

**Minutes of the WADA Foundation Board Meeting
16 November 2014, Paris, France**

The meeting began at 9.00 a.m.

1. Welcome, roll call and observers

THE CHAIRMAN introduced the President of the National Assembly of France, Mr Bartolone, and invited him to say a few words to the Board. Mr Bartolone addressed the Foundation Board meeting participants and greeted two people in particular: Ms Fourneyron, a member of the WADA Executive Committee, because it was thanks to her that the Foundation Board was meeting in the Salle des Fêtes of the Hôtel de Lassay. As minister of sport, she had come to ask him in March the previous year if she could organise that major WADA event at the National Assembly. Mr Estanguet was a newcomer to the Foundation Board, representing the IOC athletes. For him, Mr Estanguet was a model of commitment and perseverance, having competed in four Olympic Games and won three gold medals, and with an extraordinary Olympic CV for a French athlete. He congratulated him as, on 7 November, he had been elected Vice-President of the International Canoe Federation. He was delighted to open the meeting of the WADA Foundation Board. He was very pleased that WADA had chosen France for its annual meeting, as it gave him the opportunity to welcome the Foundation Board members to the place that symbolised French democracy.

He was happy to open the doors of the National Assembly because doping should not be a taboo subject in the world of sport. Doping was a scourge in sport, and everybody present was aware of that. It went against the spirit of sport, as it was an act of cheating. Unfortunately, it affected more and more amateur and young athletes, who were often not aware of the severity of what they were doing and the effects of doping on their health. That was a real challenge for society. At WADA, since 1999, some real progress had been made. He welcomed the World Anti-Doping Code, the document that harmonised anti-doping policies and rules for all of the sports organisations and public authorities in the world. Since its entry into force on 1 January 2004, the Code had proven to be a very effective tool. But the fight against doping in sport was a permanent concern, a kind of high-speed race between the researchers and the cheats, and between the users and the rules, and the advantage of the Code was precisely that it was not set in stone; it evolved, as all legislation did. The Code had to be revised regularly, and it had been, and he knew that a new version would be entering into force on 1 January 2015. In fact, the French members of parliament would be examining the bill in mid-December, which would enable the government to take the necessary legislative measures to bring their national legislation into line with the World Anti-Doping Code on 1 January 2015.

In doping, nothing was irreversible and there was still a great deal to be done to combat the scourge. Everybody knew that tests alone would not be enough. The fight against doping in sport could not be limited to repression alone, so the IFs had a major role to play in prevention, especially during the run-up to major events, such as the Olympic Games and the Paralympic Games. More prevention was needed, along with a better understanding of the problems encountered by athletes, and better monitoring of their social and professional

lives. It was necessary to call into question timelines and probably put a stop to the excessive commercialisation of sport.

Doping was a scourge in sport, but the spirit of sport was stronger than doping. Sport was a social system in itself, a school of discipline, respect and performance. There was a sport for everybody, all sectors of the public, including those in difficult social situations, the vulnerable and the disabled. All sporting disciplines, including emerging disciplines, were welcome; it was necessary to organise them whilst respecting the rights of citizens to join clubs or federations, to become affiliated members or not, to practise freely or within an organised setting. Furthermore, sport was a uniting factor: it brought together all the countries in the world. Sport upheld and embodied all those values, as long as everybody fought against doping, along with violence, sectarianism, racism, and excessive commercialisation. That was a collective responsibility, and the responsibility of political actors.

When new IOC lines of action were decided on in some weeks' time in Monaco, it should be recalled that sport upheld social values for athletes, in particular for young people, and contributed greatly to teaching them rules and attitudes, facilitating social life. Coaches, teachers and members of the sporting entourage were the real actors in sport. Sport not only had an educational impact, but also an impact in terms of the way in which it was practised, taught and structured.

He shared his conviction with the Foundation Board participants. France was a great sporting country, and this could be illustrated by the achievements of many of its athletes, and he had just mentioned Mr Estanguet. The commitment of young people, the clubs, the number of affiliated members, the quality of infrastructure throughout the territory, the investment of federations and the NOC, the collective ambition of the public and the images of spectators at sporting events were true illustrations of enthusiasm that were really heart-warming, and he knew that a number of those present had experienced the atmosphere the previous evening at the Stade de France, which was in his constituency, Seine-Saint-Denis. In France, there were 65 million amateurs and 65 million sport commentators, always ready to enthuse about a match, competition, race or event, be it a professional, amateur or handisport event. Furthermore, having talked to those present, he knew what the opportunity had meant the previous day, during which two teams had given their all and had maintained suspense up to the very last minute. That had been a wonderful opportunity for the members to witness France's ability to host and stage events, as had been done recently for the World Equestrian Games and the European Fencing Championships, and as would be done in 2015 for the Track Cycling World Championships at the new velodrome in Saint Quentin, the World Rowing Championships and the final stage of the European Basketball Championship, replacing Ukraine.

He thanked the members again for choosing France to host the Foundation Board meeting. He hoped that they would have such a good stay in France that they would be eager to come back as soon as possible, and why not with their national delegations in 2024 for the Olympic Games and Paralympic Games? In the meantime, he wished them success in their work and thanked them for their good work.

THE CHAIRMAN thanked the President of the French National Assembly for hosting the WADA Foundation Board meeting in that most beautiful of rooms (WADA had met in many places but never in quite such a beautiful room as that), and for putting in such elegant terms and with such clarity the duty before the members. He thanked him for mentioning Ms Fourneyron and Mr Estanguet. He would reserve his thanks. That was a scene that would inspire everybody for the work that they had to undertake and which they regarded as most important. He also thanked the president for all the help from his staff. He gave the floor to Mr Patrick Kanner, the French Minister for Sport.

MR KANNER said that Mr Reddie had just referred to the sumptuous environment in which the Foundation Board was meeting. It did not compare with his modest ministry, which was close by, but the French Republic was good at welcoming guests. He thanked the President of WADA for the sincerity that was one of his hallmarks and thanked Ms Fournayron and Mr Estanguet for helping to organise the meeting. He hoped the work would be as fruitful as it had been to date, and he hoped that Mr Reddie would leave Paris for Scotland with fond memories and the desire to return.

When he had spoken to Mr Reddie at his ministry, he had asked how far everybody was willing to go in the name of performance and how much people would be willing to sacrifice for performance, which was sometimes artificial, because it was that question that needed an answer. Doping distorted the rules, invalidated them, and thus undermined the very idea of fair competition. Were the politicians responsible for the sport movement, the journalists, the citizens and the athletes ready to accept the constraints of the fight against doping in sport? The fight against doping in sport concerned everybody at all levels. Were they willing to have a slightly slower race? Would they be willing to accept sport performances that were slightly less brilliant than those to which the public had become accustomed? Would the public still throng to such events with the same enthusiasm? Those athletes who doped were responsible, but this was also an outcome of a collective attitude. If such responsibility were accepted, there were two possible responses, the first of which was to continue the fight against doping in sport relentlessly, and France had done so since 1989, by signing up to the first international convention on the fight against doping in sport. It did so by bringing its legislation into line with the World Anti-Doping Code, and he mentioned the senators who had unanimously authorised the French Government to transpose the Code into French legislation. It had been necessary to act rapidly, as it had emerged that the fight against doping in sport was not just the reserve of one party, and he thanked the President of the National Assembly for recalling that, on 16 December, the French Government would proceed with the same legislative method so that the national legislation was compliant with the Code in the first semester of 2015.

France participated actively in the work of WADA by way of financial contributions and, the previous day, a letter had been sent by the French prime minister to WADA indicating that France would be willing to contribute to the anti-doping research fund.

There was a true race against time; it was a race against constantly evolving scientific technology, and the respect of ethics was at stake. New substances tested collective intelligence and were increasingly difficult to detect, sometimes even undetectable, even with the most recent techniques. As a result, it was not possible to impose deterrent sanctions within a short period of time. Therefore, WADA would have to come up with new controls, new methods that were increasingly smart, and other progress would also have to be achieved in the field of harmonisation of the anti-doping rules: harmonisation among countries and disciplines, and he knew that that was one of WADA's most essential tasks.

Other solutions could also be found, such as cooperation with the pharmaceutical industry. His government, and Ms Fournayron, when minister, had been from the outset the link between WADA, the Council of Europe and UNESCO, in the first international initiative to bring about such cooperation between the pharmaceutical industry and the public authorities responsible for the fight against doping in sport. Japan would organise the second conference on that subject in 2015. The objective of such cooperation with the pharmaceutical laboratories was to identify the molecules on the List of Prohibited Substances, and to devise the tests, as had been the case in 2008 for third-generation EPO. Nevertheless, if such cooperation were to succeed, it had to be managed on an international level with the support of the representatives of the pharmaceutical industry.

However the problem was dealt with, the same conclusion was always reached: international regulation and cooperation were essential. If there were need for further

justification, he would indicate the international nature of the doping substance supply chain. It was very difficult to take effective action against the purchase of banned substances on the Internet when the supply countries did not prevent such trafficking or production at the source.

As he had said, doping was an issue to be dealt with collectively, and if the first response was the fight against doping in sport itself, the second and perhaps most important response had to do with the type of society one wanted to construct, the values that one wanted to pass on and the education one wanted to provide to the younger generations. Elite athletes were role models for young people, and the image that an athlete who doped projected among young people, especially if the athlete had won as a result of doping, was absolutely devastating. It implied that, in order to be successful in life, one could break the rules and cheat. It discredited sport and its values, the sport movement and the very foundations of society, which were being assailed sufficiently at present. It was necessary to promote a model whereby going beyond one's limits went hand in hand with abiding by the rules. One could go beyond one's limits, but not beyond the limits. The message was for everybody, but perhaps mainly for young people and young athletes, the millions of athletes in France, members of sport federations. Young people had to be aware of the dangers of doping at a very early age, as not only was it a moral failing but it could also harm their health and their career. He knew that the President of WADA shared that conviction.

WADA had developed some very original education programmes and, in France, a national doping prevention plan had been established for the period from 2013 to 2016, for the public and athletes in particular. France had also launched an awareness programme for children at schools and colleges in the country, and they would be able to take part in open debates about the ethical consequences of doping. Awareness actions would also be carried out among the athlete entourage, families, coaches and doctors. The athlete entourage had a very far-reaching effect on young athletes and perhaps future champions. Doctors and sport physicians in particular would be advised to broach the issue of doping when athletes, even amateur athletes, went to medical appointments. Amateur sport had to be increasingly incorporated in such policies. There would be presence at major sporting events such as the Paris Marathon and all other amateur sport venues, such as fitness clubs. He hoped to be able to sign an agreement with the directors of major fitness club chains in France, a kind of charter of commitment, so that they would also take preventative anti-doping action in their establishments.

He wished to conclude by congratulating the sport federations, represented by the Olympic Movement, on their commitment. They had implemented major information and awareness programmes among their athlete members and elite athletes. He reiterated what he had told the President of WADA: that he was so delighted to host the first WADA Foundation Board meeting in France. France was preparing to host a number of major sporting events, which would attract huge numbers of athletes and spectators, and France committed to the major international cause headed by WADA, led by such a strong, vigorous and empathetic president. He assured the Foundation Board members that France was and would continue to be an active partner in the fight against doping in sport.

THE CHAIRMAN acknowledged the presence of Ms Ballestrazzi, the head of Interpol, who would be speaking to the Foundation Board shortly. He thanked the minister for several meetings, not least in the Parc des Princes the previous evening, when the minister had been nervous for just a few moments towards the end of the match. He thanked the minister for being such a strong partner in France for WADA, and for his almost immediate efforts to guide the legislation through the parliamentary process, for which WADA was very grateful. He thanked him for his hospitality, friendship and all the efforts that his staff in the ministry had made to welcome the WADA members. He thanked President Bartolone for a specific invitation some years in the future. It was beyond his powers to accept it at that

time, but he assured President Bartolone that WADA noted it with great interest and considerable enthusiasm.

Proceeding with the business of the Foundation Board in that most beautiful of rooms, THE CHAIRMAN informed the members that Mr George Walker, formerly of the Council of Europe and almost a founding father of WADA, had died a few days previously. Mr Walker had been a great supporter of the effort to protect clean athletes and everybody who knew him would be grateful to him. He asked the members to stand for a moment in Mr Walker's memory.

He circulated the roll call and asked the Director General to indicate any apologies.

THE DIRECTOR GENERAL noted that the minister from Botswana had been unable to attend the meeting, as had the minister from Egypt.

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; Mr Toni Pascual, Chairman, IPC Anti-Doping Committee; Professor Dvorak, representing Mr Joseph Blatter, Member of the IOC, President of FIFA; Mr Patrick Baumann, Member of the IOC, Secretary General, FIBA; Dr Robin Mitchell, Member of the IOC, President, Oceania National Olympic Committees; Mr Richard Pound, IOC Member; Ms Rania Elwani, ANOC Representative; Professor Eduardo Henrique de Rose, President, PASO Medical Commission; Ms Beckie Scott, ANOC Representative; Mr Andrey Kryukov, Executive Board Member, Kazakhstan National Olympic Committee; Dr Tamás Aján, Member of the IOC, President of the IWF; Professor Ugur Erdener, Member of the IOC, President, World Archery; Mr Francesco Ricci Bitti, President, ITF; Mr Gian Franco Kasper, Member of the IOC, President of FIS; Mr Anders Besseberg, President of the IBU; Ms Claudia Bokel, IOC Member and IOC Athletes Commission Member; Mr Adam Pengilly, IOC Member and IOC Athletes Commission Member; Ms Kirsty Coventry, IOC Member and IOC Athletes Commission Member; Mr Tony Estanguet, IOC Member and IOC Athletes Commission Member; Mr Romain Schneider, Minister of Sports, Luxembourg; Mr Chris Agius, Hon. Parliamentary Secretary for Research, Innovation, Youth and Sport, Republic of Malta; Mr Philippe Muyters, Flemish Minister for Finance, Budget, Work, Town and Country Planning and Sport; Ms Gabriella Battaini-Dragoni, Deputy Secretary General, Council of Europe; Mr Pavel Kolobkov, Deputy Minister of Sport, Russian Federation; Mr Abdisa Yadeta Muleta, Commissioner, Federal Sports Commission, Ethiopia; Mr Vincent T. Seretse, Minister of Youth and Sport and Culture, Botswana; Mr Michael K. Gottlieb, National Program Director, White House Drug Policy Office, Executive Office of the President, USA; Mr Bal Gosal, Minister of State (Sport), Canada; Mr Ernesto Irueta, President, CONSUDE, Uruguay; Mr Ramón Orta Rodríguez, President of CONCECADE, Puerto Rico; Mr Hideki Niwa, State Minister of Education, Culture, Sports, Science and Technology, Japan; Mr Chong Kim, Vice Minister, Ministry of Culture, Sports and Tourism, Republic of Korea; Dr Mohammed Saleh Al Konbaz, President, Saudi Arabian Anti-Doping Committee; Mr Xiao Tian, representing Mr Duan Shijie, former Vice Minister, State Sport General Administration, China; Mr Godkin, representing Mr Peter Dutton, Minister for Sport, Australia; Justice Warwick Gendall representing Mr Jonathan Coleman, Minister for Sport and Recreation, New Zealand; Mr Arne Ljungqvist, Chair of WADA's Health, Medical and Research Committee; Mr David Howman, WADA Director General; Mr Frédéric Donzé, Director of the European Regional Office and IF Relations, WADA; Mr Rob Koehler, Education and NADO/RADO Relations Director, WADA; Dr Alan Vernec, Medical Director, WADA; Dr Olivier Rabin, Science Director, WADA; Mr Olivier Niggli, Chief Operating Officer and General Counsel, WADA; Mr Tim Ricketts, Standards and Harmonisation Director, WADA; Mr Kazuhiro Hayashi, Asia/Oceania Regional Office Director; Ms Maria José Pesce, Latin America Regional Office Director; and Mr Rodney Swigelaar, Africa Regional Office Director.

The following observers signed the roll call: Valérie Fourneyron, Akio Tamashiro,

Marcellin Dally, Angela Melo, Alexander Schischlick, Edwin Moses, Richard Budgett, France Poret-Thumann, Laurent Belleguic, Sébastien Borrel, Laurent Villebrun, Jean Dherot, Trung Latieule, Pierrick Taisne, Françoise Chaptal, Marc Ventouillac, Anthony Thomas-Commin, Magdolna Trombitas, Patrick Schamasch, Valérie Amant, Doug MacQuarrie, Andy Parkinson, Liene Kozlovska, Natalia Zhelanova, Françoise Dagouret, Christian Thill, Alexandre Husting, Keiko Uchitani, Yaya Yamamoto, Ichiro Kono, Ayoko Ito, Shin Asakawa, Valéry Genniges, Lucienne Attard, Byung Jin Park, Yeo Won Kang, Kangeun Lee, Kenny Lee, Kari Töllikkö, An Vermeersch, Louise Barton, Martin Vaso, Zhixue Jiang, Jean-François Reymond, Scott Tibbutt, Hitesh Patel, Khalid Galant and Harold Adams.

– **1.1 Disclosures of conflicts of interest**

THE CHAIRMAN asked the members if there were any conflicts of interest that would inhibit them from taking part in the meeting in any way. If there were no declarations of conflicts of interest, the members could proceed with the meeting.

2. Minutes of the previous meeting on 18 May 2014 in Montreal

THE CHAIRMAN drew the members' attention to the minutes of the previous Foundation Board meeting held in Montreal on 18 May that year. The minutes had been circulated. He was not aware of any particular comments that had been brought to the attention of the WADA management. He declared the minutes approved.

DECISION

Minutes of the meeting of the Foundation Board on 18 May 2014 approved and duly signed.

3. Director General's report

Before handing the floor to the Director General, THE CHAIRMAN told the members that they would find a small gift from WADA which had come from the Outreach team at the Youth Olympic Games in Nanjing. He wished to assure the members that the value of the gift was way below any previous estimate in the public domain of the value of watches.

THE DIRECTOR GENERAL informed the members that his written report for that weekend's meetings had the report that he had prepared for the September Executive Committee meeting attached to it. He would not go over the contents of both reports, but he did wish to clarify one or two issues.

Regarding UNESCO, two further ratifications were in the process of making it through the UNESCO office in Paris: one from Madagascar and another from the Solomon Islands. He looked forward to those two being completed and leading to 178 ratifications of the convention.

The conference of parties of UNESCO would take place on 5 and 6 November 2015. All those government members present should ensure that they had saved those dates, as it was a very important conference for governments and for WADA. He looked forward to a successful conference with very helpful outcomes

The Foundation Board would hear later from the president of Interpol. He welcomed the French Government's secondment of a new person to work in Lyons with Interpol and to liaise with WADA. Mr Matthieu Holz, who had previously been seconded to Lyons, had joined WADA and would be working from the Lausanne office to assist in the area of investigations and information gathering.

He had highlighted three countries in his report, and WADA was specifically interested in helping them to develop their programmes in an appropriate way. The NADO responsibility

was with Mr Koehler as Director of Education and NADOs/RADOs. In his report, Mr Koehler would mention all of the countries WADA was specifically assisting in relation to their national programmes. He had highlighted three in his report simply because they had been in the media over the past few months. The first was Brazil, and there was a very important event being held there in 2016. WADA was working very closely with the NADO in that country and with the IOC to prepare for the Olympic Games in Rio. There was a very specific task force for that purpose, and he understood that work was proceeding in a most satisfactory fashion for the Olympic Games. In Brazil, progress with the national anti-doping programme was also proceeding satisfactorily. There was still work to be done, and WADA would do it with the Brazilians. There was still work to be done in terms of the reaccreditation process for the laboratory in Brazil, and he was cautiously optimistic that it would be completed in the coming months before the Foundation Board met in May the following year.

Considerable progress had been made with the national programme in Jamaica. WADA had partnered with the Canadian Centre for Ethics and Sport to ensure that its national programme was mentored by senior and experienced practitioners. There would be a WADA team going back to Jamaica before the end of November to ensure that the remaining commitments made by the minister in the country would be completed. In that respect, he advised the members of the change in legislation required for the new Code and to ensure that governance of the NADO in that country was proper.

With regard to Kenya, he held up the report that had been commissioned by the government in relation to doping issues in 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 2014. He would suggest that the reason for publication was the pressure that had been exerted by the Foundation Board and in particular the Athlete Committee. The contents of the report were available to all, as it had been posted on the website. Since publication, the Kenyan Government had met with WADA representatives and had committed to progressing a national programme immediately. They had received support from 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 in the expected direction. He added that the WADA President had also met with the Kenyan minister about ten days previously in Qatar and had received a similar commitment in terms of the development of the agency and also money, and everybody was very aware that, to run an appropriate anti-doping programme, money was required.

In his report, he had included the outcomes reached by the Executive Committee at its meeting in Lausanne in September, because that meeting had looked extensively at issues besides the normal September matters, which were the approval of the List for the coming year and the approval of research projects from the Health, Medical and Research Committee, both of which it had done. In addition, several other important decisions had been made and he had outlined them in his report.

Regarding the special research fund, the president of the IOC had challenged governments to match the 10 million dollars that he had proposed be available for innovative research. The governments had responded, and the following countries had committed (and some had paid) contributions to the fund: China (one million dollars), Korea (500,000 dollars, the first payment of which had been made to WADA), Saudi Arabia (500,000 dollars, the first payment of which had been received by WADA), Turkey (250,000 dollars; money paid to WADA), New Zealand (20,000 dollars; payment made to WADA), Côte d'Ivoire (8,200 dollars). All of those payments and commitments had been approved and accepted by the IOC as contributions that would be matched by the IOC to WADA. In

addition, the Executive Committee had been told the previous day that Japan was looking at a contribution of one million dollars to the fund. Qatar had sent a letter (received that morning) indicating a commitment of one million dollars. Russia had indicated that budgetary approval was being sought for payment of a sum of 720,000 dollars spread over time. At the lunch the previous day, the Executive Committee had heard that France had committed 150,000 euros over a period of time, and the Executive Committee had also heard the previous day that Sweden was committing 132,454 dollars (he supposed the amount was because of the exchange rate). Finally, there was a commitment of 10,000 dollars from Peru and a commitment by the USA of six million dollars. All of the letters of commitment had been forwarded to the IOC for approval and acceptance that they would be matched. The money would be received by WADA and used in the normal fashion for research projects in accordance with the WADA Health, Medical and Research Committee process.

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 he was very grateful to those who had offered to make extra payments to WADA for the budget in 2015.

The issue of food contamination had been referred to the Laboratory Expert Group, which would meet in Montreal the following week, with the suggestion that it look at specific substances that might be responsible for food contamination to see whether the reporting levels could be adjusted for those substances to ensure a difference between the substance used for doping and the substance ingested inadvertently in contaminated food. There was a research project ongoing in relation to clenbuterol in Mexico and the outcome of that might lead to even more fruitful differentiation.

Regarding the major leagues, WADA would meet with the NFL, the NHL and Major League Baseball the following week in New York. Progress varied between the leagues in relation to the Code, but he was optimistic that the continuation of the progress made, specifically with baseball, could continue and spread to the other leagues. He had recently been in touch with Mr Baumann and FIBA, and WADA had been invited to meet with the NBA in February at its joint meeting with FIBA.

As far as staffing was concerned, WADA had started to employ individuals to implement, follow, assist and process the new changes to the Code and the standards. The objective over the next two years was to assist all signatories, ensuring that their rules were in place and that they practised those rules in the most effective fashion. Efforts would be aided by several additional experts to help in that regard.

An important event that had taken place just over a week prior to the Foundation Board was the 25th anniversary of the European convention on anti-doping. WADA had been invited to attend the celebration in Strasbourg, and WADA would not be sitting there that day if the European governments had not taken the initiative to indicate governmental commitment to the fight against doping in sport 25 years previously.

PROFESSOR ERDENER wished to speak about the special research fund. As the Olympic Movement representative, he thanked the WADA management for its efforts concerning the important subject and also the governmental authorities for their really important commitments. He hoped that the same amounts would be transferred to the WADA account before March 2016.

PROFESSOR DE ROSE said that he had had an opportunity to participate in the meeting of the task force of WADA and the IOC in Rio, and he told the members of the Foundation Board that excellent work had been done by the task force in the distribution of the tasks between the three bodies working in the doping area (the university, the government and Rio 2016), checking the delivery of each group, the evolution of the laboratory and the new

accreditation the following year before the test events, and most of all asking the group to work as one team and forcing the members to come together to deliver an excellent Olympic Games in 2016.

MR ESTANGUET thanked the Director General for his report and echoed Professor Erdener's comments to thank, on behalf of the athletes, the governments for their commitment to the special fund, which would be very effective in the fight against doping in sport and would benefit the athletes. He wished to make another comment about the situation in some rather troubled areas in the world. At the Athlete Committee meeting, there had been mention of those countries about which the athletes had some concerns, as they were still rather worried about parts of the world in which athletes could train under perhaps less supervision, so he was grateful to see the progress made in Brazil, Kenya and Jamaica. He insisted on the importance of making rapid progress in Brazil so that the laboratory would be accredited in the coming months and would get up to speed. A lack of effectiveness during the Olympic Games could really tarnish the performances of the athletes, so he hoped that WADA would be fully committed to improving the situation in Brazil.

MR POUND informed the Foundation Board that he had one question and two requests for whether or not it was the appropriate time to raise an issue. His request related to the report by the Working Group on the Ineffectiveness of Testing. He wondered whether it might not be a good idea for the administration to prepare a report on which recommendations had been accepted and what had been done with them, which had been rejected and why, and which had been ignored for the usual variety of reasons.

Secondly, where should the larger subject of the CAS and doping matters be dealt with? Was that of sufficient importance to be raised at that time or should he wait until the legal report?

Finally, with respect to the compliance programme regarding the convention, his understanding was that two countries were taken and reviewed over a two-year period for compliance, and what that meant statistically to him was that each country could therefore expect to be monitored every 100 years. That did not seem to reflect the rhythm and urgency of the problems faced.

PROFESSOR DVORAK thanked the Director General for raising awareness concerning food contamination. It was still a serious issue, and the governmental representatives in particular should look into the contamination of food, in particular meat, by anabolic steroids, maybe in the American countries. There were more and more indications that other countries were also affected by such partially illegal procedures, and contamination could be passed over to the population, so it was not only concerns regarding the fight against doping in sport but also regarding public health. For once, through the controls in the doping procedures, there were huge illegal activities being discovered. There had been reports on clenbuterol in Mexico, and he congratulated WADA on initiating research programmes with the Mexican Government, which FIFA supported, but it should perhaps look at different countries around the world, and the illegal contamination of meat by anabolic steroids; it was not limited only to Mexico, as FIFA had indications regarding other countries.

DR KONBAZ said that it was known that research usually took time (two to three to five years), and he wondered why the IOC had put a time limit on the fund. Was there some reason for that? He believed that the countries would be happier paying out of their budgets every year. Could somebody explain the process?

MS BATTAINI-DRAGONI said that she wanted to personally thank the Chairman for the minute of silence to respect the memory of Mr George Walker, a very good colleague who had been instrumental to the birth of WADA. It had really touched her. She also thanked the Director General for mentioning the meeting held a few days previously in Strasbourg to

celebrate the 25th anniversary of the anti-doping convention. Mr Howman's presence had been much appreciated. Later in the agenda, the members would see that there had been some very concrete results obtained.

The third thing she wished to touch upon was the question of the research fund. She was very happy that, after a number of meetings during which the members had discussed increases from extra budgetary resources through voluntary contributions to the budget of WADA, the initiative, clearly taken by the IOC to establish a research fund, had come to life, and she was even more pleased to hear that so many public authorities or member countries of WADA had also come forward with considerable amounts, which, on the basis of what the Director General had just said, seemed to indicate that they went beyond the 10 million dollars initially foreseen. This was clearly indispensable oxygen for the organisation to be invested in research, and she was very happy about that.

She had been asked to report to the Foundation Board that the CAHAMA appreciated the effort immensely. However, the CAHAMA would like to raise one or two additional points, to facilitate future work in relation to the fund. The first point was that more and more research would be undertaken, and the CAHAMA was pleased that the fund would be under the leadership of WADA, but somewhat afraid that, in different continents where research was already ongoing, there might be some risk of duplication, and precisely because the CAHAMA wanted to avoid duplication in research, it was very important that WADA, which could fully monitor the situation regarding the research projects, guide the whole exercise.

She had one or two requests for explanations, as she would find them very helpful for the member states. She understood that WADA had wanted to use the word 'special', placing the emphasis on innovation. She would say that, in research, everything was innovation and she did not quite understand the meaning given to the word 'special'. What was very important was that, at the end of the day, many more resources would be available in the field of WADA research, and that was what counted, so perhaps more explanations of why something was special would clarify what that meant in terms of WADA management and in particular for the committee that dealt with research.

The second point was precisely what the previous speaker had mentioned, which was that, if there was a good partnership with a view to increasing WADA resources, why did there have to be a date to commit and a deadline for paying in the amounts? She very much appreciated the idea, but wanted more results in the future. Member states did not have the practice of budgeting like the private sector or the IOC. They needed to plan things, anticipate expenditure, and put them in a multiannual perspective, so it would be a pity if WADA were to put a stop to the interesting exercise by fixing dates that might be difficult to manage if additional member states wanted to contribute. She believed that more money for research was what was wanted, so perhaps WADA should be more flexible. If she could get an answer, it would be very interesting, as she had looked at the Director General's report and, at the end, on the special research fund, she was slightly puzzled, as the report said that certain countries had already paid, while others had committed and paid only one part, and would pay in phases, so what did that mean exactly in terms of flexibility in order to enable as many member states as possible to contribute?

DR STOFILÉ said that he wished to tie up elements of Ms Battaini-Dragoni's input about the special research fund. He was pleading for simplicity and straight talk. So many words were thrown in around the issue, for instance, the fact that the sum of the contributions from the countries would be sent to the IOC for approval and matching. That was very confusing. If one was making a voluntary contribution to a specified fund or programme, he did not know why it should go for vetting or approval by a partner. These were voluntary contributions. Secondly, regarding the question of dates and deadlines, those did not appear to be helpful for such voluntary contributions. As somebody had said, governments worked on mid- to long-term budget programmes. They had to plan for it, and do it when possible

and, if it could be done, that should not preclude them from doing it later. It depended on the availability of funds on their part. And also the question of 'some' and 'others', 'had' and 'would' was problematic for voluntary contributions, as one did not know if anybody would contribute in the first place, precisely because it was voluntary, and precisely because it was voluntary, it was not possible to know if some would have the will and others would later. The words were just confusing.

As to the matching of the contributions by the two parties in WADA, he also thought that it was redundant terminology, as they were voluntary contributions. How could he match the voluntary contribution of his partner or his co-conspirator? It did not make much sense to him to say that, for every voluntary contribution, there would be a matching contribution. In Montreal, there had been talk of the governments matching the ten million dollars committed by the IOC, and currently there was talk of the IOC meeting the contributions by the public authorities. He did not understand, so his plea was for a simple and straightforward statement on the research fund. Yes, it came from the governments and the IOC. Who was the custodian? He assumed that WADA would take charge of it. The rest would be discussed in the Health, Medical and Research Committee. He did not think that WADA would want to get confused with the modes of matching. If there were matching, there should be clarification as to why there was a need to match a voluntary action. He was not a native English speaker, so maybe 'voluntary' meant something different to what it meant in his language. What was the meaning of this?

MR KOLOBKOV said that the European countries had had an opportunity to discuss some issues of great importance with the Director General the previous week in Strasbourg, and one of the issues was the management of the work of the CAS. He wanted to propose Russia's assistance and support to assess the current situation and find proposals for a solution if the other stakeholders agreed.

THE CHAIRMAN suggested that the CAS bit be dealt with separately under the legal item later in the agenda, as he would like the Director General to answer the questions raised.

THE DIRECTOR GENERAL thanked those who had thanked the WADA management. A number had provided congratulations, which were very well received by the management team.

Specifically, turning to Mr Estanguet, he agreed with that approach in relation to Brazil. A number of countries in the world would also need help and attention in terms of their national programmes, and Mr Koehler's report covered some of those. It was a moving feast as, from time to time, problems arose that needed to be resolved. Mr Estanguet could be assured that the WADA management team had full commitment to the issues in Brazil.

He told Mr Pound that of course the management could provide another report on the report that had come from the Working Group on the Ineffectiveness of Testing. It had provided a report at the end of the previous year to indicate the areas that were being covered by the Code and the standards, and had also provided the responses from the key stakeholders to the recommendations. For the next meeting, the management would recompile that report with what had been done subsequently. He thought that Mr Pound could be confident that the management had not ignored any of the recommendations, but they had all been dealt with slightly differently.

In relation to compliance, Mr Pound had mentioned the convention and he thought that, when referring to two countries a year, Mr Pound was talking about the European convention and not the UNESCO convention. In Europe, there was a monitoring approach, which covered countries that the Council of Europe felt ought to be addressed in relation to the European convention and, in fact, WADA had received over the past few days a letter from the Council of Europe indicating how it might be able to do its monitoring in conjunction with WADA, for which he was grateful. The UNESCO convention had a monitoring report that

would be tabled at the conference of parties in November in Paris, and WADA would work with UNESCO in the lead-up to that conference to ensure that there was an effective report, and that was what he thought the governments would like. WADA would also work with UNESCO to ensure no duplication of material so that the governments were not required to report more than once to separate institutions.

He told Professor Dvorak that he was aware of food contamination issues and the management was working very hard to ensure that the research projects would help WADA alleviate that issue. Once the management had the results of such research, and FIFA had been engaged in that, and he thanked FIFA for that, WADA would be in a better position to ensure that the analyses conducted might indicate whether they were intentionally ingested banned substances or inadvertently ingested contaminated food.

Dr Konbaz, Ms Battaini-Dragoni and Dr Stofile had all raised the issue in relation to the special research fund. He was not in a position to reply, and he would ask Professor Erdener to speak on behalf of the IOC. All he could say was that WADA had ensured that those countries that had indicated commitments had had their commitments passed to the IOC. Some had come in in the past couple of days and he had not yet had a response from the IOC, which he was sure would be positive in recognising the commitments and offering to make the matching payments. The limit in terms of payments to WADA was the end of March 2016. The IOC had said quite clearly that it would make matching payments for any money received from governments up until the end of March 2016. There had been indications from some countries that they would make payments over a number of years, and he had had separate meetings with those countries to try to organise with them so that the payments would be made to WADA by that time, and thus far he had received positive responses. He was confident that WADA would get matching funds for those countries that were contributing over a period of time. Perhaps Professor Erdener could give more details.

PROFESSOR ERDENER informed the members about some critical details. First, the fund, the 10 million-dollar extra fund for supporting anti-doping projects, had been declared by the IOC president, who was expecting the same contributions from the public authorities. That was the first important issue. That was why matching was being talked about. The IOC did not want to keep the money for a long time in a bank account to be matched. It wanted to use it to support anti-doping projects. In any case, the remaining part would be used by the IOC medical commission to support anti-doping projects. Another important principle was that there would be very important coordination between two bodies, WADA and the IOC medical commission, and the IOC medical director and the WADA science director would be responsible for ensuring good cooperation.

THE CHAIRMAN thanked the members for all their contributions. There was some work to do as a result of those.

DR STOFILÉ observed that the response evoked other questions. The IOC had declared that it would make the grant of 10 million dollars for WADA research with the expectation of matching. That was what he did not understand. If he made a grant, was it a conditional grant, or a straight grant for research? If it were conditional to matching, then it would be problematic.

PROFESSOR ERDENER replied that it was an IOC executive board decision.

THE CHAIRMAN said that he understood the questions and the situation. The original intention had been that the matching by governments should come from government sources, and that needed to be clarified with the IOC. WADA would continue to do that.

MR RICCI BITTI said that his guess was that WADA risked turning a technical matter into a political one, and that was a big risk that should be avoided. He believed that it was necessary to manage the fund. He was sorry for the public authorities; they raised a very

good point, but it was a language problem. One had to know when the money was in the bank to use it. Honestly, the IOC had said 10 million dollars, and he tried to represent the IOC executive board with regard to its decision on special research. If the governments wished to match the amount, that would be fine; otherwise, the IOC would manage the money in cooperation with WADA. If the governments matched the money, the money would be managed fully by WADA. There were no restrictions on anybody. The matter was technical, not political. The public authorities were very free to match or not to match the amount; nobody was forcing them.

THE CHAIRMAN concluded that Mr Ricci Bitti's comment helped clarify the situation.

MS BATTAINI-DRAGONI suggested inviting the guest speaker to take the floor, as there was a risk that the Foundation Board would need to continue further with the current discussion. She was reassured by what she had heard being said very clearly by Mr Ricci Bitti. If that were the case, and if it were put in writing and made clear to everybody, excellent. However, if that were not the case, it should be revisited, as it raised questions of principle, method of work and governance of WADA. Governments would continue to provide money provided the money was in the hands of WADA, under the scientific division of the committee responsible for that, and the governments had an opportunity to look at the way in which the money would be used.

THE CHAIRMAN said that he could certainly confirm that. Funds would be held entirely by WADA and they were already held in a separate bank account specifically for that purpose. He hoped that put everybody's minds at rest.

DECISION

Director General's report noted.

– **3.1 Executive Committee meeting update**

THE DIRECTOR GENERAL stated that there had been three decisions made the previous day by the Executive Committee. The first was the approval given to the extension of the term for the Chairman of the Finance and Administration Committee, Mr Ricci Bitti, to 31 December 2016, a one-year extension. It had been decided by the Executive Committee in September that the chairmen of all the working groups should be determined at the same time in one year, and that decision would allow that to occur at the September meeting in 2016.

The Executive Committee had approved three social science research projects, totalling 169,000 dollars.

The Executive Committee had approved appendix 2 to the Technical Document on Sport-Specific Analysis, which was specifically in place for sports for athletes with impairments. The document itself had been approved by the Executive Committee in September.

There had been other recommendations made by the Executive Committee at its meeting, and they would come up during that day.

DECISION

Executive Committee meeting update noted.

4. Operations/management

– **4.1 Executive Committee appointments 2015**

THE DIRECTOR GENERAL said that the members would see before them the proposed membership of the Executive Committee for 2015. He asked the Foundation Board to

approve the composition for 2015. The proposal was as follows: the President as Chairman of the Executive Committee and the Vice-President as the Vice-Chairman; from the sport movement, Professor Erdener representing the IOC, Dr de Rose representing ANOC, Mr Ricci Bitti representing ASOIF, Mr Kasper representing SportAccord and Mr Estanguet representing the Athlete Committee; from the governments, Mr Lobognon from Côte d'Ivoire representing the African continent, Mr Gottlieb from the USA representing the Americas, Mr Niwa from Japan representing Asia, Ms Widvey from Norway representing Europe, and Mr Coleman from New Zealand representing Oceania.

DECISION

Proposed Executive Committee composition
for 2015 approved.

– **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 were asked to approve the composition of the Foundation Board for referral to the Swiss authorities. It was a formality. There was a new member, the new minister from China, and he thought that the President wanted to say some words of welcome.

THE CHAIRMAN said that he believed that there were two new members: Mr Agius from Malta and Mr Xiao Tian.

MR XIAO TIAN said that the Chinese Government called for fair play and clean sport, the spirit of sport that China cherished. Anti-doping was a priority for China. After a 20-year long effort, anti-doping work in China had made much progress. In implementing the 2015 Code, the Sport Ministry of China would soon issue its new code for compliance with anti-doping regulations in China. China appreciated and supported WADA in its efforts to promote global anti-doping initiatives.

Regarding the IOC research fund, the vice state minister of China, during her meeting with Mr Reddie in Nanjing during the Youth Olympic Games, had showed the will and support of the Chinese Government. China would contribute one million US dollars to the new anti-doping research fund. As always, China was willing to join with WADA, the IOC and other international organisations for more efficient and effective work. He looked forward to better anti-doping work, not only in China but also in the rest of the world. He hoped that WADA and the members would support China as they had done in the past.

DECISION

Composition of the Foundation Board
approved for the Swiss authorities.

– **4.3 Standing committee memberships 2015**

THE CHAIRMAN said that the number of nominations was really encouraging, as there had been much greater interest that year than in the past.

THE DIRECTOR GENERAL noted that, under the constitution, the working groups, following the receipt of nominations by WADA, were subject to decisions by the President in conjunction with the chair of each working group and himself as Director General. The composition for 2015, with the vacancies filled, was on the members' tables, with each one of the working committees fully outlined. The WADA management had also provided the members with a paper showing the breakdown of the committees in terms of continental

representation as required under the constitution, gender balance and, in relation to the committees (but not the Athlete Committee), the difference between those who had been nominated by governments and those who had been nominated by sport. Finally, the members would see a list of countries represented within the working groups, as WADA tried very hard to ensure that there were as many countries represented as possible. It was for information only, as a decision in relation to it was not required.

DECISION

Standing committee memberships 2015 noted.

– **4.4 Strategic plan**

THE CHAIRMAN stated that any well-organised group of people should have a proper strategic plan, and WADA had had a number of versions over the past few years. It had been brought to his attention that WADA should perhaps upgrade its strategic plan in the light of the new Code coming into effect on 1 January 2015, and the document was before the members. There was one minor amendment, which had come as a request from Mr Estanguet on behalf of the athletes, to make rather stronger the position and the role of the athletes in the strategic plan, and it came under the summary of strategic objectives.

4.4.1 Revised plan 2015-2019

THE DIRECTOR GENERAL informed the members that the proposed strategic plan would go from 2015 to 2019. The amendment sought, on the one-page sheet headed 'summary of strategic objectives', was a paragraph underneath point 9 on governance. The document in the papers had read that 'the strategic objectives reflect the expectations of WADA stakeholders', and the additional amendment being proposed was 'and will ensure that athletes will be appropriately included and engaged in their implementation'. WADA needed the approval of the Foundation Board of the new plan. The management had considered suggestions that it felt were appropriate to incorporate. It had engaged two independent specialists, both of whom had been engaged for the previous plan, and had taken very strong notice of their recommendations, guidance and advice. The management had also taken note of the President's guidance and advice and ensured that the plan was changed accordingly. There had been a change to the core values; they had been simplified, so there were three. There had been a change to the mission statement and the vision. It had been signed off by the experts and was before the members to approve that day.

THE CHAIRMAN surmised that it was certainly a vital part of the supporting papers of the organisation. Were the members happy with it?

MR PENGILLY said that he had a question about the strategic objectives, specifically the nine that were there. While obviously very difficult to measure, he wondered if there was any consideration to having a strategic objective of WADA being to reduce doping in sport.

MR SCHNEIDER stated that he wanted to express his gratitude and satisfaction with regard to the new strategic plan and the fact that it was in accordance with the objectives of WADA and the new Code. He congratulated WADA on its very proactive approach.

THE DIRECTOR GENERAL responded to Mr Pengilly. He would see the vision: 'a world where all athletes could compete in a doping-free sporting environment'. The mission was for WADA to lead a collaborative worldwide movement for doping-free sport, and he thought that both of those issues were the foundations for the plan itself and were revealed in more detail objective by objective and, when Mr Pengilly looked at it as a whole, he would see the issue raised as being fully covered.

MR ESTANGUET thanked the management for taking the wish of the athletes to be engaged in the strategic plan and the amendment into account. It went without saying that

WADA had to entertain a very good relationship with the clean athletes so that they felt involved and committed to the fight, so that they could act as ambassadors. As to the performance indicators, perhaps the ability to get more and more athletes on board should be assessed and the Athlete Committee should be strengthened so that it could do more.

DECISION

Proposed revised strategic plan 2015-2019 approved.

4.4.2 Operational performance indicators

THE CHAIRMAN noted that the operational performance indicators would have to be amended in light of the strategic plan.

DECISION

Proposed operational performance indicators approved.

5. Athletes

– 5.1 Athlete Committee chair report

THE CHAIRMAN asked Ms Scott to present the Athlete Committee report.

MS SCOTT informed the members that 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 raise the profile of the WADA Athlete Committee and engage with the athletes worldwide.

The members had the report before them and she summarised the key recommendations from the group. The Athlete Committee had made some requests to WADA, the first being that it consider simplifying the whereabouts programme around major games. Another request was to explore ways to incorporate a GPS system, and the Athlete Committee had had a short presentation from Ms Bokel on a programme being developed in Germany. The committee had since been in contact with the developer and the German NADO and was getting more information and details on the project. The Athlete Committee was obviously very interested in it and would be reviewing it.

The Athlete Committee had decided to form a specific working group or discussion group outside the committee to take a comprehensive look at supplement use. This had been an ongoing conversation and topic of concern, and the members really wanted to drill down into that issue and see if anything could be done in terms of addressing it and getting some more information.

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, 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 wanted to create a discussion group to focus on supporting mandatory education, brought about as a result of concern about younger athletes coming into competition for the first time and how little they knew.

The Athlete Committee had named two members on the ADAMS revision 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. It was not just one or two people, but many who had undertaken that year to become involved outside committee meetings. A member had been a part of the Independent Observer team at the Asian Games, and another member had been working on the Outreach team. It was a great group to work with, and she was not just saying that because she was the chair!

One of the most successful projects that the committee had undertaken was the social media campaign entitled Ask the Athlete prior to the Incheon meeting. There was recognition that many young athletes were involved in the world of social media and that they were a good platform through which to access athletes.

THE CHAIRMAN thanked Ms Scott for her report.

MR MUYTERS said that Ms Scott had congratulated all the members of the committee, but the European members thought that Ms Scott deserved congratulations on her leadership of the Athlete Committee, and in the future would give her further support for everything she did in the committee.

MR POUND said that an article that might be worth circulating among the Foundation Board members was the one written by Adam van Koeverden in The Globe and Mail, which was a very powerful response to the trivialisation of doping.

MS SCOTT showed the members a video on the spirit of sport.

THE CHAIRMAN commented that, if Ms Scott wished to do as Mr Pound had suggested, the next time there was a circulation to the board, a copy of the article in question would be included. The Foundation Board members would see from that quick video just how busy the Outreach team was at multisport games. The members saw them as an item on an expense sheet; but, in fact, it was a great deal of good work that was done.

DECISION

Athlete Committee chair report noted.

6. Finance

– 6.1 Finance and Administration Committee chair report

MR RICCI BITTI remarked on the discussions that had taken place previously. The sport side was very appreciative of the generosity that the governments had shown in responding to the invitation of the IOC to make money available to WADA for the research fund. That had to be very clear. Having said that, he believed that the members should be more creative and create more special funds to make life easier. He asked the top people to be more creative, as special funds were very successful.

The members had the minutes of the Finance and Administration Committee meeting in their files. The Finance and Administration Committee had met in July in London. He would make only three points. The meeting had been attended by all the members. The internal control memorandum had been very positive, with no shortcomings noted, meaning that, in terms of governance, WADA was doing very well and was very well managed. The third point was that there had been 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 reported to the members that the contribution news was not very positive. To date, 96.67% of contributions had been received, compared to 98.77% the previous year at that date. Contributions were somewhat behind schedule in the Africa region and in Central America. He hoped that the outstanding dues would be received before the end of the year.

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 expectations for the end of the year were in line with the budget, with no major surprises.

DECISION

2014 quarterly accounts noted.

– **6.4 Draft budget 2015**

MR RICCI BITTI stated that the issue of the budget had taken considerable time at the committee meeting, involving all of the stakeholders, and the recommendation that he put forward for approval was a budget that was described as 'scenario 1' in the members' papers, involving a 3% increase plus the travel expenses to be paid by the stakeholders. The recommendation was also not to abandon the practice in 2016, but to review the matter at a later date. The recommendation was currently very clear and he would be happy to respond to any comments.

The proposal was for the members to approve scenario 1, a 3% increase, meeting all the conditions and assumptions that went with the budget. There would be two big projects in the next two years, the first being the new ADAMS, with a budget of 1.6 million dollars every year for two years, and then WADA would have to implement the new Code from 2015, and that would include the recruitment and employment of new staff members at some considerable expense. The budget for that was around 2 million dollars. They were two very special expenses, but WADA could not avoid them for the sake of the programme and continuity of the efficiency of the agency. The committee had set a limit in terms of the depletion of the reserves, and scenario 1 included a sort of rule that the management had recommended, which was that the depletion of unallocated cash should not exceed 500,000 dollars, so the budget included that. WADA could dig into its reserves and use no more than 500,000 dollars. That was a major condition for operating the following year, so there would be two big projects, and the cash reserve depletion limit would be set at 500,000 dollars.

THE CHAIRMAN asked if there were any questions.

MR MUYTERS said that Europe acknowledged the need to make ongoing and concerted efforts to increase organisational efficiency, and continued to support a balanced budget and proper management of the unallocated reserve fund. Europe could agree on scenario 1, but an increase in contributions for Europe and many countries represented a huge effort, certainly given the current economic climate. He had read the report of the Finance and Administration Committee and, as Mr Ricci Bitti had said, there was a need for a temporary budget of 3.4 million dollars for the new ADAMS system and 2.04 million dollars for the implementation of the 2015 Code, but the increase in contributions of 3% was not temporary, so there would be temporary expenditures for ADAMS and the new Code but, on

the other hand, there would not be temporary contributions. As such, he proposed a budget planning exercise to cover multiple years. In such budget planning, and he suggested three or four years, the discussion of travel expenses could be reopened. To resume, Europe could agree on scenario 1 but asked for a multiple year budget plan in the future.

PROFESSOR ERDENER spoke on behalf of the Olympic Movement to support the 3% increase in the 2015 budget with travel costs to be paid by the Executive Committee and Foundation Board members.

DR STOFILÉ said that the public authorities at both the Executive Committee and Foundation Board meetings supported the 3% proposal.

MR RICCI BITTI responded that there was no objection to the multiple year plan. The Finance and Administration Committee already did that exercise internally on an informal basis, and he did not think that there would be any objections to making a two or three-year plan public. The second point, the break-even point, was very difficult to achieve with incoming expenses, but he believed that a good compromise would be the year budget plus two years' forecast.

MS BATTAINI-DRAGONI stated that the question of predictability had been raised that morning during the public authorities meeting: predictability in financial expenditure and organising with a view to ensuring that it would be possible to accompany the new needs for investment put forward because of the new Code and ADAMS. However, in order to do that, that kind of forward-looking budget planning was really needed, and it was necessary to be able to send the message clearly to the member states so that they could anticipate the needs of WADA, in order to get out of the squeeze of having to ask every year without having an idea of what would be needed for subsequent years. She was sorry to emphasise the point, but she felt it was essential, as a predictable budget was necessary; otherwise, how would they make sure that they implemented it (unless there were other alternatives, such as voluntary contributions for specific purposes, linked to the implementation of the Code or ADAMS, for instance)? She hoped that her point would be understood: it was necessary to be more predictable.

On behalf of Mr Ricci Bitti and the Finance and Administration Committee, as well as the Executive Committee, which had approved it the previous day, THE CHAIRMAN informed the members that the budget for 2015 was before them and the proposal was that option 1 be adopted.

He congratulated Mr Ricci Bitti on the speed with which he had achieved significant progress.

DECISION

Draft budget 2015 approved.

– **6.5 Confirmation of auditors for 2015**

MR RICCI BITTI informed the members that they were asked to confirm the reappointment of the auditors, PricewaterhouseCoopers.

THE CHAIRMAN congratulated Mr Ricci Bitti again.

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 report as chair of the Education Committee.

MR MOSES informed the members that education was one of the positive interaction points between WADA and its testing operations and the athletes and, as Ms Scott had mentioned that day, the Education Committee had been quite successful in reaching out and maintaining a very positive outlook connecting the athletes with the mission, and that was very important. There were three different times when the athletes came into contact with WADA operations: education, when the athletes had to give a urine sample, and unfortunately when they had to go before an adjudication committee in the event of a positive test. Moving forward, it was very important to make positive moves to educate the athletes in advance, and that was what the Education Committee would do.

Prevention was one of the most powerful tools that could be used in the fight against doping in sport, and it was necessary to abide by the 2015 Code, which reinforced the aspects of prevention and education, so he was pleased to say that WADA had and would continue to fulfil its role as a leader in the field of education and prevention; however, that leadership role was possible only with the commitment and support of all of the stakeholders.

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 work together and share agendas and ideas as they moved forward.

Mr Koehler had added to his portfolio working with the NADOs, one of the key contact points with the athletes. He looked forward to Mr Koehler working with the NADOs and the Athlete Committee and providing great ideas regarding outreach and education.

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, in September. The committee was very pleased with the work of the Education Department, as it continued to partner with the stakeholders to develop resources and ensure that robust materials were available for use everywhere, as had been seen in the video presented by Ms Scott.

With the 2015 Code coming into play, it was very important that WADA's stakeholders continue to utilise its resources (which included the model guidelines and the education and prevention programmes) and make sure that they remained a priority. The Education Department was doing very well; he was very proud of what it was accomplishing, and Mr Koehler and his staff were outstanding.

MR AGIUS noted that it was a pleasure and an honour for him to be present at the WADA Foundation Board meeting for the first time. On behalf of the European representatives of the Executive Committee and Foundation Board, he thanked the Director General for his very active and very well received participation at the 25th anniversary conference of the Council of Europe anti-doping convention, and in particular his emphasis on the further development of values-based education and prevention programmes to protect clean athletes. He looked forward to contributing in his new role as a member of the Foundation Board.

DECISION

Education Committee chair report noted.

– 7.2 Education report

MR KOEHLER briefly updated the members on the situation in terms of resources within WADA and what the committee had come up with to support what was currently an increased and more improved Code when it came to education, as it made prevention mandatory. There had been a lot of questions about prevention and how to ensure values-based education, and the department had tried to outline that in the model guidelines. He would like to thank the Council of Europe and stakeholders who had contributed to and provided detailed comments on the model guidelines. Some of the things that had been done to help support the 2015 Code included the guidelines, but more importantly the guidelines provided an open source ability to plan and make detailed education programmes.

The previous day, a targeted research project had been approved to support the survey tool that was going to be ready in March 2015, and the tool was a standardised survey to assess values, beliefs and behaviours of athletes, coaches and the entourage. He hoped to encourage and assist, when required, all national programmes and IFs to implement the survey for a couple of reasons. It could help tailor their education programmes, and for once there could be a good comparison from country to country, region to region, to see what the situation was in terms of the global fight against doping in sport and how well WADA was educating those who needed to be educated in anti-doping.

There was a series of tool kits, and the Education Committee had thought it important that the department continue to promote the tools that WADA had and share them with the stakeholders.

An area in which the department was working closely with partners was the Education Partnership Group, in which WADA had engaged the IOC, the IPC, UNESCO, the International Fair Play Committee and the International Council for Sport Science and Physical Education to create a resource for teachers. It was not simply about anti-doping; it taught about values, and separating right from wrong, and used sport examples to support teachers' teaching.

In terms of what WADA had to support the 2015 Code, and all resources were available to all stakeholders free of charge, looking at targeting youth, an example was that WADA had revised and updated the Play True Quiz, which was tailored to young athletes. It was not the same as the quiz for elite athletes. To support that, there was a game called the Play True Challenge, which allowed athletes to experience and understand how their decisions affected the outcomes. The department had also developed the Anti-Doping Quiz for elite athletes, and it was always at the Outreach booth, but the department had attached to it a new programme called Alpha, which was for elite athletes, based on research done over the past seven years. It brought in a comprehensive approach. It was not a one-hour or ten-minute education course, but was supposed to take two hours and fifteen minutes over six weeks, to allow the athletes to complete one phase and reflect. Education took place over time, and information had been built in, such as what the athletes needed to know when it came to doping control processes right up until the result management process. More importantly, it talked about ethical reasoning, and practical ways to stay clean, so it was a positive instead of negative reinforcement, and looked at how athletes dealt with the pressures of daily life and the pressures they came under to dope. It was currently available to all stakeholders and WADA was in the process of translating it and making sure that all stakeholders had access.

In addition, WADA had developed something for coaches. Subsequent to a recommendation the previous year, Coach True would be upgraded and revised in 2015, to make it more accessible via tablets and smartphones. WADA had developed a new programme for physicians; it was based on the Physicians' Tool Kit, but it was currently an online resource. The tool was ready, but the department had delayed the outsourcing or

marketing of it, as there had been interaction with the IOC and the IPC, which thought that they would be able to add and contribute to it. They would be adding a games-specific module to help those physicians going to games to go online and do the course. Again, it was to replicate what was being done in the paper-based module, and it covered all the areas physicians needed to know on a daily basis and when going to games. This would be launched in March, once the IOC and IPC had finished the content and programming, and there had been great cooperation with them in terms of further development.

The department had also moved forward with the piloting of the university project. WADA had a university course under www.learninghub.com. It was currently being piloted in ten countries, and WADA was obtaining feedback from the universities on how the curriculum was working and if it was meeting their needs. He hoped it would be formally launched by the end of the following year, in partnership with FISU and the Guangzhou Organising Committee for the Universiade in Korea.

Finally, athletes, coaches and physicians were talked about, but the Education Department also talked to its stakeholders, and there was a need to help them and up-skill their anti-doping administrators, people working on day-to-day business, so WADA was working with SportAccord and INADO to develop an e-learning resource for those working day-to-day on testing, result management, TUEs, education, investigations, communications, ADAMS, data protection and other specific categories. The principle of that was that everything was three clicks away. Anti-doping was a complex world and WADA wanted to guide people as best it could. That would be ready by the end of 2015 and the content was being developed as he spoke.

He mentioned two projects that WADA was working on. One was with Japan and it was called Sport for Tomorrow. The Japanese Government had approached WADA, and somebody had visited WADA recently and the President corresponded with Japan regularly for the Sport for Tomorrow project, so WADA would be partnering with Japan on four different areas: social science research, the development and capacity-building project, education and global education initiatives, and helping develop anti-doping programmes.

His final point was that the department was planning, at the end of 2015, more specifically in October, in partnership with the CCES, to host a global education symposium to deal with two aspects. On day one, researchers would be brought in to talk about research and how it supported education. On day two, discussion would focus on how to use that research to practically implement education programmes that were effective and informative for athletes, coaches and the entourage.

PROFESSOR ERDENER congratulated the Education Committee on an excellent job. The activities were very important for clean sport. The Olympic Movement supported the Education Committee's activities, especially the research grant programme.

MS SCOTT apologised to Mr Estanguet, who had been trying to remind her to mention that the Athlete Committee had undertaken an education project that year, and the members had in front of them the Athlete Reference Guide to the Code, which was a simplified and clear version of the 2015 Code, along with athletes' rights, responsibilities and education. She apologised for omitting it from her report. It was also online.

THE CHAIRMAN congratulated Ms Scott on getting it done.

There had clearly been a lot of activity and the members were clearly in favour of such activity, so he congratulated Messrs Koehler and Moses and encouraged them to keep up the good work.

DECISION

Education report noted.

8. Health, medical and research

– 8.1 Health, Medical and Research Committee chair report

PROFESSOR LJUNGOVIST informed the members that they had a very extensive report in their files. He hoped that they had read it. The Health, Medical and Research Committee had worked with a yearly responsibility to come up with the following year's list of banned substances and decide on the allocation of research money for relevant projects. That had been done in time to be decided on by the Executive Committee before 1 October; so, at the September meeting of the Executive Committee, the List and the research projects had been approved.

Very recently, in Istanbul in late October, the first symposium on investigation and the sharing of information had been held, to make the fight against doping in sport more efficient. Investigative authorities such as Interpol had been present, as had the WCO and other relevant international organisations with investigative powers and responsibilities, as well as those responsible for sharing information. There had been a very fruitful two-day discussion, bearing witness to the importance of various authorities including WADA being able to share information to increase the efficiency of the fight against doping in sport. The Interpol representative had informed the members that all sorts of people were involved in the trafficking of doping substances. He thanked his Turkish friends and Professor Erdener in particular for hosting the meeting in Istanbul, and the members would find the Istanbul declaration on the WADA website shortly. When authorities came together, people increasingly realised that doping was becoming not only a sport matter but also a public health matter, which made other authorities interested in taking part in such discussions.

There would also be a conference in Tokyo on relations with the pharmaceutical industry. The first symposium had been held in Paris in 2012 and the second would be held in Tokyo, hosted by the Japanese Anti-Doping Agency and supported by the ministry. He thanked the Japanese for taking the symposium on board. WADA needed much closer cooperation with the pharmaceutical industry to be able to identify what was in the pipeline and what could be misused for the purpose of doping. He had found the Paris symposium very useful in that respect. The second symposium would be on 28 January in Tokyo, as he had said earlier.

Regarding medical aspects, there had been a very recent symposium on TUEs in Paris. It took place every four to five years, and had to be repeated because TUEs were not an easy matter to deal with, requiring specialists, harmonisation and understanding on the part of those with that responsibility on the NADO level and any other ADO level. They changed people over time so, every time such a conference was held, new people who had not been exposed to the need for international harmonisation before were attending. That would be repeated again and again, the overall objective being to understand the need for harmonisation of the TUE process and a full understanding of the ISTUE, which was being revised again for the 2015 edition of the WADA Code.

DECISION

Health, Medical and Research Committee chair
report noted.

– 8.2 Science report

DR RABIN observed that a lot of information was in the department report, and he would be happy to answer any questions at the end of the medicine and science interventions, but he wished to highlight a few points. The first related to the List of Prohibited Substances and Methods. There had been quite an exceptional event in 2014, as it had been necessary to modify the List in force to introduce a clarification on the HIF activators, namely argon and xenon and some other noble gases or substances that could activate the mechanism, which

was considered by some as the future form of blood boosting, and WADA was certainly working very actively on that front, including with the pharmaceutical industry.

It had been necessary to modify the List during 2014 and the new List for 2015 had been prepared as usual by the List Expert Group, reviewed by the Health, Medical and Research Committee and approved by the WADA Executive Committee at its meeting in September. Of course, as every year, the List would enter into force as of 1 January of the coming year.

Regarding the research projects, in 2014, as part of the call for applications, there had been a record number of 116 research projects received by WADA, and that had entailed significant work with regard to the process involving independent reviewers. More independent reviewers had been needed, and it had meant more work for the project review panel and the Health, Medical and Research Committee, and it had been agreed with the groups to introduce a new step to pre-filter with the experts some of the projects that were not necessarily fully relevant or among the research priorities. After the usual review process with the independent experts, the project review panel and the Health, Medical and Research Committee, the projects had been presented for approval to the Executive Committee in September.

Regarding the relationship with the pharmaceutical and biopharmaceutical industry at large, WADA was entertaining relationships with some of the major pharmaceutical companies around the world. Probably the top 15 pharmaceutical companies were aware of what WADA was doing; WADA was discussing with them on a regular basis and was identifying the drugs with doping potential in their portfolios, and he was pleased to see the high level of credibility that WADA had achieved and the perception of quality from the companies, and some of them were currently extremely proactive, identifying the drugs with doping potential in their portfolios and coming to WADA to request WADA's expertise to help them prevent counterfeiting and abuse of their drugs for doping purposes.

The department was working actively on bringing in the associations of pharmaceutical companies and also the drug agencies. WADA wanted to involve the drug agencies, as it would be unrealistic to believe that WADA could have relationships with all the pharmaceutical and biotech companies around the world, and WADA also needed to involve the drug agencies at the final stage of registration of new drugs, in case new drugs had escaped vigilance or the companies were not aware of what WADA was doing, so at least there would be the possibility of being informed at the later stages and working with the companies before the drugs hit the market. That was therefore a very positive step in the right direction.

He was very pleased to note that the website to register for the Tokyo conference had been launched on Friday, and it contained information, and WADA was moving ahead at full speed to finalise the agenda and invitations for the participants at that important conference, which he was sure would add momentum to the relationship with the pharmaceutical industry.

THE CHAIRMAN observed that ten-and-a-half pages of pretty intense information in the report gave some idea of the scale of operations of the Science Department.

DECISION

Science report noted.

– **8.3 Medical report**

DR VERNEC informed the members that the medical report was in their files. He would not address it further, although he would take questions at the end of his intervention.

DECISION

Medical report noted.

– **8.4 Athlete Biological Passport**

DR VERNEC said that he wished to provide a short update on the Athlete Biological Passport programme.

There were currently 49 anti-doping organisations that had implemented the haematological module of the Athlete Biological Passport and there had been 59 direct anti-doping rule violations since 2010 by eight different ADOs. The Athlete Biological Passport was also directed importantly at strategic targeted testing, resulting in many other positive adverse analytical findings. The existing principles and processes developed for the haematological module also applied to the steroidal one, which had been implemented in January that year. One big difference was that all urine tests were automatically part of the steroidal module as long as doping control forms were entered into ADAMS. The adaptive model used prior values to trigger a confirmation procedure, resulting in less unnecessary IRMS testing than the old population values, based on the T/E ratio of 4:1, which had been used in anti-doping for two decades. It would also allow for the detection of those who had previously been under the radar. He gave the example of a recent case, in which an athlete with a normal T/E ratio of 0.5 had suddenly had a T/E ratio of 2.2, still far below the population value of 4:1, and the adaptive model (the algorithm currently in ADAMS) had identified it as an atypical passport finding, automatically triggered an IRMS notification to the laboratory, and there had been confirmation of use of an exogenous steroid and the athlete had been sanctioned. That would not have happened before 2014. It was the implementation year and therefore still too early to provide any meaningful data, but the trend being seen was that less IRMS was being performed in 2014 compared to 2013, while the percentage of confirmed IRMS was higher.

Cost was always a big concern for everybody, so being more efficient was very important. It was important to reemphasise that, even if laboratories automatically entered data into ADAMS, the adaptive model software could not match results and generate longitudinal profiles unless ADOs entered doping control forms, and that was something that many of the departments of WADA were working on with the ADOs to make sure that they were including the information needed. Every athlete had an ADO attributed as a passport custodian that could then share the athlete's passport with another ADO through a reciprocal agreement. That was necessary to ensure data protection and privacy, but it also ensured ADO accountability. WADA was always working to refine that, and had received a great deal of feedback from stakeholders, and continued to modify things.

There would be improvements in ADAMS, and guidelines and technical documents that had been produced throughout 2014 and would be done again. He would be heading to Lausanne in two days' time to address some of the practical and operational issues with a group of stakeholders, always trying to improve the Athlete Biological Passport.

The steroidal module added efficiency to the anti-doping process by automatically and intelligently directing samples for confirmation analyses. It really allowed for the implementation of truly strategic programming, focusing on athletes with suspicious profiles and avoiding the testing and evaluation of athletes where the efforts were not warranted. The WADA Athlete Biological Passport team, located in Montreal and Lausanne, would continue to work with ADOs, the Athlete Biological Passport management units and the laboratories in implementing the Athlete Biological Passport.

THE CHAIRMAN said that it seemed to him that clear progress was being made.

MR PENGILLY observed that the steroidal module appeared to be an encouraging start. The need to have the doping control forms entered into ADAMS had been mentioned. Was

there an approximate number of the percentage of doping control forms actually entered into ADAMS?

MS FOURNEYRON said that her dear friend and colleague Professor Arne Ljungqvist had presented for the last time the report of the Health, Medical and Research Committee, which he had chaired for 15 years. The previous September, in Lausanne, the Executive Committee members had given her the tremendous honour of appointing her as chairperson of the Health, Medical and Research Committee after two years as a representative of the Council of Europe on the Executive Committee. She had said that it was an honour, but it was also a great responsibility to be the successor of such a skilled, devoted and eminent figure as Professor Ljungqvist. He was one of the founders of WADA and had been a bedrock of the agency ever since. His strength, commitment, scientific credentials and human qualities and power of conviction made him a role model for everybody. She thanked Professor Ljungqvist very much for the time he had spent with her over the past few weeks to share his experience with her and advise her on how to continue the collective mission to protect health and protect the clean athletes, and she would walk in his footsteps with the expert group. It would be a great pleasure for her to work with all the WADA staff in the Medical and Science Departments.

PROFESSOR DVORAK said that he wished to speak about the Athlete Biological Passport. As everybody was aware, the FIFA World Cup had taken place that year in Brazil, and FIFA had used the opportunity to test the efficacy of the Athlete Biological Passport. It had a unique database, and it had tested all 736 players participating in the World Cup. It had tested them prior to the World Cup for blood and urine at the same time (that was important) and also, during the competition, the players' blood and urine had been tested, again at the same time. For the blood and steroid module, FIFA had the data. He had declared in advance that FIFA would test the feasibility and also the results, so it had designed a simple database with 1,324 players from 55 nationalities and 370 different clubs, most of them in Europe, but also in other parts of the world. Six athletes had been tested five times prior to and during the World Cup, 41 had been tested four times, 102 had been tested three times and almost 300 players had been tested twice during the World Cup. He considered that this was the way forward. To date, all blood and steroid profiles had been normal. That was the good news for football, but FIFA would continue. FIFA was linking the database to the Champions' League at UEFA with the different competitions, and would also include data from the different confederation and national competitions. From the 30,000 plus or minus sampling procedures done in football every year, a huge database would be created.

FIFA had come to the conclusion that ADAMS was the way forward, as it would not be able to manage individual programmes. That would make the administrative work much greater, as additional input would be required; however, in the long-term, it would make the management of the data much easier. FIFA was trying to clarify all the legal issues on confidentiality, etc., and he hoped that the issues would be overcome.

In conclusion, he would strongly support the direction proposed. The experience from the FIFA World Cup had been excellent, and all the players without exception had been supportive. They had really liked the proposal, even those who had been tested three, four and five times, the big players such as Cristiano Ronaldo, Neymar and Messi, were supportive, and in the future that would make it even easier. As to what Dr Vernec and Dr Rabin had said, this would finally provide rational reasons, for the registered testing pools of athletes who showed variations in their blood or steroid profiles, to design evidence-based targeted programmes. He thanked the WADA staff and said that FIFA would support the development of this in ADAMS in particular.

THE CHAIRMAN noted that he had liked the comment about ADAMS.

DR VERNEC responded to Mr Pengilly that WADA had been in the process of going through every single anti-doping organisation to see how they were all implementing the Athlete Biological Passport, including putting the doping control forms in. The short answer was that a substantial amount of doping control forms were not being put in, most from NADOs; the IFs seemed to do a better job of it or at least had less perceived issues of data protection. Some NADOs used a system other than ADAMS, so those were not seen, but WADA had discovered a large number of ADOs that, for whatever reason, administrative burden or other, had not been putting all of their doping control forms in. WADA had been making some good progress in the past few months, so he was expecting to see a fairly big change in the New Year.

He always appreciated Professor Dvorak's comments and the work of FIFA. It was important to understand that, for a passport or for any longitudinal profiling programme to reach its full potential, one needed data from all sources and all testing authorities, and one needed cooperation; so, with FIFA as the head of football, it needed to work with its regional federations such as UEFA and get information that might have been tested by a NADO, and be able to look at all of that in cooperation with the partners, and some of the data could be very interesting to look at over the next year or so. Therefore, he thanked FIFA for its support and the work it was doing in that area.

PROFESSOR LJUNGQVIST thanked Ms Fourneyron for her kind words. She would be taking over a very interesting job. He gave the members an example of how progress in science could work, which was that of IRMS, which stood for isotope ratio mass spectrometry. It was quite an advanced method requiring expensive equipment and very experienced staff. With the progress in the Athlete Biological Passport, the need for IRMS analysis would continually decrease, fortunately, because a lot of money would be saved. On the other hand, WADA had decided to make IRMS a compulsory method in all laboratories, meaning that more and more laboratories would conduct less and less IRMS investigations and, therefore, would be unable to keep up the necessary competence to make sure that they delivered reliable results, so he recommended that WADA review the compulsory component and not make the mistake of having too many analysing too few samples and making too many mistakes. It was an effect of scientific progress, which was economically very efficient, but one had to adapt the rules in the right way. That was one of his final comments from a scientific point of view.

DECISION

Athlete Biological Passport report noted.

9. Legal

– 9.1 Legal report

MR NIGGLI informed the members that the main points were contained in his report, and he drew the members' attention to section two, the issue that WADA was facing regarding a number of decisions issued by NFs. That had become more and more of an issue and, in light of the 2015 Code coming into effect, everybody needed to realise the obligations under the new Code and that would need to be addressed. This concerned NADOs more than IFs, and 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 appeal all the decisions to the CAS. It was important that those organisations that did delegate to NFs follow up and appeal the decisions when they were non-compliant. There should be a centralised way of dealing with result management.

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. WADA had two relatively difficult TUE cases before the CAS that year, highlighting the fact that that particular area was becoming more litigious, and required that all ADOs deal very carefully with TUE cases at NADO or IF level because, clearly, there were athletes who would challenge them more and more frequently.

There was one case that was not part of his report but which had been in the media recently: the case of an ice hockey player, Mr Bäckström. WADA had indeed appealed a decision, but it was a decision by the IHF that had recently been issued.

He understood that the CAS would be discussed after as a different item, but wished to make one remark, which was that a Legal Expert Group meeting had taken place in Montreal some weeks previously to discuss a number of issues in relation to the new Code. The CAS had not been on the agenda; however, the experts had requested that the CAS be a topic for discussion, and it was to say that it was not so much a WADA issue but a much broader issue raised by practitioners who were representing a variety of clients before the CAS and who had a number of issues related to it, so it went way beyond doping.

DECISION

Legal report noted.

– **9.2 Investigations report**

MR NIGGLI said that the members had already heard that morning from the president of Interpol about the importance of the matter, and WADA was preparing to help all ADOs in terms of their potential investigation and information management work. He realised it was a new field of activity for many. WADA did not expect every organisation to become a law enforcement organisation, but was preparing information management guidelines to be available to all organisations, to help them structure and organise the way in which they collected, stored and used the information, as a lot of it was already available but was simply not used, and required some organisation as to how to deal with current information. WADA was also preparing a training course to be made available to the ADOs to give them the basics for training their own staff.

WADA continued its efforts to identify new substances that came onto the market, and a lot of work was being done on that. There had been an interesting meeting in New York at the end of August with Major League Baseball, at which a number of ADOs involved in major investigations had been present, and experiences had been exchanged by experts on investigations conducted recently by those organisations (the Australian agency, MLB, and so on), and that had been very interesting and would be reflected in the guidelines being prepared.

As part of the ADAMS project for the following two years, WADA would establish a platform to allow for the sharing of some of the information, and would have investigators and people familiar with the field involved in the group that would be advising on the set-up of ADAMS.

THE CHAIRMAN asked if there were any questions on the legal and investigations reports. The members had heard that, almost as a side-line to a lawyers' meeting, there had been some concerns about the CAS, so that would be dealt with shortly.

PROFESSOR DE ROSE said that he had been surprised about the cases from NFs coming to WADA. Did the IF not deserve some control over NF decisions and should it not appeal before WADA? He managed swimming in Brazil and FINA was very tough and, for every case, it tried to see if the decision was correct. Theoretically, if it was not correct, they came

and asked to move the decision from one side to another. That was the NFs, so what were the IFs doing with regard to such cases?

MR POUND said that he was happy to hear that WADA had decided to appeal the recent ice hockey decision. As somebody who was part of an independent anti-doping agency, he did not understand WADA's failure to appeal against the initial decision of failing to withdraw the accreditation of somebody who had tested positive at the games and, in addition, awarding an Olympic medal to that individual. The decision was incomprehensible and he found the failure on the part of WADA to deal with it equally incomprehensible and, personally, offensive.

MR BAUMANN said that he wanted to take a somewhat unorthodox view on the matter. He had read with interest the issue on the NF decisions being problematic, and why IFs were not controlling them. It was obvious from discussions held in ICAS or separately that there was some unease or reticence within the IFs to take decisions because, after that, they went and appealed somewhere, and then there was some tinkering, with changes from eight to six months or two years to six months, which did not help the IFs very much and made them even more reluctant to take up any case at all. He had also read that a lot of resources were spent by WADA on appeals, monitoring and time, and he saw that there was a recommendation for further centralising the adjudication processes, at least at national level. At the same time, for the IFs, there was a problem of enforcing national decisions internationally, as not only nationals from the particular country were being caught doping, and they might go to the next country and try to continue to compete. It was very difficult to tackle that issue. It was said that the NADOs had greater impartiality, and the NADOs were saying that the NFs were not partial, which appeared to be confirmed by the statistics and the appeals. On the other hand, there was the issue of how to deal with foreign athletes in countries who were competing in other disciplines. Finally, there were also different levels of sanctions that national governments were putting into place which went well beyond the field of play, if one looked at the changes in criminal law, which were trying to go a step further than sport could. Looking at all of that, he thought that the real centre of excellence in taking decisions was WADA. WADA was where governments and sport came together, where the WADA Code was born, changed, adopted and drafted. WADA was seeking consistency, and was pushing NADOs to centralise the adjudication process, but why not go a real step further and think over the next four or five years when the WADA Code came up for review about WADA, or whatever vehicle needed to be put in place, taking the decisions on doping sanctions in the first instance? It would relieve everybody, at least from the IF point of view. It did not take away their responsibility for the fight against doping in sport. They needed to continue the fight against doping in sport and educate people, but it was probably worth thinking about. It was certainly unorthodox and would change the nature of WADA, which was currently a regulatory body, and did not have the means to impose sanctions, but it would be worth looking at whether what all were spending together as NADOs would not be better spent in one place, or a very central place, at the first instance, and then it would be much easier to deal with the appeals processes.

MR NIGGLI responded to Professor de Rose that that was the point of his report. Practice differed from federation to federation and NADO to NADO. Obviously, everybody should aim to achieve what Professor de Rose was indicating, which was that one could not simply delegate and then not follow up on the decision.

He told Mr Pound that he was not totally surprised by the question. There were pending cases before the CAS; therefore, he would refrain from giving any details. He had looked at it very carefully and had reached that conclusion. He would be happy to explain the reason for the conclusion. He thought that there were valid reasons, but would not want to go into details whilst the case was pending between the IOC and the player.

He told Mr Baumann that any new perspectives and ideas should always be looked at and he would be happy to discuss those comments further with Mr Baumann.

THE CHAIRMAN said that he was comfortable with the idea that WADA should brainstorm and see if it could be made better, but it would involve lots of people giving up part of their own authority if jurisdictional issues were to be centralised in a hybrid body such as WADA. Why not think about it?

He suggested discussing the CAS. There had been discussion in the Executive Committee the previous day that had raised issues about the CAS.

MS FOURNEYRON said that, at the Executive Committee meeting the previous day, she had mentioned the questions that might be raised about the time that the hearings took at the CAS and how long it took until a result was reached. The delays in question raised cost issues, which were significant, and called into question the credibility of the fight against doping in sport and the protection of clean athletes, their health and the ethics of sport. It was important to discuss how the CAS decisions could fit in with the sporting calendar, and everybody knew that the sporting calendar did not always fit in well with the legal calendar. There were often problems when decisions went from sport authorities to national jurisdictions, and the national decisions should not take too long so as not to completely disrupt the sporting calendar. It was important to talk about the difficulties of delays and cost in relation to the credibility of the fight against doping in sport.

MR KOLOBKOV informed the members that there had been a meeting in Strasbourg with Mr Howman during which there had been a discussion about the delays of CAS decisions and the increase in the cost of CAS hearings, and he proposed the assistance and support of the Council of Europe to assess the current situation and find proposals for a solution if other stakeholders agreed with him.

JUSTICE GENDALL said that the New Zealand ministry was funding the NADO in New Zealand, and that was Drug Free Sport New Zealand, and he absolutely supported what had been said. There was a situation whereby the New Zealand anti-doping body had been obliged to appeal a decision of the New Zealand sports tribunal because it believed that the decision was wrong and in breach of the WADA Code. The appeal had proceeded many months previously and a decision had still not been delivered. New Zealand had been told that it would be delivered but that it must first pay 20,000 Swiss francs and also that the athlete must pay 20,000 Swiss francs, so a decision had been delivered but nobody could get it because the athlete would naturally not pay to get a decision that he feared would be adverse to him, and that was absolutely wrong, just as an athlete who had appealed should never be required to pay a fee to get the result. It might be that it was because of a particular rule in the CAS that applied to the situation, but Drug Free Sport New Zealand would itself pay the athlete's 20,000 Swiss francs as well as its own fee to get the decision that it hoped would uphold the principles of the Code. Drug Free Sport New Zealand would have to go to the ministry and ask for further government funding to enable it to do its task properly. It was a matter of serious principle that a sub-judicial body in an individual case would make a decision on an appeal affecting an athlete and also a NADO but would not release the decision unless it was paid. He absolutely supported something being done to assist, because it was not going to go away.

MS BATTAINI-DRAGONI emphasised the need for an impact assessment of the challenges that WADA faced because of the CAS. She was very pleased about what Mr Kolobkov had just said, that Europeans would look into the impact and make a real assessment of the challenges, and she was very keen to come back to WADA to share the information and perhaps have a solid debate on it at one of its future meetings.

MR RICCI BITTI wished to make the point about all the problems on behalf of the IFs. Many points had been touched upon, including the CAS situation and the result management

situation, and he believed that they were all linked. There was a history, and it was first necessary to consider that history. There were two problems with the CAS. It had been created by the Olympic Movement, and he thought that it served its purpose well in general. The members were unhappy with some of the decisions, especially because the CAS had recently been showing a tendency to discount the first level of judgement and this reflected badly (especially in a sport such as his one) on the IF, the responsible body on the first level, as it looked very bad in front of the athletes, the agents, and so on, but that was a technical problem that could be solved with the CAS. The second problem was challenging the CAS itself, and it was necessary to be very careful, as the Olympic Movement had created the CAS, and he thought that the CAS concept had served the purpose. The challenge was those athletes who went to the national courts after CAS judgements.

Regarding result management, just to respond to what Professor de Rose had said, the IFs had no lack of responsibility, but there were two historical models: the centralised model, or federations that decided to take on the responsibility for all result management, and the federations that had taken the decision to delegate result management to their NFs. Those were two opposite philosophies, and there were results that were not easy to manage in some situations, but the recommendation included in the report clearly indicated the preference for the future.

On that matter, he also welcomed the extreme comment made by his colleague Mr Baumann, as he called for somebody else to be involved in the first level of judgement, a neutral body (he had said WADA, and he did not know how realistic that would be), but the discussion would undoubtedly be very interesting. He had been involved in the matter for ten years, and he believed that it was necessary to list all the problems and then see which would be the best way forward.

MR POUND stated that he had been fortunate enough to be invited to be part of the meeting that Mr Niggli had referred to, namely the legal experts meeting, which had included IF representatives, NADO representatives, representatives of WADA and others, with particular reference to their concerns about the CAS. It had been known that he would be going to a meeting of ICAS, which he had done, and he had agreed to take forward the concerns, all of which had been included in the documents discussed by the ICAS board. Mr Baumann had been there and would recall the letter he had sent to the chairman of the CAS. There had been some progress as a result of that, and one was that the president of the CAS was very open to having a doping list of arbitrators, as there was a football list for cases involving football and people with the relative expertise, so the CAS was ready to create a doping list, although it would obviously not be as big as the FIFA list, as there were fewer cases. He had urged that there be lots of seminars given by the CAS or ICAS as the case might be, especially because a new Code would be coming into effect on 1 January. There had been regular doping sections of seminars, but he thought that there was a general agreement that, with the new Code coming into force, more were needed, and more concentrated ones. The return serve on that was that the CAS would be more willing to do it, but it would need some help from WADA in providing the people who could explain the Code and so forth, and he had said that he doubted that it would be a problem at all.

He had raised the concern that arbitrators often gave the impression that they were legislators and not arbitrators, and were making interpretations of the Code that were certainly not warranted.

There had been discussion of the fact that the whole issue of proportionality had already been dealt with in the discussions leading to the Code, so arbitrators had to understand that they were dealing with a very serious problem in sport, which was doping, and their job was not to rewrite the Code, but to make the decisions in accordance with the Code, and some of them would be tough decisions.

There had been discussion about the advisability of doping panels appointing their own experts in any case in which the science was being attacked by either of the parties. It seemed quite clear to those in the anti-doping business that there were some CAS panels that had not understood the scientific evidence presented to them, and had made incorrect decisions, which they would not have made had they had an independent expert explaining issues to them.

There had been some discussion about the whole question of cost and delay. That was a little more nuanced, but the idea was to consider the possibility of some sort of deference being shown by the CAS, where the underlying proceedings were thorough and it had not just been a whitewash at a national level or something like that. Were there portions of the evidence that need not be repeated? Were there experts from whom it was not necessary to hear again? That could be by agreement of the parties or the decision of the panel, and the only warning would be that WADA would have to agree if there was any thought that the underlying panel was not a thorough process. That would also go to the cost because, if one did not have to repeat all that evidence with witnesses and so forth, one could move a lot faster.

He had raised the issue of delays in awards, and he had got a much stronger pushback on that from the CAS. It had not been receptive to that. Some of the delays were caused by counsel, or by the lawyers. Some were caused by the arbitrators perhaps taking too long to decide, but the ICAS view had been that that was fairly rare. It seemed to him that one of the things that had to happen was that chairs had to take more control of the process of the hearings and not allow the counsel or the parties to get out of hand. Based on those concerns, he would say that the CAS was showing a much more flexible approach than it had done to date and there was an opportunity to make some progress in those directions. From 10,000 metres, however, one of the things that the Foundation Board members had to bear in mind was that they were faced with determined efforts to destroy the arbitration system in sport, in WADA's case with particular reference to doping, and it would be important, given the most recent iteration in the Pechstein case, for WADA, the IOC and ASOIF, for all the relevant organisations to find some way to appear in the cases and say that it was very important that people understand why there was arbitration in sport, and why that was preferable to decisions of the state courts, and the basic answer to all of that was enforceability. Arbitration awards could be enforced in all the major countries in the world, whereas a state court judgement was valid only in that particular country, and a state court persisting with that view ran the risk of destroying the entire arbitration system, not only in sport, but there could also be domino effects in other commercial and labour and related areas. He thought that that was important, and what was also important was that all the stakeholders, particularly from the public authorities, came from countries that had adopted and ratified the UNESCO convention, which ceded the final jurisdiction to the CAS and the courts in those countries ought to know that before they started rendering off-the-cuff decisions. He thought that WADA ought to circle the wagons and make sure that those views were articulated effectively before the next level, or there would be a big problem.

THE CHAIRMAN observed that it was a slightly difficult issue to sum up. Those people who had concerns were clients and, in a sense, WADA was a client, and expressing concerns to the CAS was in his view entirely reasonable. However, the final comment was absolutely crucial. The whole principle of arbitration in sport actually made sport work properly, and WADA should do everything it could do to make sure that that continued. He had actually had the opportunity to discuss that very issue in a very general way with the president of ICAS the previous evening at the Stade de France after he had recovered from the disappointment of losing the rugby match. Mr Pound was absolutely right, particularly his point on the UNESCO convention. The CAS needed to help WADA and WADA needed to be aware of what it should be doing.

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 the paper in the members' files was a progress report on the work that had been going on, checking the rules that were being adopted by ADOs in relation to the new Code. The document gave the members an idea as to where WADA was and what it was receiving; obviously, as the end of the year deadline approached, more and more rules were being received. The numbers in the files had changed since the document had been produced, for example, 82 NADOs had rules in place as opposed to 68 some weeks previously, 14 Olympic IFs and 15 IOC-recognised IFs had rules that were in place, and a lot more were in the pipeline being reviewed. The process was moving ahead smoothly and there was fruitful dialogue with every stakeholder on that. There was also the list of those ADOs that had been in contact with WADA. At the beginning of the following year, WADA would publish the list of those organisations that had rules that were in line with the 2015 Code. The work was ongoing, and that was an update on it.

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 activities for the following year and, as had been discussed in May and again in detail in September at the Executive Committee meetings, there were three main points: the establishment of the independent review committee, and the members had the terms of reference for the committee as well as a proposed list of members in their files; the way WADA would structure internally to deal with compliance in order to provide the best relations with all of the ADOs; and the ISO process WADA would put in place in order to get ISO accreditation of the compliance process. For that meeting, the members were asked to approve everything that had to do with the compliance review committee and, as the members would see from the terms of reference, the idea was for the committee to have independent members who would really provide expert guidance to the WADA management in the way in which it would implement and progress its compliance programme, as well as provide recommendations to the Executive Committee members and Foundation Board members when the time came to make a decision in relation to compliance, so it would be a very important task.

The members would also see a paper with the names of the proposed members for the committee. It was an apolitical committee, and the members had been selected for their expertise, their independence and balanced approach, to have a committee that could be of help in what WADA was trying to achieve. The proposed chairman was Mr René Bouchard, a high-level Canadian civil servant who had been representing the Canadian minister 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 a capable and measured person. 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 worldwide. He had a great deal of experience when it came to structuring compliance programmes. The other expert was a lady from the pharmaceutical industry

(from Roche), who had monitored quality management systems in the pharmaceutical industry, and would therefore bring to the table a lot of experience in terms of how those things were done. 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. From the government side, a high-level civil servant, Ms Bente Kristensen from Denmark, was being proposed. She had been the alternate for Mr Mikkelsen on the WADA Foundation Board. She therefore knew the work that WADA was doing and the topic pretty well. He hoped that the Foundation Board would approve the proposal.

THE CHAIRMAN reminded the members that the point of that was that the members of the Foundation Board would perhaps at some future date be the body that decided which of the stakeholders was compliant or not. To give them as much information as possible on the quality of the information before them, he thought that an independent body backed up by a WADA task force made sense. Were they happy with that and the names given by Mr Niggli?

MR PENGILLY said that he thought it was an excellent move forward and it seemed like WADA had an excellent list of candidates. He seemed to remember a discussion not so long ago about chairs of committees having to be Foundation Board or Executive Committee members. Perhaps that did not apply in that case but, if that could be clarified, it would be helpful. What was the process in the event of conflicts of interest within the group? It was a small group by necessity but, for example, if there were an archery issue or a Danish issue, would that person step out and would five members be deemed sufficient? He sought further clarity on that.

MR MUYTTERS said that he would not ask any questions but would give Europe's opinion. Europe was delighted with the progress made in WADA's compliance activities, and fully supported the recommended appointments to the expert group, and of course would offer every assistance to the group in the future.

MS BATTAINI-DRAGONI informed the Foundation Board members that the Council of Europe, WADA and UNESCO had got together to look at the future coordination of compliance-related activities, so they had discussed that recently with the Director General when he had been in Strasbourg, and she had sent a letter to the President of WADA and the Director General proposing that coordination between WADA, the Council of Europe and UNESCO be developed and formalised with a view to avoiding duplicating efforts in Europe when monitoring the anti-doping convention and the WADA Code. With that objective of avoiding duplication and enhancing synergies, she hoped that the letter would be well received and she awaited an answer.

THE CHAIRMAN responded that the letter had been received and he thanked Ms Battaini-Dragni.

MR POUND asked for some sense of where WADA would be as of 1 January 2015. Would that be that anybody who had not been declared compliant would be non-compliant? There had been 13 months to get ready for that and, in his view, there was no reasonable excuse for not being ready, so what was WADA going to do on 2 January?

MR NIGGLI responded to Mr Pengilly's point about the chairmanship of the committee. The Foundation Board was the sovereign body of WADA and so whatever it decided would work. The idea was that the committee would be slightly different to normal working committees, as it would be independent; therefore, he proposed that the structure be as it was and, if the Foundation Board accepted such structure, there would be no conflict, as the Foundation Board was the ruling body of the organisation.

Regarding the conflict of interest policy, the terms of reference stipulated that the normal conflict of interest policy would apply, so people with a conflict of interest would not take part in the deliberations or decision-making.

He thanked Mr Muyters for his comment, and thanked Ms Battaini-Dragoni for her letter, which had been very well received. WADA would certainly be in touch with her and the Council of Europe to see how to work things out in practice.

He told Mr Pound that the list would be published at the beginning of the year. There would be no meeting of the Foundation Board on 1 January, so the next meeting would be in May and the Foundation Board would see by that time what the situation was; however, on 5 January, there would at least be a list describing the situation.

MR POUND suggested that it be done contrary to WADA's normal soft, loving way and that WADA publish a list of those who were not compliant. He did not think that a list should be published and that people should have to try and figure out who was not on it. WADA should state who was not compliant on 1 January.

MR NIGGLI responded that he would take instruction.

THE CHAIRMAN thought that, in practical terms, WADA might do both. It might list quite clearly those organisations that had rules within the period that fulfilled WADA's regulations, and it might have a list of the others that had not. He personally was a little reluctant that WADA should say on 5 January that a stakeholder was non-compliant. He thought that they were non-compliant only in the sense that they had not completed their legislative affairs, and WADA could say that.

As he understood it, the whole issue of an independent compliance review was to take a much more serious step, in that one could be non-compliant by not having the proper rules. His understanding of the intention of that was that, at some future date, an organisation could be non-compliant because it simply did not run an anti-doping programme properly, and he thought that WADA could differentiate between the two.

MR BESSEBERG agreed fully with Mr Pound that 13 months should have been more than enough time, but WADA also had to be realistic. He saw on the list that relatively few IFs were in compliance with the new Code and the main reason was that most of those IFs had their general assembly or congress every second year and, for some of them, there was the need for a decision, so there were also formalities that had made it impossible for some to be in line with the new Code, even though it had been sent out 13 months previously. He was sure that the situation was not as bad as it looked. He thought that there were papers for those who had applied for and sought help with certain questions, so he was not so worried, but the formality was right. There would undoubtedly be many organisations that would not be in compliance with the Code on 1 January.

MR POUND said that he did not wish to labour the point, but all of the people had agreed to the Code and the Code would come into effect on 1 January 2015, so it was up to them to manage their affairs to be compliant at that time. It was not for WADA to persuade them to do it or make excuses for them not doing it.

THE CHAIRMAN replied that he fully understood. His compromise suggestion was to indicate those that had not done what WADA expected them to do and, if WADA said that they were non-compliant, they were non-compliant only in the sense that they had not completed the rules in time. Perhaps that weakened the hard line but, in practical terms, he thought that it was effective.

MS BATTIANI-DRAGONI stated that the members would appreciate that Europe attached a great deal of importance to the compliance exercise; for that purpose, and because she believed that at least some psychological pressure or political pressure should be put on

those that had not completed their work, the idea of having a clear picture of the situation at the beginning of the following year would help WADA to make sure that those who were dragging their heels and were taking too much time understood how important it was for them to be compliant, along the lines that had been described, but she would try to insist that the earlier WADA came forward, the better, because some countries or sport federations might think they could take all of 2015 and then why not 2016 to finally get the rules in place. She was somewhat concerned and afraid that it would take too much time otherwise.

MR MUYTERS stated that he really understood what Mr Pound and Ms Battaini-Dragoni were saying, but sometimes the political process, the parliamentary process, the advisory process and the legal process took a lot of time. He had started with the process the day after it had been agreed upon in South Africa, and he would probably be just in time on 1 January, so those who had not been present or had started one or two months after he had (for Belgium) would not be ready, despite having worked very hard, in January. It was necessary to see who was making efforts and who had already brought a suggestion to the parliament. One never knew what a parliament wanted. If his parliament had started to ask for people to come and say what they thought about the new Code, then he would not have been in time. The parliament decided in his country and probably in other countries too, and said how much time it needed to vote for a law. Even when everything was done in advance and quickly, sometimes it took more time than one thought. He came from the employers' world, and it was really difficult for him to see how much time things took in parliament, but one had to take care of the parliamentary work that had to be done, so he suggested that, on 1 January, there be a difference made between those who had done nothing and those who had taken too much time, because there were those who did their work but could do nothing about the lengthy process.

THE CHAIRMAN said that he was beginning to sense some consensus, which indicated that WADA should not be as absolutely decisive as Mr Pound had suggested on 1 January but should, in fact, remind firmly those who had been less quick than WADA thought they should have been. A complete list would be available at the May meeting. Were the members happy with that? They were, and Mr Pound was not, which he thought was a perfectly fair position to take.

MR ESTANGUET said that he saw that perhaps something had been done wrong that could be improved in the future: considering that slightly more than one year was enough, when it was clearly not the case, so perhaps for the next revision of the Code, the process should be different. If one year was impossible, enforcing that was absurd; therefore, if WADA thought that it should be managed within one-and-a-half years, it should state that an organisation was non-compliant and could not go to the Olympic Games but that, as soon as it was compliant, it could return. If one year was impossible, it was absurd to discuss measures.

THE CHAIRMAN thanked Mr Estanguet for his comment, but said that he was not particularly keen to continue the debate on that kind of argument.

MR MUYTERS stressed that progress made had to be taken into account and those organisations that had not made progress should not be declared compliant, but those who had done their job should be taken into account.

THE CHAIRMAN noted that the members had agreed, with the exception of Mr Pound, that WADA would proceed on that basis. Mr Niggli was asked to proceed in accordance with the directions.

MR NIGGLI informed the members that they had two other papers in their files. One was on how WADA would structure its internal work, and the idea was to make sure that all the

information was gathered and that there would be only one communication with ADOs to avoid different messages being received from different WADA departments.

In parallel with that, starting early the following year, WADA would start the ISO process to get the compliance process accredited. Just to conclude, the idea was to do it step by step, so it was important to have the expert group approved first, because WADA would then work with the expert group to design the programme that it wanted to put into place and make sure that things were done properly from the outset.

THE CHAIRMAN stressed that he wanted to be quite clear that the Foundation Board had approved the creation of the compliance committee. He was happy to minute the clear reservations expressed by Mr Pound.

DECISION

Proposed 2015 compliance activities plan and committee approved.

11. Anti-Doping Administration Management System (ADAMS)

MR NIGGLI informed the members that WADA was going to enter into a major project to create a new ADAMS, which it aimed to complete by the end of 2016. The work would be starting shortly, and the process of receiving bids had been completed; they had been assessed and a provider had been selected as discussed at the Executive Committee the previous day. WADA was in the final stage of contract negotiations and would then be able to start the work. Whilst renewing ADAMS, the current ADAMS would continue to be maintained and improved, so WADA would not leave the current system frozen; it would make sure that it met the needs of the stakeholders until the new one was in place. A process to invite suggestions from all of the stakeholders had been implemented, and 460 suggestions had been received and reviewed by the IT Department. When the Foundation Board met again in May, he would give the members a full picture of the structure, the project and the advisory committee.

There was some interesting and good news. Australia had decided to move to ADAMS, and that was good. It was clear from the discussion that morning that everybody using ADAMS was the way forward, in particular with regard to the passports. Italy, which had had legal issues for a long time, had apparently managed to overcome them and would start using ADAMS, and FIFA was also looking into using ADAMS, which was also great news. WADA was ready to help them achieve that in any way it could. Things were moving along. That was the present situation and he would give more details on the new project and how it would be deployed in May.

MR ESTANGUET said that he had a comment on the new version of ADAMS, which was fully supported by the athletes, who were convinced that it would improve equality among them. The new platform had to be more athlete-friendly, but he had a question about timing and the possibility of anticipating the transition from the existing system to the new one. It was clear that it might be disruptive for some athletes just prior to important events. The transition had to be as smooth and effective as possible and should not make life even more difficult for athletes preparing for high-level competitions. He did not know exactly when the new ADAMS would be operational, but wished to highlight the importance of a smooth transition for the athletes.

MR NIGGLI responded that it was an excellent point, although he did not have an answer and he was not sure that there had been sufficient thought given to it. Ms Scott had already highlighted the point, and he had noted it and would take it into account to be certain that things were done in the best way possible for the athletes.

THE CHAIRMAN observed that it was one of the priority projects that the Foundation Board members had agreed that WADA should concentrate on. It was both the public authorities and the sport movement that wanted it, and it was not Mr Niggli who would be doing it physically, so he would not wish him good luck, but WADA really needed it to work at the earliest possible date.

DECISION

ADAMS update noted.

12. NADO/RADO relations

MR KOEHLER informed the members that he wished to highlight a few points in his report and update them on some recent activities since the report had been written. When it came to the RADOs, progress and development were being seen. All of the organisations were testing athletes in their countries and in the region, and education had become a priority for them.

In January 2014, the RADO conference had been hosted by the Olympic Council of Asia. One of the recommendations coming out of the conference in Kuwait had been to have a training session for RADO staff and administrators to up-skill them and get them ready for the 2015 Code, and that would be carried out at the beginning of December 2014.

The RADOs had a huge involvement under the leadership of the regional offices and, with their support, and working together, that was how WADA was achieving results. It was worth mentioning that results were achieved only by working with partners, and several NADOs had committed time, staff and resources to assist the development of the countries and regions. He would not name them individually but he extended his gratitude to them for their support. Japan continued to provide additional funds for the development of RADOs in Asia. In the 2013-2014 fiscal year, 132,000 dollars had been provided in assistance. Norway and CHINADA continued to assist Africa Zone V and the Australian Government continued to commit 65,000 Australian dollars to help out with the RADO in Oceania.

There had been a recent meeting in South America, bringing together South American countries to look at how to further regional cooperation. That discussion would continue, and there would be a meeting in 2015 to discuss the possibility of partnership and development in terms of RADOs.

There were a few NADOs with which WADA had worked or which WADA had visited since his report had been written. Argentina was an area on which WADA would be focusing. Argentina would be hosting the Youth Olympic Games and was in the process of establishing a new NADO, and WADA was committed to assisting. He knew that Argentina's neighbour, Uruguay, had offered assistance as well. He thanked Uruguay for sharing its knowledge and offering to assist.

WADA had visited India the previous month. There had been an assessment of the NADO. India was currently doing about 4,000 tests per year and two staff members were coordinating those tests. The NADO was highly understaffed, and there were some areas on which it needed to improve, including the provision of whereabouts. The Indian NADO had recognised them and was aware of them and, as a result, WADA would be partnering with ASADA to assist and develop in India.

There had been a meeting in Cape Town with the Egyptian authorities. It had been determined that a full review of the ADO in Egypt needed to happen. As a result, early in

2015, led by Mr Swigelaar, WADA would be doing an audit and review and making recommendations for improvement. WADA already had the partnership agreed by the South African Institute for Drug Free Sport to help with any work that might need to be done in Egypt.

In 2015, WADA would focus its attention back on two countries in Eastern Europe, Belarus and Ukraine, and hoped to rely on UKAD to continue helping in those regions, along with FINADA. That concluded his update.

THE CHAIRMAN noted the huge amounts of activity on an international basis.

MR POUND observed that it might be helpful to members of the Foundation Board who were not on the ground seeing what was and was not going on in some of the countries, and without attributing any particular activity to any country, to simply describe the real-life problems that were out there and that had to be surmounted, because he thought that a lot of people had no idea as to what was going on.

MR KOEHLER responded that it was a complex answer because it was different in every region. The challenges were everything from competing priorities with countries that had to look after housing to countries that did not have an interest in doing things. There were different challenges. WADA did compile reports from each visit, outlined the challenges and the corrective actions that were required and, if anybody wished to review the reports, they were readily available at any given time.

THE CHAIRMAN said that he thought it was a very good suggestion. It might be worth taking two geographically separate situations and, if WADA was to send out the occasional important and worthwhile newspaper comment, it might do that as well. It would not be a multi-page exercise; it would just point out the really serious areas WADA found difficult to deal with.

DECISION

NADO/RADO relations update noted.

13. Government relations

THE CHAIRMAN said that Ms Jensen had produced her normal details of the approvals and ratifications of the UNESCO convention, and they were in the members' files and brought the members absolutely up to date.

He wished to welcome Ms Angela Melo, the Director of the Division of Ethics, Youth and Sport at UNESCO, who would give the members lots of information and bring them up to date and tell them lots of things with which they would be very happy.

MS MELO greeted all of the Foundation Board members and participants and congratulated Dr Konbaz on his appointment to the WADA Foundation Board. She thanked the country that was hosting the Foundation Board meeting in such prestigious and symbolic surroundings. She thanked the Foundation Board for inviting UNESCO to describe the approach it was taking and to reaffirm the very important role that UNESCO played in its mandate and the mission conferred upon it by the member states through the international convention against doping in sport.

Everybody was gathered together in pursuit of a common ideal, to deal with concerns that stained values and affected ethics. The gap between public suspicion and resignation

because of all the cheats in sport, and also because the use of banned substances and methods had become commonplace, had become so infinitely small that the transparency and sincerity of sport were being threatened to the point of being totally discredited. With the challenges made all the more complex because of new issues at stake and different environments, the international convention and the World Anti-Doping Code remained intangible, despite certain imperfections that some people might criticise.

Nonetheless, the first vocation of the international convention against doping in sport was to contribute to the essential harmonisation of standards and ensure a uniform approach in the fight against doping in sport. In the same vein, the convention provided an international legal framework for the fight against doping in sport and formalised the political rules for global governance regarding equity, ethics and an appropriate environment for athletes. The convention was the contribution made by the public authorities to respond in a unified and coordinated manner to the challenges that were eroding the integrity and sincerity of sport. The public authorities were responsible for creating the necessary conditions and establishing the essential moral and political bases to provide an environment that was compatible with societal and ethical values. That was the support expected of the public authorities to guarantee the sincerity of sport and in particular to work to achieve transparency with regard to increasingly globalised public opinion, which was a barometer in terms of the credibility of sport.

The convention called for public authorities to fulfil their obligations to ensure the necessary compatibility for the harmonisation of measures and to achieve a uniform approach in the fight against doping in sport. It was necessary to reconcile interests and sport for the public authorities, which sought to focus among other things on social protection issues, including public health for the protection of the physical and moral integrity of athletes; economic issues, including drug trafficking and related sectors; doping products and the interests of the laboratories; political issues, the quest for medals, glory and patriotism; legal and ethical issues; and, finally, universal morals.

Unfortunately, the measures required to meet the conformity requirements as laid down in the convention were not implemented sufficiently by the public authorities in a number of the states parties to the convention. Such failings generally resulted in gaps and obvious inefficiencies with regard to the conformity requirements. Obviously, one had to underline the failings and gaps. Nevertheless, it was necessary to appeal for pragmatism, and give the public authorities the ability to take the necessary measures to establish an effective public anti-doping policy.

There were two main priorities to be considered. At a national level, effective policies were needed. How many countries had such a policy with a vision, objective and an effective assessment model? What was the national practice and how compatible was it with the requirements of the convention? Despite what she had just said, although the progress made in terms of implementation of the convention was very encouraging, there was still a lot of work to be done with regard to compliance and monitoring. The momentum in the fight against doping in sport had to be maintained, but improvements were necessary to fulfil the obligations set out in the convention.

Developing the ability of the public authorities to implement national policies was an essential element in the fight against doping in sport. One of the key mechanisms that actively supported the states parties in achieving such objective was the UNESCO fund for the elimination of doping in sport. That fund gave priority to education interventions, advisory and public policies, and sought to reinforce efforts to fight doping at the national level. Since its creation in 2008, 149 projects totalling 2.7 million dollars had benefited from

financial support through the anti-doping fund. 41 countries from Africa had received funding, 11 countries from the Arab League, 18 from the Asia Pacific region, 29 from Europe and North America and 50 from Latin America and the Caribbean. Each series of applications evolved in terms of main themes, structures and project approach.

In order to continue to support that growing trend, the secretariat had recently developed computer graphics on public funds and other means of communication included a good practice brochure for project leaders and information sheets to help with project development.

In that context, UNESCO attached a great deal of importance to values-based education and the development of skills as a means of circumscribing anti-doping in a positive continuum. By supporting that approach, UNESCO had also pooled its strength, in particular with WADA and the IOC, to establish the Education Partnership Group, made possible thanks to funding made available by Russia. The main objective of the partnership was to allow young people to take informed decisions thanks to the development of a unique education resource based on education.

In the same vein, the strategic objective of the UNESCO anti-doping fund was to encourage public authorities to increase bilateral cooperation, as was being done with the Brazilian authorities through the Brazilian agency for cooperation, which had donated 1,940,000 dollars to UNESCO. Through the office in Brasilia, the fund supported the Brazilian anti-doping agency so that it could become compliant with the international convention and to strengthen competence. She hoped to see the results of all of the strategic cooperation over the coming years.

To illustrate the approach to the fight against doping in sport, she would present a number of things that UNESCO intended to do. Before she did so, she hoped that all those present would participate in the conference of parties on 5 and 6 November the following year.

The work stream was based on two issues, one addressing gaps and weaknesses to improve the compliance requirements of public authorities. There were three action areas. Social science research-based evidence, looking at what states parties did for prevention, was important because prevention was very strategic in the fight against doping in sport, not only for elite athletes, but also a range of beneficiaries, in particular young people. It was well known that doping was a danger to public health. It was important to find a means of controlling the distribution and circulation of prohibited substances, which affected young audiences. UNESCO was also trying to establish partnerships with social science researchers worldwide to address the contribution of social science research to anti-doping strategies. Research in social science to address doping concerns was important and could significantly contribute to improving collective efforts. The ratio between social science input and scientific research was relatively poor, and the geographical balance of researchers and areas of research including financing were to be considered as benchmarks for credible outcomes in the fight against doping in sport. Another point was that concrete prevention actions, primarily by public authorities or through public resources, should be considered as an indicator in monitoring the implementation of the convention.

The second area was policy projects. She had reported previously on that matter and would like to update the members. The aim of the projects approved in 2013 by the conference of parties was to conduct an assessment of measures and policies implemented by seven states parties, namely Saudi Arabia, Brazil, France, Jamaica, Kenya, Romania and Spain. The members had heard that morning from the WADA Director General that WADA

was also working with Brazil, Kenya and Jamaica. That showed the complementarity of the two organisations. The consideration of the structure and the system of political governance and the practices of doping in those countries reflected choices that prevailed along with specific criteria. The approach adopted by UNESCO would make it possible to study the actions of states parties. There were three components: regulations and legal standards, policy implemented by public authorities, and researchers mobilised. The three were essential components to achieve the objectives of the convention. Particular focus would be placed on key provisions of the convention with regard to obligations that public authorities were fulfilling. Resources through the voluntary fund to be allocated by the conference of parties should assist states parties to develop measures and policy frameworks aligned with expected outcomes. Information on the progress of the project would be transmitted whenever required.

The third area was prospective vision. Scientific progress and its challenges invited one to envisage a true strategic approach to share information and knowledge to better address the gap between actions and intentions and building on innovation for fast-track actions. How could one address the sincerity and transparency of sport, which were growing concerns, in relation with public opinion? The fight against doping in sport required one to look not only at the provisions of the convention and the WADA Code, but it also called for constant reviews and adjustments of anti-doping systems to confront emerging societal challenges. That morning, the Interpol President had mentioned something similar.

Improving monitoring obligations was the second work stream. UNESCO was looking at the monitoring system. The current system needed to be refined in terms of relevance and scope. UNESCO was working on the model and the expected outcomes, and would report to the conference of parties in 2015 on the steps proposed for eventual adoption. In addition, changes to annexes 1 and 2 of the convention notified by WADA required an exploration of ways and means to better empower and ensure ownership of the notification. Notification was an important source for anti-doping legislation, and had a significant impact, considering that the entire doping arsenal was based essentially on the List of Prohibited Substances and Methods, which served as a repertory for doping tests; however, there were an issue when it came to knowing the status of the product. That was of paramount importance.

As to the strategies to improve monitoring compliance efforts, pooling means and methodologies in monitoring compliance was welcome between the Council of Europe, WADA and UNESCO. The Council of Europe might wish to provide more information and updates on the development of such important aspects. Better articulation of synergies was also needed beyond the existing modus operandi of key stakeholders to ensure political ties between the bureau of the conference of parties, the Council of Europe monitoring group and the WADA Foundation Board. Ms Fourneyron had said that afternoon that there should be coordination of activities between the Council of Europe, WADA and UNESCO, and she thanked her for that suggestion. The other proposal UNESCO was looking at was a mechanism of joint exchange meetings to narrow down the application of efforts for consistency, coherence and efficiency. She thanked the members for their kind attention.

THE CHAIRMAN thanked Ms Melo very much for her presentation.

DECISION

Government relations update and UNESCO presentation noted.

14. International Federation relations

MR DONZÉ said that he would combine the IF relations report with the report on the European regional office. As the members all knew, the European regional office was responsible mainly for relations with the IFs, and that had a sound rationale, because it was based in Lausanne at the heart of the Olympic Movement, surrounded by IFs, and it was only logical that the office liaise with IFs and their umbrella organisations. When he spoke about IFs, he reminded the members that he spoke of more than 100 IFs of all types, from Olympic IFs to recognised IFs to members of the alliance of independent members of SportAccord, so the office dealt with a variety of bodies. The office also liaised between a number of European sporting bodies, including the EOC, and also worked with the Eastern European RADO in cooperation with the office in Montreal.

Over the past few years, there had been a growth in dealings with European governmental and intergovernmental bodies, including the Council of Europe, in coordination with the office in Montreal, and the office would continue to do that over the coming years.

Looking at the main activities since the Foundation Board meeting in May, he would not go into them in detail, as the members of course had a fairly detailed report in their files, and he would save them all the descriptions of the activities, but he noted that the activities remained mainly based on support to IFs in the implementation of Code-compliance anti-doping programmes. That worked both ways, externally (and he would go through a number of activities) and internally, and the office was continuously involved in the development of all the WADA programmes internally that had an impact on IFs to ensure that what was put in place could be implemented effectively by the IFs. There had been some discussion of the rules of IFs, and that had been one of the big chunks of the work done in Lausanne over the past few months in cooperation with other WADA departments and with the strong support of the doping-free sport unit at SportAccord. The office had worked closely to ensure that it was proactive with IFs, encouraged them to review their rules, and worked with them to ensure that their rules were in line with the Code. The overwhelming majority of IFs had provided their rules to WADA, many of them were in the pipeline and he was fairly confident that, by the end of the year, there would be a high number of IFs with rules deemed to be in line with the 2015 Code.

In terms of other activities, there had been some specific activities carried out over the past few months, and there were two that might be of interest to the members. They were related to meetings organised by the IOC or co-organised by the IOC. The first was a meeting co-hosted by WADA and the IOC to debrief on the Sochi Olympic Games anti-doping programme. That had been a first. Over the past few years, there had been a number of pre-games meetings with IFs to try to coordinate things as much as possible and, that time, with the cooperation of the IOC, they had gathered representatives of IFs, NADOs, the IOC and WADA to try to debrief on the Sochi Olympic Games anti-doping programme and see what might be improved in the future in terms of the programme. That had been a very positive meeting and an action plan had been developed and was being worked on with the IOC to ensure that potential improvements could be made for the next edition of the Olympic Games.

The second meeting he wished to outline briefly was a meeting that had been convened by the IOC medical and science department on sample retention and further analysis strategies. The 2015 Code required ADOs to put in place a strategy for the retention of samples as part of a more global effective anti-doping programme and, once again, WADA had gathered around the table a number of key stakeholders to discuss how to further guide ADOs in the development of such sample retention strategies and further analysis. That was just the beginning of the work, but it had been a very encouraging meeting and WADA would continue to work with the IOC in that regard.

A number of intergovernmental activities had been discussed earlier in the meeting, and he would not go into detail, although he should probably mention the 25th anniversary of the Council of Europe convention that had been mentioned a number of times during that meeting.

He wished to spend a little bit more time, still being brief, going into details regarding the 2015 anti-doping organisation symposium, which took some time in Lausanne, as the office was responsible for the organisation and the further development of the event. Those who had been around the table for some time would be aware that the symposium had increased in importance over the past few years, and had become the biggest annual WADA event for ADOs. There had been some 350 participants that year, and still more were expected the following year, between 400 and 450 participants, and the following year's symposium would really be an opportunity to focus on the practice of the 2015 Code. The theme of the symposium was optimising the practice of the 2015 Code. In addition to its growing importance, WADA was trying to use the symposium to create more synergies with other WADA meetings and, the following year, there would be quite a number of meetings related to laboratory expert groups and laboratory directors' meetings, and the Athlete Committee would gather again, as had been the case that year. There would probably also be a meeting of the ad hoc group for RADOs, and there were other groups that took the opportunity of the ADO symposium to meet, as it gathered together so many people in the anti-doping community.

Following that year's symposium, the office had listened to the participants and the stakeholders in general, and there would be a number of new features for the following year that the office would try to implement. The first one, which was quite an important one in terms of budget, was that, for the first time, the symposium would be held over three days instead of two. That had been a request from the participants, who had said that, if they were coming to Lausanne from other places in the world, they would like to make the most of their presence in Lausanne to network and have real opportunities to grow in what they did. In addition to the three days, there would be three main new features implemented the following year. The first was that the symposium had always been a very confidential and quiet one, and it had been thought that it might be good to open the first day to the media, to try to take the opportunity of having the anti-doping community to open the symposium to the media and create some synergies in that regard. In 2015, there would be a full day of practical workshops and training in relation to various areas of the fight against doping in sport, all of course related to the 2015 Code. There would be training and workshops related to information and intelligence sharing, ADAMS, TUEs, the Athlete Biological Passport, testing, education and so on. It was something that he thought might be beneficial to the anti-doping community. WADA had decided to open the third day of the symposium to the WADA-accredited laboratories. That had not been the case in the past, and there were particularly beneficial relationships and synergies on a daily basis between laboratories and ADOs, and he hoped to strengthen the synergies and cooperation between the two sets of stakeholders as part of the symposium.

He would not go into detail regarding the agenda, as he had already spoken enough, but he wanted to let the members know that there would be an attempt to focus on the practical elements of the 2015 Code, and there would be a number of interesting speakers. He was excited that Betsy Andreu, the wife of the former cyclist Frankie Andreu, would be a speaker at the symposium, and she had been quite consistent in the past few years, blowing the whistle on a number of doping practices in cycling, but WADA wanted her in particular to speak about her experience as a member of the athlete entourage. The 2015 Code put a specific focus on the entourage, and who better than the wife of a former doper to speak about her experience and what everybody could get out of her experience in terms of doping

in sport? Of course, as he had said before, the WADA Athlete Committee would be actively involved, there would be an athlete panel, and he would make sure that, as much as possible, the athletes would be integrated in the symposium.

Just to summarise, the symposium should be a great gathering as usual, and he certainly looked forward to seeing the members there. The benefits of the symposium were not only to learn more about anti-doping matters and the 2015 Code, but it was also a great way for anti-doping practitioners to gather, network and brainstorm, and he strongly believed that not only was there an increase in the cooperation and trust between the ADOs, but there was also a benefit for clean athletes at the end of the day. He had said that he would be brief, but he had been slightly longer than brief. He apologised about that, but would be happy to take any questions.

THE CHAIRMAN observed that the upgrading of the symposium required a very considerable effort. Were there any questions? There was much to do and it was an excellent occasion.

DECISION

IF relations update noted.

15. Standards and Harmonisation

MR RICKETTS said that he would touch on four areas of his report, which related primarily to preparation for the implementation of the 2015 Code and international standards. This included the development of WADA compliance programmes in conjunction with the Legal Department and other WADA departments. It was a significant undertaking and he was very excited about the new project. To assist with the development and implementation, a number of new staff members who were anti-doping experts would be joining the standards and harmonisation team in 2015.

In terms of the Technical Document for Sport-Specific Analysis, it had been approved at the September Executive Committee meeting, and the final piece of the document, appendix 2 on the minimum levels of analysis for sports and disciplines for athletes with impairments, had been approved the previous day. That new mandatory document would promote greater global harmonisation for the testing of ESAs, growth hormone and growth hormone releasing factors for those sports and disciplines at risk. The technical document would, for many ADOs, result in a number of changes to the way in which they conducted their testing programmes.

2015 would be a year of implementation to allow ADOs to make the necessary adjustments, for WADA to provide guidance and monitor its application and seek feedback. WADA looked forward to the rollout of the new tool, which would provide greater protection to clean athletes. He thanked all the IFs, NADOs, major event organisers and the laboratories and other stakeholders for their support and input throughout the development of that significant document.

In terms of support resources for the Code and international standards, a number of new resources had been developed. They included two new guideline documents, one on result management hearings and decisions, which was a pretty extensive document to help ADOs work through that important yet sometimes complicated process, which would help WADA in hopefully receiving more Code-compliant decisions. There had been discussions earlier about appeals to the CAS and national federation decisions, and hopefully that document would assist in reducing those.

The second guideline was on implementing effective testing programmes, and guided

ADOs through the various steps of developing and implementing an effective test distribution plan. The other seven existing guidelines outlined in his report had, with the support of the respective WADA departments, been updated to reflect the revised requirements and better practices.

In addition to that, and to provide further support, WADA had engaged in delivering a number of webinars on the guidelines and the new technical document. The first had been held the previous month on implementing effective testing programmes, and had drawn 145 participants from NADOs, IFs, RADOs and major event organisers. The feedback on the communication method had been very positive to date. The next webinar was due to take place later that month on the technical document, and invitations had been sent out to all ADOs for that.

The Independent Observer programmes conducted in 2015 had involved a team at the Sochi Olympic Games, the Commonwealth Games and the Asian Games. All three had been very successful missions, and had added value to ensuring that more effective programmes were implemented at the events, and also addressed potential improvements in the future. In terms of the Sochi Independent Observer report, one of the recommendations from the Independent Observer team had been that WADA follow up with the IOC post event to ensure recommendations made were undertaken and further review and applicable actions considered for the future. WADA had had several meetings with the IOC to discuss the recommendations of the Sochi Independent Observer report, and the discussions had been progressing well and would continue. As Mr Donzé had mentioned, one of those had been the Sochi anti-doping debrief. He looked forward to continuing the work with the IOC to find solutions to many of the recommendations, hopefully addressing some of them for the Olympic Games in Rio. That completed his summary of the report.

THE CHAIRMAN observed that the members had not had the full information on the work done by the Executive Committee in September on a large report on the technical document on sport-specific analysis, chaired by Dr Harcourt of FIBA, involving many IFs. It was an enormous piece of work and, when it all worked, it would narrow the test distribution plans for everybody and, with a bit of luck, WADA would be able to make it more successful, effective and a little bit cheaper. He thanked Mr Ricketts for all the work.

DECISION

Standards and harmonisation update noted.

16. Communications

THE DIRECTOR GENERAL advised the members that Ms Masse, the Communications Director, would be leaving WADA at the end of that year. WADA had conducted a very extensive recruitment programme to replace her, and he was hopeful that, in the coming weeks, he would be able to announce a new communications director. The report spoke for itself.

THE CHAIRMAN asked if anybody wished to ask the Director General a question about the report, which spoke for itself.

DECISION

Communications update noted.

17. Regional offices

– 17.1 Lausanne

See IF relations update.

– 17.2 Cape Town

MR SWIGELAAR said that there was a comprehensive report in the members' files, so he would provide them with only one or two updates. The regional office had been invited by the African Union to attend the first meeting of the specialised technical committee of the social sector in Addis Ababa between 27 October and 1 November. That structure replaced the conference of ministers of sport, and was an intersectoral forum for government ministries dealing with social affairs, youth and sport. The regional office had made a presentation to the experts' meeting on relevant matters and, following some discussion on the presentation, had recommended a number of things to the ministers, including the fact that governments should continue to support WADA by ratifying the convention, paying WADA dues according to the share split formula adopted by the region in 2002, and that it continue to support the RADOs. The forum had also nominated countries for upcoming WADA Foundation Board vacancies.

In September 2015, Brazzaville, Congo, would host the African Games and WADA had agreed to support the local organising committee in planning for the anti-doping programme at the games. Following that meeting, he would be travelling to Brazzaville to a meeting of the organising committee, to discuss how to assist and start preparations for the anti-doping programme at the games.

The regional office had also visited Morocco and, with the Africa Zone I RADO, through the support of the UNESCO voluntary fund, had hosted a regional seminar for ministries of sport and NOCs. That had followed a RADO board meeting and officer training hosted by WADA for the Zone I RADO. The forum had been well attended and confirmed the absolute need for stakeholders to sit around the table and unpick the challenges, progress and the needs of the collective. The forum had declared among other things that it committed to fully supporting WADA and the RADO. It implored Mauritania to complete the ratification of the convention. It had recommitted to implementing the 2015 revised Code and supporting athlete education as much as possible. The forum had also provided him with an opportunity to engage the minister of sport of Morocco, who had given assurances that he would explore opportunities to progress the establishment of the NADO. As had been mentioned earlier, Morocco had not been very engaged with WADA on the national programme, but it was currently clear that some internal communications and an unclear understanding of what was expected were more the reasons for the silence and perceived uncooperative demeanour. He had also met with delegations present and received updates on their developments. Tunisia, Algeria, Mauritania and Morocco had been represented, and only Libya had been unable to attend due to the political situation in the country.

That completed his update.

THE CHAIRMAN observed that there had been a great deal of activity.

– 17.3 Montevideo

MS PESCE briefly highlighted the progress and results in some areas of the regional office's work. The details were in the report on the activities. She would start with rules. The objective was to have all stakeholders with rules in line by the following year. Both RADOs in the region, the Central American RADO and the Caribbean RADO, helped countries to have rules in line since many had adopted the RADO rules. The situation was slowly progressing in non-RADO countries, but there were still legal challenges in some of them. Looking at the total to date, 54% of the 41 countries in the region had rules in line, so basically she could say that half of the region had completed and would focus its work on improving anti-doping programmes, while the other half would have to deal with the rules. Having that view in mind helped ensure accuracy in the 2015 regional office operational plan in determining the strategy and level of cooperation in the various countries.

Looking at the NOCs in terms of acceptance of the Code in the Americas, the situation was very good. The region had been divided into North America, Central America and the Caribbean and South America. The total percentage of acceptance was 88%, with only five NOCs left to sign.

Regarding the UNESCO voluntary fund, the graph showed that countries had been applying regularly. One of the tasks of the regional office was to cooperate with them in terms of advising on the application and offering guidance. Looking at the map of Latin America, most of the countries in South America, Central America and the Caribbean had applied. Many of them had more than one project approved, and that was why the total number of projects approved in the region was 53. There were three regional projects, and the others were national ones. Most of them were on education, mentoring and capacity building. The fund was a good opportunity for countries to help them develop anti-doping awareness and education.

Regarding contributions, she thanked the governments for their commitment, since full payment had been achieved in the previous years. To date, the collection rate was 92.5%, and she was expecting to reach 100% by the end of the year.

Finally, capacity building in the region had been carried out through the two RADOs, the Central American RADO and the Caribbean RADO, and also in South America with the support of governments hosting different seminars in coordination with the office. She shared a few pictures of the meetings and events.

Following the presentation, THE CHAIRMAN observed that Ms Pesce clearly had everybody singing to the same tune.

MR IRURUETA thanked Ms Pesce for the tango, which was a very representative song. Next time, the members should dance to the music as opposed to simply listen to it. He complimented her on her presentation, but referred only to South American countries. That was his task. He told the members briefly that commitment in the region towards the whole anti-doping control system was very strong and was growing constantly. He believed the engagement of the region in terms of international cooperation was very strong and, at the April 2015 meeting, the region would be ready to make real progress in practice regarding such cooperation between countries. Talking about engagement, he wished to mention the different steps taken at the follow-up meetings related to the MINEPS V meeting that had taken place the previous year in Berlin. In the Latin American and Caribbean region, there had been two meetings, the first in Bogotá in October 2013 and then the previous month in Montevideo, and they were follow-up meetings that had sought to reach joint decisions. Regarding point number three, agreed on in Berlin and related to the improvement of sport aspects in the fight against doping in sport, in the Latin American and Caribbean region, there was strong commitment to place the topic as a priority at the top of the agenda. Regarding education, he believed it had been a very important field of work. In the different countries in the region, there had been many activities, but engagement was reflected in the training efforts and the continuous support shown to the office throughout the years. In two weeks, there would be a CONSUDE meeting in Brazil and the regional office would be present and would give a presentation, and there would probably be a final declaration on doping and the fight against doping in sport.

He thanked all the authorities present for their assistance throughout the years, and Mr Howman and Mr Reddie for the support provided by WADA, as the achievements made would not have been possible without their support. From a personal point of view, he wished to inform the members that that would probably be his final meeting, as his term as chair of CONSUDE would be ending the following year, and there had also been recent national elections, with the second round at the end of November, and some governmental

changes were expected, so he personally thanked everybody for their support over the years.

MR DOMINGUEZ said that he wished to take the opportunity to confirm what his friend Mr Irurueta had said as a member of CONSUDE, and speaking on behalf of the Mexican sport council. Obviously, his colleague had spent many more years in the job than he had, more than 10 years actually, and knew all the ins and outs of the function as well as the work done at the ministry over the past couple of years. In light of the commitment, he wished to thank WADA and the team and regional representatives for the support and advice that they had given to South America. Over the past few years, there had been many challenges, in particular regarding the implementation of the World Anti-Doping Code so, with a view to focusing on the spirit of sport and ethics and moving away from doping, and also to protect athletes and fulfil their commitment, he too wished to say that he had a great spirit of commitment and gratitude to WADA and the regional office for all of the support provided.

– 17.4 Tokyo

MR HAYASHI apologised for the lack of musical presentation, but would try to give a short report on the major achievements in terms of regional priorities. First, he reported on the improvement of finance. He commended the recent improvements in contributions by the governments in the Asian region in particular to WADA finance and, concerning annual general contributions, the achievement ratio was very high, between 97% and 98%. On that occasion, he noted his appreciation to the Asian Foundation Board members for their large contributions and encouraged the other countries to make a contribution to WADA.

Concerning additional contributions, funds in the region had been distinct, even though the share had dropped that year; voluntary contributions were also much encouraged. He really appreciated all of the voluntary contributions from a regional development point of view. All the Asian WADA Foundation Board members, China, Saudi Arabia, Korea and Japan, had responded very proactively to the new special research fund to be matched by the IOC to contribute to the development of innovative research.

RADOs and NADOs continued to be enhanced. The priorities included the revision of anti-doping rules as in other regions; that was still in process, but should be completed before the beginning of the following year, especially through the RADO framework.

Programme implementation was promoted strongly also through the assistance of WADA grants and UNESCO funding. RADOs covered 36 out of 42 countries in the Asian region and also the Oceanian RADO was expanding its services to non-members in the region. Capacity building continued to be developed through various training courses. For example, the least developed countries, such as Bhutan, had produced their own social awareness programmes, funded by UNESCO. Qatar, Japan and Korea hosted a symposium, inviting the regional developing countries on an annual basis.

The role of the governments had also been enhanced. There had been a record number of participants from the governments at the intergovernmental meeting in Korea, and Timor-Leste and the Solomon Islands had attended for the first time. The roles and responsibilities of the governments under the new Code had been highlighted. Also in cooperation with the Japanese Government, the regional office continued to request the support and involvement of the governments in anti-doping policy development through diplomatic channels. One example was visits to the embassies in Tokyo.

The cooperation and coordination of the sport movement in the region was very effective, especially with regard to the Olympic Council of Asia and the Oceanian NOCs, which had provided valuable opportunities, such as their sport events at major games to

inspire participating athletes and support personnel, as well as the education and programme officers of the countries at the regional major sport events.

MR KIM briefly pointed out several steps taken that year, and future commitment to the anti-doping movement as a member of the WADA Foundation Board. Korea had hosted an intergovernmental ministerial meeting on anti-doping in June, and provided an essential forum for the governments of Asia to discuss anti-doping issues, with successful outcomes, including the government responsibilities for the 2015 Code. Also, at the recent event in September, Korea had been successful in anti-doping programmes, in doping control and education and awareness campaigns in cooperation with WADA and other stakeholders.

In order to further extend its efforts to eliminate doping, Korea had decided to contribute to the new research fund, and had made the first payment of 200,000 dollars, and would contribute 500,000 dollars in total by 2016 to the joint IOC/WADA initiative. Moreover, to assist anti-doping programmes in the developing countries, especially in the Asian region, Korea had allocated 500,000 dollars for the Asian Anti-Doping Foundation.

Finally, Korea would continue to promote cooperation with NADOs in the region for capacity building purposes, and a close relationship with the WADA Asia and Oceania regional office.

THE CHAIRMAN thanked the minister for his generosity, support and involvement with WADA.

DECISION

Regional office updates noted.

18. Any other business/future meetings

THE CHAIRMAN said that he was delighted to welcome Ms Ballestrazzi, the President of Interpol, an organisation with which WADA had a close relationship.

MS BALLESTRAZZI thanked the President of WADA. She was very happy to be able to address the Foundation Board that morning as President of Interpol, and she thanked the organisers for inviting her to the meeting. Sport was a wonderful human venture; it embodied the values of effort, going beyond one's limits, respecting the other, transformed individual energy into collective energy, and brought men and women together around universal values that transcended culture, religion and other differences. But, like any other human venture, sport also had its dark side, and doping was unfortunately one of the most flagrant illustrations of that. In a grey area between the legal and the illegal, doping prospered in the hands of powerful and well-structured criminal organisations that were as hard to identify as they were to combat. The fact that certain athletes, be they amateur or professional, wanted to artificially enhance their performance, sometimes illegally, was a major concern at that time. Nonetheless, doping was still a very difficult subject to understand, linked to issues that initially appeared to be far removed: medical, sporting and also criminal.

Doping was a threefold challenge, first in the area of sport itself, in which scandals too often caused outcry. It was also a challenge in terms of public health, because doping substances were a growing danger for consumers. Finally, it posed a security challenge because powerful international organisations prospered as a result of trafficking and therefore were a threat to the stability of society.

The scandals in sport since the nineties had revealed to the public the extent of a phenomenon that, until that time, had scarcely been heard of. The different scandals had effectively highlighted the existence of veritable organised systems, the only objective of

which was to enhance the physical performance of athletes to their detriment and make a lot of money. Whether to increase muscle strength, improve endurance or even mask the presence of banned substances in the body, scientific experts, physicians, managers and athletes rivalled one another in terms of ingeniousness. The unbridled quest for victory and records encouraged the financial and scientific headlong rush. The members knew better than she did that the sophistication of current doping practices, networks and systems implemented to mask the practice of doping was as shocking as each of the doping revelations.

Although the phenomenon was perhaps no longer surprising, it continued to be alarming. It was a challenge for public health authorities. The reality in the world of sport also hid another one, which was just as alarming and rapidly growing: that of mass consumption. Doping was no longer only for elite athletes. Far from that professional universe, with medical support structures, continuous assistance and state-of-the-art medicines, more and more athletes made use of the general availability, particularly via the Internet, of products such as anabolic steroids to increase their physical capacity, resistance or muscle mass. Such democratisation had become particularly widespread in a number of gyms, but also through more traditional drug trafficking networks. Such mass consumption was a major challenge for public health authorities, because substances were often manufactured clandestinely, and hygiene conditions were questionable. The producers did not really care about the quality of their products and the risks for the consumer. They were very serious in terms of physiology and addiction, and to some extent were similar to the effects of other more well-known drugs such as cocaine and heroin.

That aspect of doping recalled the extent to which the threat was also a security challenge. Drug trafficking thrived in the hands of international criminal organisations, which often used similar networks to those of traditional narcotics. Drug traffickers used the Internet as a showcase for their products, and took advantage of the complacency of certain legislations, the penetrability of certain borders, and the lack of specialisation on the part of law enforcement agencies in the field. Some producers manufactured products clandestinely, whilst other more organised producers hid behind legal pharmaceutical companies, and that appearance of legality made it easier to obtain raw materials and export the finished product. The companies were also involved in laundering the revenues generated through complex financial set-ups. Sometimes, they had support from high levels, and they were a growing threat. In spite of this, many criminal networks were still too free to act. The amount of doping substances being trafficked was still less than that of other narcotics, and solid technical knowledge was required.

That was why the issue of doping had been raised for the first time by Interpol in 2008, at the world meeting of the 190 heads of national central bureaus. Reflecting a new awareness, the mobilisation of the police underlined how concerned they were about the complexity and international scope of the issue. Aware of the threat to elite athletes and mass consumers, Interpol and WADA had signed in February 2009 a partnership agreement to coordinate police action on an international level. She underlined the extent to which the trust between the two organisations bore witness to the excellent partnership on all levels.

Interpol was the largest international police cooperation organisation, with 190 member states. Interpol had celebrated its 100th anniversary in Monaco at the start of November that year. Interpol was fully engaged in the international fight against the trafficking of doping substances, and she was very pleased to note its active role in the anti-doping community. Interpol headed and coordinated the sharing of information between national police forces and with WADA and the national agencies devoted to the fight against doping in sport. Her organisation also coordinated international police investigations regarding doping affairs, and

Interpol had participated actively in the Lance Armstrong investigations. Interpol had also been involved, some months previously, in the confiscation in Moldova of several million doping products destined for the European and US markets.

Interpol was present every time the organisation was asked to provide support to investigation services, for example, for major sport events. She highlighted the quality of the cooperation every year on the Tour de France between Interpol and the French gendarmerie's central specialised office.

With regard to the new World Anti-Doping Code, Interpol and WADA were working together to train, in 2015, all of the NADOs in investigations and the sharing of information, encouraging exchange within the anti-doping community, involving scientific and police action, promoting cross-cutting approaches, for example, the fight against pharmaceutical crime or corruption in sport.

Other priorities for Interpol were to promote the spread of specialised police units in the area of the fight against doping in sport. Those were some of the areas in which Interpol was currently working with all of its member states.

She assured the members that WADA could count on Interpol to develop actions in the fight against doping in sport together with WADA. Interpol had recently designated at its general secretariat, based in Lyons, a specialised anti-doping officer, who was present at the Foundation Board meeting, and who had been seconded by France. He had already drafted a strategy for future Interpol action. Her presence at the Foundation Board meeting bore witness to the commitment of Interpol in the fight against the trafficking of doping substances. She was aware of the threat and determined that Interpol would act, together with WADA, in order to make the world a safer place. That was her objective.

THE CHAIRMAN thanked Ms Ballestrazzi on behalf of the Foundation Board members for an extremely interesting presentation.

He noted the dates for future meetings, held mid-week rather than at weekends.

It fell to him to say a few words of thanks. The first person he wanted to thank was Professor Ljungqvist. Normally, when one thanked people, one gave them something. WADA had actually given Professor Ljungqvist lots of things over the years, and had had a meeting and had been unable to think of anything new, and then Professor Ljungqvist had beaten WADA to it because, instead of WADA giving Professor Ljungqvist something, Professor Ljungqvist had brought something for WADA: a cheque for 132,454 US dollars from Sweden. But, in fact, it was significant when one read the letter that had come with that donation. It said that the contribution was aimed to support WADA in its efforts to fund anti-doping research. The forthcoming WADA meetings would be the last set of meetings for Professor Ljungqvist in his official capacity in WADA. The timing of the contribution was recognition of his outstanding efforts for a clean and healthy sport, free of doping. It was also the inscription on the medal, *Illis Quorum Meruere Labores*, which meant 'to those whose actions made them worthy of it', and that medal had been awarded to Professor Ljungqvist by the Swedish Government on Friday night. He did not think that WADA could do any more than acknowledge everything that Professor Ljungqvist had done, and he was grateful to the Swedish Government for doing it in a way that WADA never could. He thanked Professor Ljungqvist very much indeed.

PROFESSOR LJUNGOVIST said that it was a very emotional moment for him, and he was very grateful to his government for having recognised the work he had been doing at WADA

and for anti-doping for some time. A moment like that made him look back, and he had two versions of anti-doping history, one lasting two hours and the other lasting two minutes, and he would give the members the two-minute version, since he had a car waiting for him.

It was fascinating to look around that table and compare it to the faces he had seen on joining, some 40 years previously: a small group, of which he was the only survivor. He would tell the two-hour version at a later time for those who were interested, as it was quite exciting. It was fascinating to see how the fight against doping in sport had evolved from being something that had been looked at with some suspicion and not very much support. He was sorry to say that even sport had not been convinced that he and his colleagues had been doing the right thing. The media had been ambivalent, as had the public, but it had changed dramatically, partially through his work and certainly because of some incidents during the course of that period, 1988 and 1989 in particular, as a result of a particular doping case in Seoul, and political changes in 1989 and 1990 and onwards that had changed the political map in much of the world. Then, people had understood that perhaps he was doing something right and, in the nineties, there had been a change from headwind to tailwind, and then WADA had been born.

The creation of WADA had sent out a very important message to society at large and to sport. It had already been recognised in sport that doping was not acceptable. The public authorities had then come on board and said the same thing and that had sent an enormously important message to society at large and the public. Since then, he felt that everybody had been working with a tailwind, and very successfully.

He congratulated WADA on the achievements made over the past 15 years that had totally changed the picture. A unified world was now looking at WADA as doing the right thing and being a very important authority. He thanked everybody for allowing him to be part of it. He would continue to watch them from some distance and, who knew, he might raise some criticisms from time to time, although he hoped he would not have to do so. He was sure that WADA was moving in the right direction.

When he had turned 80, he had been awarded a substantial amount of money from his government, the IOC, Swedish sport and from his own medical school, the Karolinska Institute, which had made it possible for him to organise an international symposium in Stockholm in 2012, and he had chosen the theme, doping as a public health issue, as that was the current direction, and it had been emphasised at the Istanbul meeting to which he had referred in his report, and it had been mentioned again by the Interpol president. It was a public health issue. He noticed that WADA was moving in that direction, and he would look at that carefully, because that was the current problem, which was why it was so important to have the governments on board and fight the fight together. He wished everybody all the best in their future work for WADA and thanked everybody for their friendship over the past 15 years which had touched him so much and which he would leave with some regret, but that was a fact of life. He thanked Ms Fournayron for her kind words and said that he knew that she was the right person to take over. He wished her luck.

THE CHAIRMAN thanked Professor Ljungqvist very much. The Arne Ljungqvist Foundation still existed, and Professor Ljungqvist had never struck him as the kind of man who would sit back and do nothing, so he could not believe that he would not bump into him at some place in the future.

He thanked the French Government, President Bartolone and Minister Kanner, and also Ms Fournayron and Ms Estanguet, the French colleagues, for setting up the whole weekend in Paris and the unique meeting at the National Assembly. He thanked the National

Assembly personnel, the interpreters, the audiovisual providers and the staff. He thanked Mr Irurueta of Uruguay and Professor de Rose, who were leaving the Foundation Board that day, and noted that WADA would also be losing the Egyptian minister. He thanked all of the Foundation Board members very much for their attendance. He thought that they had moved things forward in a major way. He thanked the WADA administration and, in particular, the four ladies who had made the meeting possible. He wished the members a safe trip home and declared the meeting closed.

DECISION

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

The meeting ended at 3.30 p.m.

FOR APPROVAL

SIR CRAIG REEDIE
PRESIDENT AND CHAIRMAN OF WADA