed was one about which WADA always worried: a civil challenge within a national court of WADA's ability to conduct its business in the CAS. In the UNESCO convention, there was a commitment by all governments that had ratified the convention to use the CAS, and it had been used successfully to date. WADA was concerned and would work out whether it could be engaged in any way in the German system.

DECISION

Director General's report noted.

4. Operations/management

– 4.1 Executive Committee appointments 2015

THE DIRECTOR GENERAL said that the members would see the proposed membership of the Executive Committee for 2015. One member was yet to be confirmed: the Asian representative, and the Asian governments would be meeting that evening and that member would be confirmed by the following day. He asked the Executive Committee to recommend to the Foundation Board that it accept the composition the following day.

MS FOURNEYRON said that the Committee of Ministers of the Council of Europe had nominated Ms Thorhild Widvey, the Norwegian Minister for Culture and Sport, to represent Europe in 2015 on the Executive Committee.

DECISION

Executive Committee to recommend to the Foundation Board that it accept the proposed Executive Committee composition.

– 4.2 Foundation Board

4.2.1 Memberships 2015

4.2.2 Endorsement of composition for Swiss authorities

THE DIRECTOR GENERAL informed the members that they had to approve the composition of the Foundation Board for referral to the Swiss authorities. It was a mechanical decision that would be made at the Foundation Board meeting, and he recommended that that occur.

THE CHAIRMAN agreed that WADA was a foundation under Swiss law and had to report to the Swiss authorities.

DECISION

Executive Committee to recommend to the Foundation Board that it approve the composition of the Foundation Board for the Swiss authorities.

– **4.3 Standing committees**

4.3.1 Committee memberships 2015

THE DIRECTOR GENERAL noted that the process for standing committees was well known. It was almost complete. WADA had received a significant number of nominations for each of the groups. The President and he had met with the chairs of each of the committees. Those would be finalised and tabled at the Foundation Board meeting. The process involved adherence to the WADA constitution, which required WADA to look across the four committees to ensure appropriate continental representation, gender balance, equal sport/government nominations, and that specific countries did not have too many members among the 58 people on the working committees. They would be tabled the following day with the complete composition and the aspects of the constitution covered.

THE CHAIRMAN said that he had been encouraged by the number of nominations received, as there had been previous years during which WADA had struggled to get nominations. That year, there had been a number of nominations, making the job of allocation much more difficult than in the past.

DECISION

Committee memberships 2015 noted.

4.3.2 Finance and Administration Committee chair: one-year extension of term

THE DIRECTOR GENERAL said that, at the September meeting, it had been decided that the chairs of all the working groups should be elected at the same time. To enable that to occur, he asked that the term of the chairman of the Finance and Administration Committee be extended for one more year to 31 December 2016.

DECISION

Proposal to extend the term of the chairman of the Finance and Administration Committee for one more year to 31 December 2016 approved.

– **4.4 Strategic plan**

THE CHAIRMAN said that there had been various strategic plans over a number of years, and it had been brought to his attention that WADA should update it to take WADA through the period from 2015 to 2019. WADA retained some external advice in the preparation of the plan; he had been lucky enough to see it and had been able to make a number of observations. The version was before the members.

4.4.1 Revised plan 2015-2019

THE DIRECTOR GENERAL said that the previous plan had been from 2011 to 2016 and, looking at it alongside the revisions to the Code and the standards, the management had felt that it needed to be updated appropriately, so some draft suggestions had been prepared and referred to two independent experts, both of whom had been involved in previous strategic plans, and they had provided comments separately as to how they felt WADA should progress. The management had taken those into account and had referred the draft to the President. The management had taken the President's suggestions into account and had prepared a draft accordingly. There were some significant changes in terms of simplicity. The core values had been simplified to integrity, accountability and excellence. There were a number of past core values that were currently sub-sections of those three. WADA had nine strategic objectives to take account of the responsibilities WADA had under the revision, particularly in relation to IT. The document that the members had before them had been signed off by the experts; in fact, they had congratulated the management on the outcome. It was currently for consideration by the Executive Committee and recommendation to the Foundation Board the following day. There was a marked-up copy with the changes if anybody wished to have a look at it. He was available to answer any questions.

MR ESTANGUET said that he had a comment on the strategic plan. He knew how much WADA focused on the athletes and that the role of WADA was first and foremost to defend the athletes' interests. That was included in the vision of the strategic plan. Nevertheless, he thought it would be important that one of the nine objectives (or perhaps an additional objective could be drafted) focus on the role and involvement of the athletes in WADA's work. The challenge for WADA was to involve the athletes themselves in the fight against doping in sport and there was a real relationship of trust to be established between WADA and the athletes. It was implicit in a number of objectives, such as education, leadership and development but, in terms of communications and from an operational point of view, he thought that it would be worth drafting a strategic objective to focus on the involvement of the athletes with a view to achieving a close relationship with them.

MR RICCI BITTI said that he fully supported the review of the strategic plan, and complimented the WADA administration on the exercise. He always raised an item as a key outcome of the future of WADA. He believed that WADA had done a great job in 10 years, but one matter still pending in terms of effectiveness was the coordination of the efforts between the stakeholders in the field: the NADOs and IFs. Representing one of those stakeholders, he believed that a lot of attention should be given over the coming year to coordinating efforts between the bodies. It was necessary to improve, because the money spent should provide a good return. That was not the case, in his opinion. That was a general remark. He was very satisfied with the strategic plan. It was covered in point 2 to some extent. It had to be implemented and he believed that the central body, WADA, had to play a role in convincing the stakeholders to be more coordinated.

MR GODKIN supported very much the work done by WADA, but some of the issues that had come up in various discussions, particularly among the public authorities, had concerned the rising importance of players' associations in the fight against doping in sport, and he wondered whether there might be some sort of recognition within the strategic objectives of the importance of that stakeholder group, potentially under 4 or somewhere else, as it was obviously a key player in the fight against doping in sport.

THE DIRECTOR GENERAL responded to the comments. He believed that the principle of what Mr Estanguet had said was encapsulated and there might be one or two specific areas in which the voice of the clean athlete could be included within the objectives, rather than create a new one. He would be happy to talk to Mr Estanguet about that and make a couple of changes before approval the following day. He thought that it could be done quite satisfactorily.

The issue raised by Mr Ricci Bitti was of course under objective 2 and the management would look very closely at the performance indicators in that regard, because it was one of the priorities for WADA over the next couple of years, to ensure that coordination, to ensure the collaboration and to ensure that WADA dealt with ADOs as one rather than have the somewhat incongruous relationship between IFs and NADOs. The management would look at the way in which WADA reported under the performance indicators in objective 2, and the members would be able to look closely at the development meeting by meeting.

To Mr Godkin, he said that he understood the issues faced in Australia. WADA had been dealing with players' associations in one way or another over the past seven or eight years and continued to do so. The key athlete group with which WADA dealt was the WADA Athlete Committee, upon which WADA relied to report to the federations and the countries, so that the athlete groups in those areas were incorporated. WADA would continue to follow that process. There had been a very late request by one of the athlete associations to attend the Foundation Board meeting the following day. WADA had been able to cover that, despite the limited amount of room available to observers the following day. WADA continued to do that and, if they provided appropriate dialogue for WADA to take into account, that would be progress. On the other hand, they had been very negative in some of their comments and had said that WADA should start all over again, rewrite the Code, listen to them and negotiate with them and that they should be determining how anti-doping should be run. He did not think that that was a principle that WADA would wish to follow. One of the WADA Athlete Committee members had responded publicly in Australia. After his response, WADA had heard nothing more from the players' associations. WADA had to be strong in the way in which it listened and responded to them.

DECISION

Revised plan 2015-2019 noted.

4.4.2 Operational performance indicators

THE DIRECTOR GENERAL said that the performance indicators were tabled at every one of the meetings and, if there were any comments or questions in relation to the way in which the management published them, he would be happy to answer them. They would be redeveloped if the strategic plan were accepted to follow the performance indicators contained in the plan, so that would be the last time the members would see this particular format. It would be changed in May to take account of the new strategic plan if it were adopted by the Board.

DECISION

Operational performance indicators noted.

– **4.5 Developing a new Anti-Doping Administration Management System (ADAMS) - update**

MR NIGGLI informed the members that there had been a call for proposals for the development of the new ADAMS. Three proposals had been received from different providers. Out of the three, two had met all the requirements. The two proposals had been evaluated in a very thorough process of ranking and evaluation of the different components and so on. At the end of the process, there had been a clear recommendation from the IT department and the people involved in the process to go with one company. That recommendation had been sent to the President, Vice-President and Chairman of the Finance and Administration Committee as agreed at the Executive Committee September meeting. The three gentlemen had agreed to the recommendation put forward and therefore the provider chosen was a company called R3D Consulting, and WADA was currently in the contract negotiation phase. On that basis, the management was dealing with the drafting and negotiation of a number of contract items and he was confident that that would be completed in the next two to three weeks. After that, hopefully, it would be possible to commence the development of the project.

DECISION

ADAMS development update noted.

5. Athletes

– **5.1 Athlete Committee chair report**

THE CHAIRMAN said that he had asked deliberately that the Athlete Committee report be moved up the agenda. He thanked Ms Scott for making it much fuller than at previous meetings. He was keen that she take the members through the highlights of what had happened.

MS SCOTT thanked the President for moving the Athlete Committee report up the agenda. She typically presented the report after lunch, when the jet lag really set in, so she was a little more awake that morning and happy to present. The most recent Athlete Committee meeting had taken place in Incheon, Korea, on 26 and 27 September in conjunction with the Asian Games, providing the Athlete Committee members with an opportunity not only to meet but also to engage with the athletes at the Asian Games, which was really a priority for the members, to meet and deal with anti-doping issues, as well as to raise the profile of WADA and engage with the athlete community at large.

Some of the summaries of the key recommendations from the group were before the members. The Athlete Committee had made some requests to WADA, the first being that it consider simplifying the whereabouts programme around major games. That had been a constant source of feedback from the athlete community to the Athlete Committee, and any consideration given to simplifying the process would be welcome. Ms Bokel had provided a brief explanation as to the development of a German GPS system, and the Athlete Committee had since been in contact with the developer and the German NADO and getting more information and details on the project. The Athlete Committee was obviously very interested in it and would follow it closely.

The issue of supplements came up often at the meetings. The Athlete Committee had decided to form a working group or discussion group outside the committee to take a comprehensive look at supplement use. The members knew that athletes were using

supplements all the time and at every level, and wanted to explore some more options and really drill down into that issue and see if anything could be done in terms of addressing it and the number of resulting positive cases.

The Athlete Committee had also talked about the availability of an international tip line. Many NADOs had developed tip lines in their own countries that were available to athletes with any information about doping activities, but that access was not necessarily available worldwide to all athletes, so the committee had talked about creating and developing a one-stop tip line for athletes to call worldwide on anti-doping information or things that they knew.

Following that, the Athlete Committee had taken away some action items, and one that had come about as a result of her experience with the IOC Athletes' Commission was that it would start communication with all athlete groups, including players' associations and IF/NADO athlete groups, and start a dialogue among representatives in order to create two-way communication, to disseminate information and education and provide information about what was going on at WADA and take back information and feedback from the athlete community at large. That was a really important initiative. The Athlete Committee had started assigning members to each IF and NADO chair and, with the turnover of Athlete Committee members at the beginning of that year, the process would be finalised. It was a very important project that all of the members were very excited about.

The Athlete Committee wanted to create a discussion group to focus on supporting mandatory education, with links to the WADA Education Committee. There was a member who would be present more often at Education Committee meetings, as there was tremendous concern and interest among the Athlete Committee members as to education and the process and how to help and be more involved in education, particularly for the younger and less experienced athletes.

The Athlete Committee had named two members on the ADAMS reference group. The committee was very interested in being involved in the development of the new ADAMS and all of the related improvements to the system.

There was a list of athlete activities before the members; she did not wish to go through them all, but highlighted the fact that the Athlete Committee members were very engaged and enthusiastic and had undertaken that year to become involved outside committee meetings. It was really encouraging for her as chairperson to see such a broad spectrum of athletes writing editorials, responding, taking part in observer missions and outreach activities, and really driving the message forward and raising the profile of the WADA Athlete Committee. It was very exciting for the members and it was important to continue that momentum as a group.

One of the projects that the committee had undertaken was the social media campaign entitled Ask the Athlete prior to the Incheon meeting. The response could be better in the future. Obviously, it was the first time, but there was recognition that many young athletes were involved in social media and that they were a good platform through which to access athletes. There had been some good questions and responses had been provided over the Internet. It was a good project that the Athlete Committee would definitely continue to progress as it went forward.

Communication continued outside the meetings. For example, there had been a lot of interest in the Justin Gatlin matter, the decision to name him IAAF athlete of the year. There

had been a lot of talk in the committee about that, and the Athlete Committee had decided to support the IAAF athletes' committee in their decision to take a stand. Those were the kinds of activity in which the Athlete Committee was involved and interested.

THE CHAIRMAN thanked Ms Scott. There was a lot of really intense and good activity going on.

MS FOURNEYRON thanked the Chairman for moving the items around on the agenda to enable Ms Scott to report on the Athlete Committee and above all its drive. With regard to the initiative to ensure relations with the NADOs, IFs, etc., had a calendar been established? The feedback was extremely positive. Was there some kind of calendar to ensure such exchange with the IFs and the NADOs? She thought that the work implemented with regard to social networks was clearly essential to enable the athletes to understand more about an agency about which they did not know enough; the work done by Ms Scott was to convey an image of an agency that was progressing hand-in-hand with and for the athletes. She supported the process and the mobilisation within and outside the Athlete Committee.

MS SCOTT responded to the question about the IF/NADO communication project. There was currently no calendar, but there would certainly be regular correspondence from the Athlete Committee members, with a letter and attempts to initiate conversation and get a dialogue going. The aim was to increase education as well. As an athlete, she knew that there was a tremendous amount of mis-education and misunderstanding about what WADA was and what anti-doping was all about. That would be a very effective tool for the Athlete Committee to disseminate education and information among the athletes at large. She agreed that the social media platform was something that the Athlete Committee needed to progress and focus on.

She introduced a video. That summer, the Pledge to Clean Sport event had been taken as part of WADA's Outreach programme to three separate events: the Commonwealth Games in Glasgow, UK, the Youth Olympic Games in Nanjing, China and the Asian Games in Incheon, Korea. The video highlighted the importance of the project, its reach and the continued effort to engage athletes.

THE CHAIRMAN said that he had one comment to make on the video. For those who had never been to a multi-sport event, the WADA Outreach booth was always so busy. That video had presumably taken at the Outreach booth. He had seen the one in Nanjing and Glasgow and congratulations were due.

DECISION

Athlete Committee chair report noted.

6. Finance

– 6.1 Finance and Administration Committee chair report

MR RICCI BITTI said that there had been a meeting of the Finance and Administration Committee in July in London and he had reported to the Executive Committee in September. He would make only three points. The meeting had been attended by all the members. The internal control memorandum had been very positive, meaning that, in terms of governance, WADA was doing very well. The third point was a discussion about the budget and contributions, which he would discuss shortly.

DECISION

Finance and Administration Committee chair report noted.

– **6.2 Government/IOC contributions update**

MR RICCI BITTI informed the members that the contribution news was not very positive. To date, 96.67% of contributions had been received, two points less than the previous year at that date. Contributions were weak in the Africa region, including South Africa, and in the Americas. The rest of the world was more or less acceptable. He hoped that the outstanding dues would be received before the end of the year. Currently, 96.67% had been received instead of the 98.77% received the previous year at that date.

DECISION

Government/IOC contributions update noted.

– **6.3 2014 quarterly accounts (quarter 3)**

MR RICCI BITTI noted that WADA was totally in line with the budget. The virtual profits shown at all the meetings during the year were going down because the money was received early and had to be spent to get to the end of the year. Nevertheless, overall expenditure had been 75% as budgeted. Important items such as the Sochi Olympic Games, the Executive Committee meetings and all substantial expenditure had already been included. The expectations for the end of the year were in line with the budget, and there were no particular concerns or worries.

DECISION

2014 quarterly accounts noted.

– **6.4 Draft budget 2015**

MR RICCI BITTI stated that discussions had started in July at the Finance and Administration Committee meeting in London. Some options had been discussed at length. WADA's Executive Committee had to recommend to the Foundation Board that it approve a budget the following day. The members had received three options, based on the discussions with the stakeholders on whether or not WADA should cover the travel expenses of the Executive Committee and Foundation Board. As the members would recall, in 2014, there had been a decision to allocate the expenses to the stakeholders to save the WADA budget, which had been very critical at the time. His proposal was very clear: to approve option one, to reconfirm what had been said in September at the Executive Committee: a budget including a 3% increase, not reinstating expenses, so that each of the stakeholders would cover their expenses, but with an addition, proposed by the sport movement, that this be the last year. In terms of governance, it was better that WADA take on the expenses as the central body and that the practice be reinstated from 2016 onwards. In short, the proposal was to approve a budget with a 3% increase and a maximum of 500,000 dollars' cash depletion. It was his hope that the huge cut in reserves would be compensated for by the new special account set up by the IOC and matched by the governments. He recommended that the members approve the proposal to be recommended for formal approval the following day by the Foundation Board in accordance with the requirements. That was the key proposal: a 3% budget increase, 500,000 dollars' maximum cash depletion, starting to invest in two major projects, the Code implementation 2015 and the ADAMS project, with a cost of 1.61 million dollars to be allocated over two years. With those

two big projects, WADA was obviously suffering, but was in a sustainable situation. That was his proposal.

PROFESSOR ERDENER said that the Olympic Movement supported the 3% increase in the 2015 budget plus the travel costs. Of course, an agreement with the public authorities was necessary.

MS FOURNEYRON appreciated the flexible approach to the reallocation of expenses in the 2015 budget, recognised the need to improve organisational efficiency, and supported the priorities set for the development of ADAMS and compliance with the Code. It was essential to comply with the approach proposed by Mr Ricci Bitti on the reserve fund and the 500,000-dollar maximum cash depletion. Everybody needed to recognise that compliance with the new World Anti-Doping Code had a cost, within WADA and for all of the stakeholders and, as such, it would be stupid to deny the need for more resources for such compliance and the consequent need for everybody to shoulder their responsibility. The Council of Europe supported scenario 1 with the 3% increase and for the stakeholders to cover their travel costs, but for that to be reviewed for the 2016 budget. It was a difficult financial climate for many of the European public authority members; nevertheless, she wished to support scenario 1 with a 3% increase, but asked that, so that the budgetary debate did not take up too much time at each of the meetings, there be joint work carried out on a multiannual budget, so that each of the countries and continents could anticipate and take into account the priorities set out by WADA.

MR LOBOGNON said that he had been absent from the previous meeting in Lausanne because of the Air France strike. On the issue of contributions in Africa, all of the African countries had been asked to pay outstanding dues on 31 October at a meeting at the African Union headquarters in Addis Ababa. He believed that Africa would pay the contributions, but noted that the governments were increasingly confused about WADA's silence regarding the debates in world sport. Recently, there had been a debate about ebola, and Africans were asking about the role of the major global sporting structures: FIFA, which had said nothing about the matter, the IOC, which had said nothing, and now WADA. He had been asked in ministerial meetings to request some kind of a response to the problem because, if nothing was done, there was a real risk that African athletes might not attend the Olympic Games.

In conclusion, regarding the contributions, each country had to be duly notified and sent a reminder. Côte d'Ivoire had asked for a review of its contributions, and that had been taken into account in the 2015 budget, to which his country would be contributing 30,000 dollars. He asked WADA to talk about the priorities concerning athletes in Africa. If WADA did nothing, there was a risk that the African countries would not attend the next Olympic Games.

THE CHAIRMAN asked Mr Ricci Bitti to respond to the financial points made first.

MR RICCI BITTI agreed with what Ms Fourneyron had said. WADA was in a rather particular situation, with the revision of ADAMS and the new Code, but he thought that it would be good to take into account a two- or three-yearly budgetary exercise for the future, when WADA was in a more standardised situation. That was an excellent proposal to be considered by the Finance and Administration Committee.

The point made by Mr Lobognon was more of a political one and he handed over to the Chairman.

THE CHAIRMAN thanked Mr Lobognon for the clear statement about the collection of contributions and the additional contribution from Côte d'Ivoire. That was extremely helpful.

There had been a proposal from the Finance and Administration Committee on option 1 and that was the one, as he understood it, which would go forward to the Foundation Board meeting for approval the following day. Was everybody content with that?

He thought that Mr Lobognon's second point deserved a response. He understood the issue and the situation in West Africa was extremely sad, difficult, and the reaction from the international community in some cases might not have been as strong as it could have been, in his view. As far as sport was concerned, the IOC was certainly very well aware of the situation and would not in any way wish to ostracise any athlete wishing to take part in international competitions. He thanked Mr Lobognon for his comment. He was quite certain that the sport movement representatives around the table would understand that and move it on to their own organisations.

Having had some experience of financial negotiations in WADA, he gave Mr Ricci Bitti full marks on having everybody in agreement and getting through the item in about seven minutes.

DECISION

Draft budget 2015 approved for recommendation to the WADA Foundation Board.

– **6.5 Confirmation of auditors for 2015**

THE CHAIRMAN referred to the fact that there was a clear statement that WADA wished to reappoint the auditors, PricewaterhouseCoopers, and it might become involved in the normal tendering process for such services during the year.

DECISION

Confirmation of auditors for 2015 approved.

7. Education

– **7.1 Education Committee chair report**

THE CHAIRMAN invited Mr Moses to give the members his verbal report as chair of the Education Committee.

MR MOSES said that education was one of the most crucial elements with respect to all that was done at WADA and the members had seen from the video clip how enthusiastic the athletes could be, how much they got out of a good education programme and how much they believed in the philosophy of clean sport and fair play. Education was perhaps the most powerful tool that could be used in the fight against doping in sport, and it was very important that everybody understand it. It was not just what one said but how one said it, and the social science research projects were meant to underlie the facts. WADA intended to find out exactly what needed to be said and how it needed to be presented to the athletes for best understanding, and in doing that he hoped that it would be possible to bridge the gap in those areas in which there was no viable education or testing programmes. He was pleased to say that WADA had done a fantastic job; the Education Department had done a fantastic job in leadership and forging relationships with the stakeholders and, at the May

Executive Committee meeting, he had provided the members with a detailed update of the Education Committee meeting that had taken place in April 2014. It had been agreed that the Education Committee and the Athlete Committee would continue to work together and help to solve the problem, and he thanked Ms Scott and Mr Estanguet for their help and leadership, and for making sure that the athletes were the most important clients. Mr Sandford had been present at the meeting in May, and the Education Committee had sent representatives to the WADA Athlete Committee meeting in Incheon, Korea, so he was very pleased with the work of the Education Department, as it continued work with the stakeholders to develop resources and ensure that educational materials were available everywhere. With the 2015 Code coming into play, it was very important that WADA continue to utilise its resources, which included the model guidelines and the education prevention programmes, and make sure that they remained a priority.

With regard to social science, he was pleased to report that Professor Susan Backhouse was in the final process of a literature review, taking an in-depth view of all the anti-doping and social science research, and that report would be available soon. He formally asked that the Executive Committee approve the recommendations of the Education Committee for the social science research projects, totalling 169,000 dollars, with the remaining money to be used for additional targeted research in 2015. In addition to what he had said, his anecdotal experience told him that WADA still had a lot of work to do, especially in areas around the world in which IFs and NOCs might not have access, an education department or any resources whatsoever, and it would continue to try to bridge the gap so that the members under the WADA Code would have access to educational vehicles and be able to educate the athletes because, ultimately, that was where the rubber met the road.

In terms of the social science research grants, 26 applications had been received from 17 countries, and the ad hoc working group and the Education Committee had reviewed the applications and had made recommendations for the funding, which he was asking the Executive Committee members to approve. Having said all of that, he invited Mr Koehler to provide the members with an overview of the projects.

DECISION

Education Committee chair report noted.

– **7.2 Social science research projects**

MR KOEHLER briefly went through the four projects that were being proposed for funding by the Education Committee and by the ad hoc working group. That year, for 2015, there had been a total of 26 projects, with a focus on three areas: first, the department had wanted to look at interventions and how to implement effective interventions. There was a lot of information on why athletes doped and the gateways to doping, but WADA needed more information on how to be more effective in applying the research to make sure that interventions were successful. The second area was that of legitimacy, looking at how athletes or stakeholders perceived anti-doping rules and how legitimate they were, because legitimacy did have a huge impact on athletes believing in the system and rejecting doping. The third had been the entourage and the influence of the entourage. Of those, there had been 10 projects focusing on interventions, 10 on legitimacy and six on the entourage. He had to admit that the quality of projects on legitimacy and entourage had not been of the highest standard, and that might have been because the call for proposals had not been clear enough to the researchers, so WADA would be running a very similar call for proposals for the following year, to ensure that the researchers were guided in a more effective way.

That was the reason why the three projects being recommended for funding were all focused on interventions, which was a good thing.

In the first project, Lindsay Duncan was looking at education and using how messages to athletes were framed. When talking about framing messages, one of the areas of effective education programmes was looking at the negative consequences of doping, but what that really meant and how intervention programmes or public campaigns were used to ensure that they were effective. That looked at two different areas: the gain aspect and the negative consequences or the loss. By way of an example, a gain frame in social science or prevention would be that saying no to doping would help athletes to stay healthy, would allow them to feel proud of themselves and feel good that they were competing doping-free. Taking a negative approach, or more of a loss-frame, would be to say that doping would put athletes' health at risk and cause athletes to feel ashamed of themselves. The project would look at which had a better effect when it came to prevention campaigns. The project would provide WADA with a video and the ability to really start that discussion with athletes. There would therefore be a concrete outcome, and the methodology was excellent.

The next two projects were very similar in nature; the first came from Maria Kavussanu, looking at the whole idea of moral disengagement. Moral disengagement was known to be a gateway to doping, and moral reasoning was known to be a preventative aspect when it came to doping. The first project looked at the use and the strength and how to ensure athletes increased their moral reasoning. It was moral reasoning to ensure that ADOs could use this as a method to enhance their education programmes and really improve the athletes' ability to say no to doping because they believed it was actually good for sport.

The project by Nicholas Stanger looked at how to strengthen or move away from moral disengagement. Athletes were finding ways to justify doping, and this project looked at how to empower and move athletes away from that whole idea of moral disengagement.

Finally, targeted research was being proposed for looking at how to implement the standard CI survey, which was being developed by Rob Donovan. It was part of the education guideline that would be finalised in March that year, and the whole idea was that one of the areas WADA had struggled with was implementing social science research in some of the less-developed countries that were not doing research. The idea was to take a standardised survey, do comparisons from country to country, and look at how ADOs could improve or adapt their education programmes based on sound research. That would provide a comparison and he hoped in 2015 to be able to focus on at least five ADOs, either an IF or a NADO, and help fund and run the surveys so as to have a better idea of what the picture was globally. He hoped to expand it over the coming years.

In summary, the Education Committee proposed that the four research projects be funded for a total of 169,025.56 dollars and that the remainder of the funds be used for targeted research in 2015. A detailed discussion would take place at the Education Committee meeting in April on how those funds should be focused for the remainder of the year.

PROFESSOR ERDENER congratulated Messrs Moses and Koehler on the excellent job done; that was really important for future activities, and he strongly supported the recommendation of the Education Committee concerning the research grant programme, with the coordination of the main stakeholders, especially the IFs and NOCs.

THE CHAIRMAN asked if the members were happy to approve the recommendation.

DECISION

Proposed social science research projects
approved.

8. Health, medical and research

– 8.1 Health, Medical and Research Committee chair report

THE CHAIRMAN informed the members that Professor Ljungqvist was on his way to the meeting and might arrive in time for lunch. He asked Dr Rabin for an update on what had been happening.

DR RABIN referred to point 6.3.3 on the Istanbul symposium, the first science symposium on the theme of science and investigations, which had been hosted by the Turkish NOC and the Ministry of Youth and Sports, and he warmly thanked Professor Erdener for his constant support in the preparation and organisation of the symposium and the impeccable hospitality provided in Istanbul, which had been appreciated by all the participants.

The symposium had convened representatives from investigation forces (including those from France and Italy) and the DEA and the FDA in the USA, as well as Interpol, along with scientists from anti-doping authorities, and also representatives from international organisations such as the United Nations Office of Drugs and Crime, based in Vienna, and the European Monitoring Centre for Drugs and Drug Addiction, so it had involved police forces, anti-doping representatives and people in charge of drugs, drug trafficking and drug addiction from international bodies. There had been an excellent dynamic of discussion and exchange of information between the people really in the field fighting trafficking and investigating drugs and abuse and the anti-doping scientists, on how to better exchange information and share resources because, as was being realised increasingly, with the development of anti-doping capacity and the quality of science, if he could preach to the choir, the fact was that WADA was connecting up with other laboratories and could provide very useful tools for the analysis of the new drugs. Presentations and the Istanbul declaration on some of the proactive measures that could be taken to facilitate communication would be posted on the website in the days to come. He asked Professor Erdener to say a few words on the symposium.

PROFESSOR ERDENER thanked his friend Dr Rabin for his great contribution and planning, as his efforts had been instrumental to the success of the event.

DR RABIN said that, following the very successful conference in Paris in November 2012, WADA would organise the second conference between the pharmaceutical industry and WADA in Tokyo in January, and he thanked the Japanese Ministry of Education, Youth and Sport, as well as the colleagues and friends from JADA, for giving their full support to the organisation of the conference, to be held in Tokyo on 28 January 2015. WADA was working very actively on the preparation of the conference, and one of the first tangible signs of preparation would be the opening of the website, which, if not already done would be done in the coming hours. Official invitations would be sent out very soon and the registration website with all the ad hoc information was already functioning.

DR VERNEC referred the members to item 8.3, which contained the details of the operation of the WADA Medical Department; the Athlete Biological Passport was under agenda item 8.4 and he would report on it the following day. He highlighted a conference.

Every four or five years, WADA organised a TUE symposium, and the most recent had taken place in Paris on 23 and 24 October, graciously hosted by the French NOC and attended by just under 200 participants, many of them sport physicians. The outcomes included a greater understanding of the new elements of the ISTUE 2015, the new international standard, education to improve and harmonise TUEs for specific medication conditions, via specialist input, case studies, and a demonstration of the present WADA resources available to physicians and ADOs, also demonstrating how the use of ADAMS facilitated the process not only for ADOs but for the athletes as well. Submitted reports were in the members' folders and he would be happy to entertain any questions.

THE CHAIRMAN observed that he had managed to attend one day of the symposium in Istanbul, and it had been really fascinating. He had travelled back to London with a young researcher from the FDA in the USA, and he had learnt a lot just by asking him questions. The world out there was a very complicated place. He looked forward to the slightly fuller explanation at the Foundation Board meeting the following day.

DECISION

Health, Medical and Research Committee chair report noted.

9. Legal

– 9.1 Legal report

MR NIGGLI said that the first issue he had wanted to raise was in the report, and it was on relations with the NFs. That was a matter that concerned both IFs and NADOs, probably even more so the NADOs, as more were delegating to NFs than IFs. It was important to bear that in mind in light of the 2015 Code coming into effect and the responsibilities of each of the stakeholders. WADA had faced a number of issues whereby it had realised that the delegation of result management to NFs was problematic, resulting in decisions that were not Code-compliant, and WADA was forced to appeal them to the CAS because the organisations that had delegated authority to NFs did not follow up on the outcome of the NF decision; therefore, WADA was left being the only one having to deal with the case, which was an issue. The members would see a number of those cases in his report. It was important to bear that in mind, and to realise that there were responsibilities in the 2015 Code for IFs, NOCs and potentially for NADOs to make sure that the rules were in place and, when result management was delegated, that there was follow-up. WADA was currently preparing a document that would be published to try to highlight the various responsibilities and how they could be played and implemented. He would try to help on that but it had proved to be an issue for WADA.

Apart from that, on the list of pending cases, he did not want to go into too much detail, except to say that WADA had withdrawn its appeal to the CAS on case number 4, mainly for scientific reasons, so it was no longer a pending case. WADA had another pending TUE case, and it was interesting to see that there were more of those. This was the second TUE case before the CAS that year. It had not happened so much in the past, and probably showed the importance of dealing very carefully with TUE cases at NADO or IF level because, obviously, there was and would be more litigation and contestation of those cases. That was what WADA was actually realising.

DECISION

Legal report noted.

– **9.2 Investigations report**

MR NIGGLI said that, in light of the new Code, he was preparing to help all ADOs in terms of their potential investigation and information management work, preparing information management guidelines, to be available to all organisations, to help them structure and organise the way in which they collected, analysed and stored information, and WADA was also preparing a training course for all ADOs to give them the basics for setting up their own information unit and organising that. Later on, there would be a more advanced course for those ADOs that had engaged people with a law enforcement background but, at that point, he was really looking at trying to provide the basics to everybody.

WADA continued its efforts to try to discover new substances that came onto the market, and a lot of work was being done on that and had proved to be useful, so those efforts were being continued. There had been a very interesting meeting in August with Major League Baseball, at which a number of ADOs had been present and experiences had been exchanged on investigations conducted recently by those organisations (the Australian one, MLB, and so on), and that had been very fruitful and a lot had been learnt. That had been taken into account in the development of the guidelines and the training course being put into place.

In the development of the new ADAMS, WADA was involving a small working group in the same way in which the athletes were being involved, to help make sure that the way in which ADAMS was set up would provide an adequate tool to share information where possible or identify existing information, and allow organisations to talk to one another. All of that was in place and efforts on that would be continued

DECISION

Investigations report noted.

10. World Anti-Doping Code

– **10.1 Implementation of World Anti-Doping Code and International Standards 2015 – rules update**

MR NIGGLI said that he wanted to give the members a progress report. WADA was revising all the rules that were being put into place by all the ADOs. The work was ongoing and, as the end of year deadline approached, the pace was accelerating. The numbers in the files had changed drastically, for example, 82 NADOs had rules in line with the Code as opposed to 68 some weeks previously, and there were over 170 in the process of being revised, whereas there had been 101 a few weeks previously. That gave an idea as to how things were moving. 14 Olympic IFs had rules that were compliant and 17 were currently under review, taking the figure to 31 being dealt with, although there were a few still to come. Overall, the process was moving ahead smoothly and there was fruitful dialogue with every stakeholder on that. That was the update. There was also the list of those ADOs that had been in contact with WADA.

DECISION

Update on the implementation of the 2015
World Anti-Doping Code and International
Standards noted.

– **10.2 Compliance activities plan 2015**

MR NIGGLI said that the most important part of his report was on how WADA would structure the compliance efforts for the following year and the years to come, and it was a follow-up from what had been reported and accepted in September in Lausanne. He had informed the members that he would come back with more details on the way forward. There were three main items: the establishment of an independent compliance review committee, as discussed; the creation of a task force and how to structure internally to deal with the issue; and what WADA intended to do in terms of the ISO process. For the establishment of the independent review committee, the members would see the terms of reference for the committee, and the idea was for the committee to really provide expert guidance to the WADA management in the way in which it would implement and progress its compliance programme, but also to provide recommendations to the Executive Committee members and Foundation Board members when the time came to make a decision on compliance, so it would be a very important role. The members would also see a paper, which had come a little later in the process, with the names of the proposed members for the committee. A great deal of effort had been made to choose people for their expertise, their independence and knowledge, and he thought that there was a very good committee proposed. He was very grateful to all the individuals who had agreed to be nominated, as it would represent a substantial amount of work, and they had been pretty enthusiastic about accepting the task and looked forward to the work.

As to the way in which the committee was structured, there were three independent experts who came from outside sport or government, and they had been chosen for their expertise. The proposed chairman was Mr René Bouchard, a high-level Canadian civil servant who had been on the Foundation Board some years previously, and he had also been the chair of the Independent Observer mission during the London Olympic Games, so he was well aware of the issues and was a very balanced person who would lead the committee in a very sensible fashion. There were then two experts, one of whom came from the civil aviation industry, a gentleman whose daily work for a UN body was to implement the compliance programme for civil aviation. Although he did not come from the sport world, he certainly understood what compliance meant, and WADA was happy that he was ready to help. The other expert was a lady from the pharmaceutical industry (from Roche), who had taken care of quality assessments for the pharmaceutical industry, process, and so on. Those two people could really help WADA. Representing the athletes, the proposal was to have Ms Scott, the Chair of the WADA Athlete Committee. There would then be a representative from sport and one from the governments to respect the balance of the agency, and the proposal was to have Mr Tom Dielen, the Secretary General of World Archery, a man with a very busy agenda who had agreed to serve on the committee with the blessing of his president. Mr Dielen was a former WADA employee, and knew the field of activity and the world of sport without a doubt. From the government side, a high-level civil servant from Denmark was being proposed. She had been the alternate for Mr Mikkelsen on the WADA Executive Committee. She also understood the context in which WADA operated. He hoped that the Executive Committee would agree to recommend the committee to the Foundation Board for approval the following day.

THE CHAIRMAN said that he thought that it was really important information thus far. He was rather encouraged with the implementation figures, and it seemed to him that WADA was heading in the right direction in terms of IFs, NOCs and NADOs that understood the need for new compliance rules. Clearly, WADA would continue that work. He thought that WADA should stress that, having got everybody compliant in terms of rules, there would inevitably be much pressure on WADA at some future date to say to organisations that they were compliant only by rule but they were not doing the job properly. That seemed to him to be a high risk. In which case, the Foundation Board was the organisation that would have to take the ultimate decision on non-compliance and, as a member of a board like that, he would need and would want to have detailed and good justification for a decision. That was why WADA had gone to a lot of trouble to get really good people to help. He liked the word 'blessing' used by Mr Niggli, and Mr Dielen, together with Ms Kristensen from Denmark, would be good members. It was really important that WADA get this right.

MR RICCI BITTI said that it was a high-level task and would require a lot of work behind the scenes. The people chosen were really outstanding people. His question was about the terms of reference. That was the final document of the committee, a proposal. The final document that the group could eventually prepare would be a proposal to the Executive Committee, but the Foundation Board would be the deciding body. There were two steps, so he hoped that it would work.

MS FOURNEYRON noted that she was happy about the compliance plan with the three-tiered strategy to translate priority choices into the plan presented so as to reinforce the essential mission of WADA, which was Code compliance. Europe wholeheartedly approved the nomination of the independent experts and would fully support the future work, which was extremely important in the short-term (regarding compliance in 2015), but which would also require commitment with regard to implementation by all the stakeholders after compliance. She was also happy to note the progress made by the Council of Europe, WADA and UNESCO on genuine coordination regarding compliance. There had been recent exchanges with the WADA Director General and there had been an e-mail dated 12 November from the Council of Europe on taking action. She emphasised the need for cooperation and coordination and, above all, the availability of the Council of Europe to ensure compliance in line with the strategy chosen.

THE CHAIRMAN observed that it was quite unusual to set up a group and to actively seek ISO accreditation. It set a standard that people would have to understand. It was not just a small sub-committee that would make the occasional recommendation. It would be a highly competent professional body.

MR NIGGLI told Mr Ricci Bitti that the ultimate body for non-compliance decisions was the Foundation Board, and therefore the recommendation would be for the Foundation Board; however, the body might discuss the issue before it got there. He also foresaw some scenarios involving corrective action rather than non-compliance decisions, which would be a matter for the Executive Committee and not the Foundation Board. That was why both possibilities were in the terms of reference.

He told Ms Fourneyron that he had indeed received the e-mail from the Council of Europe and cooperation with all those organisations that wished to be involved in compliance would of course be welcomed. WADA would continue to discuss compliance issues with the Council of Europe. WADA would be responsible for compliance with the Code, the governments had a different compliance responsibility, as it had to do with the Council of Europe convention

and the UNESCO convention, but exchanging information and avoiding the duplication of work would naturally be welcomed.

THE CHAIRMAN asked if the members were happy that the proposal go to the Foundation Board to be signed off the following day.

DECISION

Compliance activities plan 2015 noted.

– **10.3 Technical document on sport-specific analysis – appendix 2: minimum levels of analysis for sports for athletes with impairments**

MR RICKETTS said that the Executive Committee would be aware that the technical document on sport-specific analysis had been approved at its previous meeting in September, and appendix 2 of the document, which was on the minimum levels of analysis for sports and disciplines for athletes with impairments, had still been in the consultation process with the responsible IFs and other ADOs. That was the same consultation process afforded to able-bodied sports, and it had resulted in 45 sports and disciplines, in addition to the 173 sports and disciplines for the able-bodied, with minimum levels of analysis for those substances within the scope of the technical document. As part of the physiological risk assessment for the sports, a number of additional factors had had to be considered, and they had been quite challenging for the expert group: the classification systems that existed for some of the sports, and also the variations in sports equipment that the athletes required to participate in the sport. That was the impact on the physiological and non-physiological output. That had resulted in 40% of those sports and disciplines having the same minimum level of analysis as the able-bodied equivalent sports, with the majority of the others being ranked under the next level down from those. He thanked the IPC for their involvement and guidance and the expert committee that had been involved in the process.

THE CHAIRMAN said that there had been very broad consultation. The IPC had been fully involved in looking closely at the issue before the Executive Committee approved it. He asked if the members were happy to approve it. It rather completed the first stage of the technical document work. He congratulated Mr Ricketts: it was an outstanding piece of work. The members would see just how that translated into much better test distribution plans and better analysis in the hope that the whole testing process could be made more intelligent, better, cheaper, faster and happier.

DECISION

Technical document on sport specific analysis
– appendix 2: minimum levels of analysis for
sports for athletes with impairments
approved.

11. Any other business/future meetings

THE CHAIRMAN noted the dates for future meetings, which for the first time would be mid-week, unanimously approved by the staff of WADA. He thanked the staff and the interpreters, as well as the audio-visual technicians, for their excellent work.

MR ESTANGUET noted that, unfortunately, the IOC Athletes' Forum would be held at the same time as the Montreal meeting and some of the athlete members of the Foundation Board would be unable to attend.

DECISION

Executive Committee – 12 May 2015, Montreal, Canada;
Foundation Board – 13 May 2015, Montreal, Canada;
Executive Committee – 16 September, Copenhagen, Denmark;
Executive Committee – 17 November 2015, Colorado Springs, USA;
Foundation Board – 18 November 2015, Colorado Springs, USA.

The meeting ended at 13.00 p.m.

FOR APPROVAL

SIR CRAIG REEDIE
PRESIDENT AND CHAIRMAN OF WADA