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1.0 Introduction

The rights of clean Athletes at Major Events can only be protected by the concerted efforts of all Anti-Doping Organizations (ADOs) in the lead up to an Event, and ultimately by the governing body for these Events.

Major Event Organizers and other ADOs must ensure they set out clear rules, provide guidance and support to their Local Organizing Committees (LOCs), and liaise and coordinate with other relevant ADOs to develop and implement effective anti-doping programs that protect the rights of Athletes and the integrity of Competition.

1.1 Objective

These Guidelines are intended to provide any ADO planning and implementing a high volume of tests during a short period (i.e. major championships, multi-sport Events) guidance on how to ensure that appropriate resources are allocated to support effective, efficient and well thought-out Testing program requirements.

Many ADOs have developed unique plans for their Events, often ‘reinventing the wheel.’ These Guidelines consolidate many of the best practices implemented at Major Events (e.g. the Olympic, Paralympic, Asian, and Commonwealth Games) and other large-scale, multi-sport Events, to provide ADOs with ‘off-the-shelf’ solutions to deliver effective anti-doping programs and minimize related challenges.

These Guidelines have been developed by WADA with the support of several MEOs and ADOs with significant experience in the planning and implementation of large-scale Doping Control programs at Major Events. The best practices and recommendations set out herein have also been informed by outcomes from some of the most recent WADA Independent Observer missions. WADA acknowledges and thanks in particular, the International Olympic Committee (IOC), International Paralympic Committee (IPC), Commonwealth Games Federation (CGF), the Canadian Centre for Ethics in Sport (CCES), and United Kingdom Anti-Doping (UKAD) for their contributions to this document.

1.2 Scope

These Guidelines for Major Events are not only intended for use by Major Event Organizers responsible for anti-doping programs at multi-sport Major Events, like the Olympic and Paralympic Games, but also can be adopted for any single sport Major Event such as a World or Continental Championship.

Requirements and recommendations herein often will refer to Major Event Organizations (MEOs) and include specific World Anti-Doping Code (Code) and International Standard (IS) provisions exclusive to MEOs; however these principles
should also be viewed by other ADOs as matters applicable to any ADO seeking to conduct large and complex Testing programs.

Recommended practices outlined herein include guidance on establishing appropriate rules that seamlessly align with National Anti-Doping Organization (NADO) and International Federation (IF) Anti-Doping Activities; proper planning in terms of key milestones and personnel requirements; logistical considerations; how the International Standard for Testing and Investigations (ISTI) requirements are best implemented in such a setting; and considerations regarding the sustainability of anti-doping programs.

1.3 Definitions

This document includes defined terms from the Code and these IS: ISTI, International Standard for Laboratories (ISL), International Standard for the Protection of Privacy and Personal Information (ISPPPI), and International Standard for Therapeutic Use Exemptions (ISTUE). Code terms are written in italics. Terms from the IS are underlined.

Definitions are provided in Guidelines Section 7.0.

1.4 Documentation

The following are considered as main references for these Guidelines, all of which are available on WADA’s website: www.wada-ama.org.

• 2015 World Anti-Doping Code
• Model Rules for Major Event Organizations

These Guidelines are followed by a series of Templates that may be adopted and/or modified by ADOs to promote consistency across Events.

2.0 Anti-Doping Rules and Jurisdiction

2.1 Anti-Doping Rules

In the interests of ensuring alignment with NADO and IF anti-doping policies, and compliance with the Code more generally, the World Anti-Doping Agency (WADA) recommends that all MEOs adopt WADA’s Model Rules, available for download here: https://www.wada-ama.org/en/resources/world-anti-doping-program/2015-model-rules-for-major-events-organizations.
MEO Anti-Doping Rules, or those of another Code Signatory ADO ensure that all necessary Code and IS provisions are captured adequately to provide a robust framework upon which an anti-doping program can be built.

The following Code and IS provisions are of particular importance in establishing and implementing such a Testing program for MEOs and ADOs operating large-scale Event programs.

2.1.1 Code Requirements

4.4 Therapeutic Use Exemptions ("TUEs")

4.4.4 A Major Event Organization may require Athletes to apply to it for a TUE if they wish to Use a Prohibited Substance or a Prohibited Method in connection with the Event. In that case:

4.4.4.1 The Major Event Organization must ensure a process is available for an Athlete to apply for a TUE if he or she does not already have one. If the TUE is granted, it is effective for its Event only.

4.4.4.2 Where the Athlete already has a TUE granted by his or her National Anti-Doping Organization or International Federation, if that TUE meets the criteria set out in the International Standard for Therapeutic Use Exemptions, the Major Event Organization must recognize it. If the Major Event Organization decides the TUE does not meet those criteria and so refuses to recognize it, it must notify the Athlete promptly, explaining its reasons.

4.4.4.3 A decision by a Major Event Organization not to recognize or not to grant a TUE may be appealed by the Athlete exclusively to an independent body established or appointed by the Major Event Organization for that purpose. If the Athlete does not appeal (or the appeal is unsuccessful), he or she may not Use the substance or method in question in connection with the Event, but any TUE granted by his or her National Anti-Doping Organization or International Federation for that substance or method remains valid outside of that Event.

[Comment to Article 4.4.4.3: For example, the CAS Ad Hoc Division or a similar body may act as the independent appeal body for particular Events, or WADA may agree to perform that function. If neither CAS nor WADA are performing that function, WADA retains the right (but not the obligation) to review the TUE]
decisions made in connection with the Event at any time, in accordance with Article 4.4.6.]

5.2 Scope of Testing

5.2.3 Each Major Event Organization, including the International Olympic Committee and the International Paralympic Committee, shall have In-Competition Testing authority for its Events and Out-of-Competition Testing authority over all Athletes entered in one of its future Events or who have otherwise been made subject to the Testing authority of the Major Event Organization for a future Event.

5.2.4 If an International Federation or Major Event Organization delegates or contracts any part of Testing to a National Anti-Doping Organization (directly or through a National Federation), that National Anti-Doping Organization may collect additional Samples or direct the laboratory to perform additional types of analysis at the National Anti-Doping Organization’s expense. If additional Samples are collected or additional types of analysis are performed, the International Federation or Major Event Organization shall be notified.

5.3 Event Testing

5.3.1 Except as otherwise provided below, only a single organization should be responsible for initiating and directing Testing at Event Venues during an Event Period. At International Events, the collection of Samples shall be initiated and directed by the international organization which is the ruling body for the Event (e.g., the International Olympic Committee for the Olympic Games, the International Federation for a World Championship, and the Pan-American Sports Organization for the Pan American Games). At National Events, the collection of Samples shall be initiated and directed by the National Anti-Doping Organization of that country. At the request of the ruling body for an Event, any Testing during the Event Period outside of the Event Venues shall be coordinated with that ruling body.

[Comment to Article 5.3.1: Some ruling bodies for International Events may be doing their own Testing outside of the Event Venues during the Event Period and
thus want to coordinate that Testing with National Anti-Doping Organization Testing.]

5.3.2 If an Anti-Doping Organization which would otherwise have Testing authority but is not responsible for initiating and directing Testing at an Event desires to conduct Testing of Athletes at the Event Venues during the Event Period, the Anti-Doping Organization shall first confer with the ruling body of the Event to obtain permission to conduct and coordinate such Testing. If the Anti-Doping Organization is not satisfied with the response from the ruling body of the Event, the Anti-Doping Organization may, in accordance with procedures published by WADA, ask WADA for permission to conduct Testing and to determine how to coordinate such Testing. WADA shall not grant approval for such Testing before consulting with and informing the ruling body for the Event. WADA’s decision shall be final and not subject to appeal. Unless otherwise provided in the authorization to conduct Testing, such tests shall be considered Out-of-Competition tests. Results management for any such test shall be the responsibility of the Anti-Doping Organization initiating the test unless provided otherwise in the rules of the ruling body of the Event.

[Comment to Article 5.3.2: Before giving approval to a National Anti-Doping Organization to initiate and conduct Testing at an International Event, WADA shall consult with the international organization which is the ruling body for the Event. Before giving approval to an International Federation to initiate and conduct Testing at a National Event, WADA shall consult with the National Anti-Doping Organization of the country where the Event takes place. The Anti-Doping Organization “initiating and directing Testing” may, if it chooses, enter into agreements with other organizations to which it delegates responsibility for Sample collection or other aspects of the Doping Control process.]

7.1 Responsibility for Conducting Results Management

Except as provided in Articles 7.1.1 and 7.1.2 below, results management and hearings shall be the responsibility of, and shall be governed by, the procedural rules of the Anti-Doping Organization that initiated and directed Sample collection (or, if no Sample collection is involved, the Anti-Doping Organization which first provides notice to an Athlete or other Person of an asserted anti-doping rule violation and then diligently pursues that anti-
doping rule violation). Regardless of which organization conducts results management or hearings, the principles set forth in this Article and Article 8 shall be respected and the rules identified in Article 23.2.2 to be incorporated without substantive change must be followed.

If a dispute arises between Anti-Doping Organizations over which Anti-Doping Organization has results management responsibility, WADA shall decide which organization has such responsibility. WADA’s decision may be appealed to CAS within seven days of notification of the WADA decision by any of the Anti-Doping Organizations involved in the dispute. The appeal shall be dealt with by CAS in an expedited manner and shall be heard before a single arbitrator.

Where a National Anti-Doping Organization elects to collect additional Samples pursuant to Article 5.2.6, then it shall be considered the Anti-Doping Organization that initiated and directed Sample collection. However, where the National Anti-Doping Organization only directs the laboratory to perform additional types of analysis at the National Anti-Doping Organization’s expense, then the International Federation or Major Event Organization shall be considered the Anti-Doping Organization that initiated and directed Sample collection.

[Comment to Article 7.1: In some cases, the procedural rules of the Anti-Doping Organization which initiated and directed the Sample collection may specify that results management will be handled by another organization (e.g., the Athlete’s National Federation). In such event, it shall be the Anti-Doping Organization's responsibility to confirm that the other organization’s rules are consistent with the Code.]

7.1.1 In circumstances where the rules of a National Anti-Doping Organization do not give the National Anti-Doping Organization authority over an Athlete or other Person who is not a national, resident, license holder, or member of a sport organization of that country, or the National Anti-Doping Organization declines to exercise such authority, results management shall be conducted by the applicable International Federation or by a third party as directed by the rules of the International Federation. Results management and the conduct of hearings for a test conducted by WADA on its own initiative, or an anti-doping rule violation discovered by WADA, will be conducted by the Anti-Doping Organization designated by WADA. Results management and the
conduct of hearings for a test conducted by the International Olympic Committee, the International Paralympic Committee, or another Major Event Organization, or an anti-doping rule violation discovered by one of those organizations, shall be referred to the applicable International Federation in relation to Consequences beyond exclusion from the Event, Disqualification of Event results, forfeiture of any medals, points, or prizes from the Event, or recovery of costs applicable to the anti-doping rule violation.

[Comment to Article 7.1.1: The Athlete’s or other Person’s International Federation has been made the Anti-Doping Organization of last resort for results management to avoid the possibility that no Anti-Doping Organization would have authority to conduct results management. An International Federation is free to provide in its own anti-doping rules that the Athlete’s or other Person’s National Anti-Doping Organization shall conduct results management.]

8.2 Event Hearings

Hearings held in connection with Events may be conducted by an expedited process as permitted by the rules of the relevant Anti-Doping Organization and the hearing panel.

[Comment to Article 8.2: For example, a hearing could be expedited on the eve of a major Event where the resolution of the anti-doping rule violation is necessary to determine the Athlete’s eligibility to participate in the Event or during an Event where the resolution of the case will affect the validity of the Athlete’s results or continued participation in the Event.]

20.6 Roles and Responsibilities of Major Event Organizations

20.6.1 To adopt and implement anti-doping policies and rules for their Events which conform with the Code.

20.6.2 To take appropriate action to discourage non-compliance with the Code as provided in Article 23.5.

20.6.3 To authorize and facilitate the Independent Observer Program.

20.6.4 To require all Athletes and each Athlete Support Person who participates as coach, trainer, manager, team staff, official, medical or paramedical personnel in the Event to agree to be bound by
anti-doping rules in conformity with the Code as a condition of such participation.

20.6.5 To vigorously pursue all potential anti-doping rule violations within its jurisdiction including investigation into whether Athlete Support Personnel or other Persons may have been involved in each case of doping.

20.6.6 To do everything possible to award Events only to countries where the government has ratified, accepted, approved or acceded to the UNESCO Convention and the National Olympic Committee, National Paralympic Committee and National Anti-Doping Organization are in compliance with the Code.

20.6.7 To promote anti-doping education.

20.6.8 To cooperate with relevant national organizations and agencies and other Anti-Doping Organizations.

2.1.2 ISTI Requirements

4.8 Collecting whereabouts information

4.8.9 For periods when Athletes come under the Testing Authority of a Major Event Organization:

a) if they are in a Registered Testing Pool then the Major Event Organization may access their Whereabouts Filings for the relevant period in order to conduct Testing on them;

b) if they are not in a Registered Testing Pool then the Major Event Organization may adopt Event-specific rules requiring them to provide such information about their whereabouts for the relevant period as it deems necessary and proportionate in order to conduct Testing on them.

Annex J – Event Testing

J.1 As anticipated by Code Article 5.3.2., this Annex sets out the procedure to be followed by WADA in considering requests made by Anti-Doping Organizations for permission to conduct Testing at an Event where they have been unable to reach agreement on such Testing with the ruling body of the Event.

J.2 WADA’s aim in considering such requests is to encourage collaboration and coordination between different Anti-Doping Organizations to optimize the
effectiveness of their respective Testing programs while ensuring that each Anti-Doping Organization’s responsibilities are properly managed to avoid creating operational disturbance and harassment for Athletes.

J.3 Any Anti-Doping Organization that is not responsible for initiating and directing Testing at an Event in accordance with Code Article 5.3.2, but which nevertheless desires to conduct Testing at such Event shall, prior to contacting WADA, request such permission from the ruling body of the Event in written form with full supporting reasons.

J.4 Such request shall be sent to the ruling body at least 35 days prior to the beginning of the Event (i.e., 35 days prior to the beginning of the In-Competition period as defined by the rules of the International Federation in charge of that sport).

J.5 If the ruling body refuses, or does not respond within 7 days from receipt of the request, the requesting Anti-Doping Organization may send to WADA (with a copy to the ruling body) a written request with full supporting reasons, a clear description of the situation, and all the relevant correspondence between the ruling body and the requesting Anti-Doping Organization. Such request must be received by WADA no later than 21 days prior to the beginning of the Event.

J.6 Upon receipt of such request, WADA will immediately ask the ruling body for its position on the request and the ground for its refusal. The ruling body shall send WADA an answer within 7 days of receipt of WADA’s request.

J.7 Upon receipt by WADA of the ruling body’s answer, or if no answer is provided by the ruling body within the 7 days, WADA will render a reasoned decision within the next 7 days. In making its decision, WADA will consider, amongst others, the following:

a) The Test Distribution Plan for the Event, including the number and type of tests planned for the Event;

b) The menu of Prohibited Substances for which the Samples collected will be analyzed;

c) The overall anti-doping program applied in the sport;

d) The logistical issues that would be created by allowing the requesting Anti-Doping Organization to test at the Event;

e) Any other grounds submitted by the requesting Anti-Doping Organization and/or the ruling body refusing such Testing; and

f) Any other available information that WADA considers relevant.
J.8 If WADA decides that permission for Testing at the Event should be granted, either as requested by the requesting Anti-Doping Organization or as proposed by WADA, WADA may give the ruling body the possibility of conducting such Testing, unless WADA judges that this is not realistic and/or appropriate in the circumstances.

2.2 Jurisdiction

In line with the authority set out in individual Anti-Doping Rules, and Code Article 5 in particular, ADOs have the ability to conduct both In-Competition Testing (ICT) and Out-of-Competition Testing (OOCT) prior to, and during their Events. This ability is extended to MEOs as well in accordance with Code Article 5.2.3 so that Athletes who have qualified can be subject to OOCT by the MEO prior to the Event itself.

The ‘extended’ jurisdiction afforded by the 2015 Code and ISTI, when exercised, underlines the need to ensure that all Anti-Doping Activities are well coordinated with other ADOs that have overlapping or complementary jurisdiction—especially as it relates to the provision of whereabouts information, Testing coordination, TUEs, and results management.

In establishing its own jurisdiction, MEOs are encouraged to assess the risks of doping within the relevant sports and disciplines of participating Athletes to determine the extent to which efforts should be made to allocate available resources toward OOCT rather than ICT (see ISTI Article 4.2).

Such an assessment must also consider what NADO and IF programs may already be focusing on Athletes who will be participating in the relevant Event, and what ‘gaps’ in Testing may exist that can usefully be addressed by the MEO or relevant Event ADO.

2.3 Key Partnerships

The success of a Major Event stems from the establishment of good working relationships between the key partners involved in the Event.

The fundamental partnership between the MEO and LOC forms the basis of a successful Event. After that relationship is established, then other key partners become involved, including the relevant IF(s); the local NADO, Regional Anti-Doping Organization (RADO) or Sample Collection Authority (SCA); a WADA-accredited Laboratory; relevant Government Agencies in the host country; and the many other Agencies that may be required in the Event delivery.

In a multi-sport Major Event, the IFs involved must be engaged from the outset, and any conflicts identified between the MEO’s rules and the IFs’ rules ironed out to
the satisfaction of all partners. IFs have a wealth of knowledge about their sports and disciplines, and can provide additional guidance when implementing an anti-doping program in their sport.

The local NADO or RADO can contribute expertise and, in some cases, have established systems in place to facilitate access to certain Agencies or have information that the MEO or LOC would not ordinarily be able to access, e.g. intelligence from Border Agencies.

A critical partner for any Major Event is a WADA-accredited Laboratory. A contract will be required between the MEO and Laboratory, and often it will be the responsibility of the LOC to establish the partnership and budget for the Sample analysis costs. If there is no Laboratory in the host country, the MEO and LOC will need to organize and budget for appropriate Sample transport. Consideration will be required on the timing of transport, particularly if blood Samples will be collected at the Major Event.

One of the links a local NADO may be able to offer is access to, or coordination with, Government Agencies responsible for receiving and processing intelligence that could lead to an anti-doping rule violation (ADRV), e.g. Border Agencies or Police.

Some NADOs are able to receive and analyze intelligence from these Government Agencies due to established laws and practices in the country. With permission, the NADOs can share this information with the MEO and LOC in a controlled environment. The MEO and LOC will need to undertake an analysis of the host country’s laws and practices around gaining access to such intelligence, and make the appropriate connections early in the planning phase in case new laws are required or a detailed contract between the partners is involved.

For most Major Events, the host country’s Government will have a vested interest in the progress of all stages of the Event, largely because they may be funding the Event through public finances. A doping scandal will be high on the list of risks—not only to a successful Event, but also to the host country’s reputation. Therefore, the LOC in particular will be required to have a good working relationship with certain Government Agencies, e.g. Sports Ministry or Department of Health.

To ensure Athlete engagement, the National Olympic Committee (NOC)/National Paralympic Committee (NPC) or equivalent will be a key partner for countries participating in the Major Event.

Anti-doping is always an important topic for NOCs/NPCS to understand and, ultimately, they will manage Athletes at the Event. Opportunities should be sought to communicate with NOCs/NPCS regarding the anti-doping program to reinforce the procedures for whereabouts, TUEs and Testing. Most Major Events host a Chef de
Mission Seminar prior to the **Major Event**, which provides an excellent opportunity to share key messages.

Establishment of partnerships with other relevant Agencies not covered by a Functional Area within the LOC will be required. These may include a courier company to transport **Samples** to the **Laboratory**, a **Sample Collection Equipment** company, a phlebotomy Agency to provide **Blood Collection Officers**, (BCOs), etc. Contracts and good relationships will need to be forged.

Finally, **WADA**’s support alongside the **MEO**, **IFs** and **NADOs** should be sought throughout the planning and implementation phase to ensure that the latest techniques to combat doping are considered, and that the most up-to-date **Athlete** and **Athlete Support Personnel** education programs are utilized.

### 3.0 Planning

Planning an anti-doping program for a **Major Event** can be a significant opportunity for the **ADO** and personnel involved to use the **Event** as a catalyst for its own development.

The **MEO** and LOC have the opportunity to show **Athletes** and the anti-doping community that they are competent organizations capable of hosting and delivering an excellent **Major Event** with a high quality anti-doping program.

Throughout the planning phase, the **MEO** should ensure use of the latest techniques and expertise in the field of anti-doping. This includes scientific advancements in **Sample** analysis and effective management of all relevant stakeholders involved in the **Major Event**.

The key to hosting a successful **Major Event** is to learn from previous editions of the **Major Event** and similar **Events**. There is no need to ‘reinvent the wheel,’ as there are sufficient examples of good practice to assist **MEOs** and **LOCs**.

A thorough analysis of the **Major Event** requirements should be undertaken to quantify and qualify adequate resources. Through the bidding phase, the LOC should have a good understanding of the **MEO**’s requirements for an effective anti-doping program. Also, local expertise from the **NADO** and the effective recruitment of staff should enable the host country to apply its own experiences, procedures and relationships with key partners in the formulation of an effective program.

When planning the program, the **MEO** and LOC should ensure compliance with the **MEO**’s anti-doping rules, the **Code** and **IS**, and also utilize the Guidelines made available to them by **WADA**. Reviewing past Independent Observer (IO) Reports published by **WADA** is also a useful way to identify potential challenges and
solutions. All such Reports are available on WADA’s Web site: https://www.wada-ama.org/en/independent-observer-program.

Finally, MEOs are encouraged to set out in their bidding requirements, that host cities/countries must be both Code-compliant and have sufficient capacity with their NADO to conduct the Testing program based on the requirements established at that time.

3.1 Project timeline

A Major Event’s anti-doping program should be developed like a project, with budgets, timeframes and milestones identified for each Functional Area and integrated into the Event project plan.

Working back from day one of the Major Event, the MEO should include clear expectations of when key milestones should be completed by the LOC. These deliverables can then be reviewed on a regular basis, either through formal Coordination Commission meetings or through less formal project review meetings that include all relevant parties.

These meetings are an excellent opportunity to present on progress and ensure that all the relevant stakeholders are present and aware of the issues and challenges. The meetings also ensure that deadlines are met, and that new or unforeseen Anti-Doping Activities are added to the project and assigned appropriate responsibility.

High-level milestones should be identified in key areas of Doping Control such as workforce recruitment and training; publication of rules, documentation and procedures; Test Distribution Plan (TDP) development and implementation of Test Events; and Laboratory operations.

Each area should be assigned a level of risk that can be used for reporting purposes—the higher the risk, the higher the dedication of resources and effort required to resolve.

Such measures will help prevent delays, and feed into the overall LOC project progress report.

3.2 Major Event Organizer (either MEO or ADO)

3.2.1 Responsibilities

The Major Event Organizer is responsible for setting clear objectives and providing guidance and support to the LOC who will deliver the anti-doping program. The MEO is the owner of the Event and the extent to which it wishes to delegate tasks
and responsibilities to other partners should be set forth in formal, written agreements, published rules and procedures.

The scope and responsibility of the LOC must be set out in the early planning stages, even as far back as the initial bidding process to ensure adequate preparation. Once the LOC anti-doping unit is established, initial MEO requirements should be reanalyzed to ensure both the MEO and LOC are in agreement with the provisions contained and, most importantly, which partner is responsible for what aspects of overall program delivery.

The following table serves as a guide to the generally accepted division of responsibilities between a MEO (or IF) and a LOC, which in many instances should be the NADO of the country where the Event is taking place.

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<th>Part of the Process</th>
<th>Responsible Partner</th>
<th>Supported By</th>
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<td>NADO/IF</td>
</tr>
<tr>
<td>2. TDP</td>
<td>MEO</td>
<td>IFs – consultation</td>
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<td><em>IOC/WADA/OCOG Task Force</em></td>
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<td><em>LOC/NADO, as appropriate</em></td>
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<tr>
<td>3. Intelligence</td>
<td>MEO/LOC</td>
<td>NADO/Government Agency/WADA/IFs</td>
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<td>4. Sample Collection/Workforce Planning</td>
<td>LOC</td>
<td>NADO/IF Doping Control Representatives/Private SCAs</td>
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<td>5. Sample Handling</td>
<td>LOC</td>
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<td>6. Sample Transport to Laboratory</td>
<td>LOC</td>
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<td>MEO</td>
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<td>8. Laboratory Analysis</td>
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<td>9. Results Management</td>
<td>MEO</td>
<td>IF – for sanctions</td>
</tr>
<tr>
<td>10. Hearings</td>
<td>MEO</td>
<td>IF – for sanctions</td>
</tr>
<tr>
<td>11. Appeals</td>
<td>Court of Arbitration for Sport (CAS)</td>
<td>MEO/IF</td>
</tr>
</tbody>
</table>
During the earliest stages of the planning phase, the MEO has the opportunity to share its experiences from the previous editions of its Major Events, and should facilitate either a formal handover process between the MEO and its partners (such as the past and future LOCs) or provide access to transfer of knowledge documentation, including any reports from the WADA IO Program or Event Advisory Program.

The MEO may also revise its anti-doping rules or any associated Technical Documents (TDs) following a previous edition of the Games. These should be made available to the LOC and used throughout the planning phase to ensure good practice. Any changes to the Code or IS during the planning and/or implementation phase should also be considered and changes made accordingly.

### 3.2.2 Budgeting

Finances play an important part of a successful anti-doping program, therefore the budget is an important element to confirm with the LOC.

Given the majority of the budget will focus on the collection and analysis of Samples, it is important to discuss the number of tests and type of analyses expected at the Event. The TDP should comply with the ISTI and Technical Document for Sport Specific Analysis (TDSSA).

Discussions with the Laboratory should take place to determine analysis costs, especially if a fast turnaround in reporting analysis results is required (and is recommended to support expedited results management). TDPs should be driven by a proper risk assessment rather than by budgetary considerations. Other elements of the anti-doping program with budget considerations to be discussed include workforce, documentation/publications (both Doping Control-related and educational), Doping Control Stations (DCSs) including furniture, fixtures and equipment (FF&E), uniforms, and Sample transport to the Laboratory.

An important aspect of setting an Event budget is to include some contingency funds in case of changes or improvements in the advancement of Sample analysis, potential extra analysis emanating from Athlete Biological Passport (ABP) findings such as isotope-ratio mass spectrometry (IRMS), a percentage to account for dilute Samples or following the receipt of intelligence—and also to acknowledge the benefits to storing Samples for further future analysis (see Guidelines Section 3.4.4 for more information).

New techniques may become available, new substances added to the Prohibited List and/or the actual Major Event occur several years after the creation of the original budget. Therefore, Testing and analysis considerations should not end when the Event ends, but rather be reviewed regularly by the MEO in consultation with Laboratory experts.
Once the overall budget is determined, the MEO and LOC should assign the items to be covered and paid for by each organization.

3.2.3 Workforce - MEO

The MEO should strongly consider having full-time staff dedicated to anti-doping throughout the planning and implementation phase, in order to maintain regular relationships between relevant ADOs and stakeholders between Events and to foster consistency at Events.

The MEO should also establish a Games-time anti-doping commission or committee that is assembled to deliver specific tasks and provide guidance on operations at the Major Event. While in many instances, this body will have related medical responsibilities, it is recommended such committees be comprised of anti-doping experts, and not solely medical practitioners.

Typical responsibilities of the committee/commission may include such activities as observing Doping Controls to ensure consistent application of rules and procedures; acting as point of contact for teams and personnel with concerns or feedback; and collective decision-making on matters related to the anti-doping program at large. This approach further ensures continuity throughout the Games cycle, and provides the LOC with a key contacts with whom to raise and resolve issues as they arise across multiple Event Venues and Competitions.

3.3 Local Organizing Committee

3.3.1 Responsibilities

The LOC’s primary responsibility is to deliver all elements of the Major Event on behalf of the MEO, including the anti-doping program.

The LOC will be required to establish an anti-doping team or unit to coordinate all Anti-Doping Activities within the LOC, reporting directly to the MEO. The establishment of such a team should be a priority for the LOC in the initial planning stage of the Major Event. Having anti-doping represented across the organization early on will ultimately have an effect on the quality of anti-doping operations (e.g. accreditation, venue/facility planning and construction, transportation, volunteer recruitment).

It is unlikely that the LOC will have sufficient anti-doping expertise available in the first phases of project planning. However, a number of options are open to the LOC such as:

- Second a specialist from the local NADO or contract the NADO entirely for an integrated NADO-LOC plan;
• Recruit an anti-doping specialist early in the planning phase as a consultant or full-time LOC staff;
• Outsource all anti-doping responsibilities to a private service provider where no adequate NADO exists; or
• Any combination of the above, e.g. a specialist recruited by the LOC, with Sample collection outsourced to the local NADO.

Once a specialist is in place, a budget should be formulated to cover all the agreed deliverables for which the LOC is responsible.

The LOC’s anti-doping program should then start the planning process, with objectives set to form a clear understanding of the program’s purpose and what it should achieve. When setting the objectives, the LOC should consider:

• Preserving the right of the clean Athlete to perform at a doping-free Major Event;
• Delivering a high standard of infrastructure and facilities so Athletes are not delayed by the Doping Control process;
• Doping Control having a minimal impact on Athlete performance/preparation; and
• Having a high-quality workforce trained on effective, compliant procedures to conduct the respective duties required in each role.

The MEO should provide access to transfer of knowledge documentation, WADA IO Reports and any other resources identifying lessons learned from previous Events.

The LOC should attempt to observe current editions of the Event (or similar Events) to broaden its knowledge and develop its own plans. Observing Events is critical to learning from the previous LOC. Also, interacting with workforce by visiting DCSs and attending task force-style team meetings promotes the host LOC’s awareness of the types of challenges and matters that will need to be addressed prior to, and during, an Event.

All opportunities should be leveraged to reinforce the principle of learning from others, and proactively identifying possible solutions to potential program shortfalls or risk areas.

For any host LOC in a multi-sport Event, some sports and disciplines will be more familiar than others. Therefore, the LOC should conduct a knowledge gap analysis to learn about sports and disciplines with which it is less familiar. Early engagement with the MEO and the relevant sport IFs is crucial to garner trust and develop effective relationships.
The host LOC should also leverage observation opportunities to better understand the sport/discipline, with attention to how *Doping Control* traditionally operates within the sport/discipline.

### 3.3.2 Workforce - LOC

**Major Events** are staffed by two categories of anti-doping personnel:

- Office-based professionals responsible for planning and implementation of the Event’s overall anti-oping program, and
- *Sample Collection Personnel (SCP)* primarily responsible for *Sample* collection at the *Event* (either volunteers or a full-time paid staff of contractors).

There are a number of different organizational models available. However, the number of staff and scope of each role should be proportionate to the *Event* requirements. Particular considerations include:

- Number of venues and Event complexity (e.g. are the venues clustered or split geographically?);
- Competition Schedule
- Number of *Samples* to be collected;
- Number of DCSs and SCP required; and
- Timing of recruitment for each position, profiled against the workload and project timeline to ensure that all tasks are completed on time.

SCP must have no conflict of interest and have adequate qualifications and experience to conduct *Sample Collection Sessions*. SCP requirements start with the development of the necessary competencies and end with the provision of identifiable accreditation. All SCP shall not be *Minors*.

Typical SCP roles and and brief descriptions of related responsibilities include:

<table>
<thead>
<tr>
<th>Role</th>
<th>Responsibilities</th>
</tr>
</thead>
</table>
| Anti-Doping Director or Senior Manager (may be supported by a Deputy) | • Overall project management.  
• Develop Operational Plan, Concept of Operations, (e.g. initial venue plans and layouts).  
• Represent LOC on anti-doping matters.  
• Work with other Functional Areas within the LOC to identify cross-functional policies and procedures as required.  
• Recruit, manage and lead anti-doping team.  
• Act as point of contact for governing ADO (MEO).  
• Manage budget.  
• Implement anti-doping strategies, policies, procedures, publications, and *Doping Control* documentation.  
• Develop the TDP for Games time and Test Events. |
- Implement ADAMS into operations.
- Establish agreements with the Laboratory, local NADO, etc.
- Develop relationship with Government Agencies and relevant IFs around intelligence and information sharing.
- Establish stakeholder working groups as required.
- Communicate anti-doping program to relevant stakeholders.

<table>
<thead>
<tr>
<th>Role</th>
<th>Responsibilities</th>
</tr>
</thead>
</table>
| Anti-Doping Cluster Manager(s) or Venue Coordinator(s) | - Manage anti-doping operations for an individual venue or group of venues  
- Liaise with other venue Functional Areas to ensure anti-doping operations are understood in each venue  
- Establish DCS/s.  
- Integrate anti-doping operations into the venue and produce venue and sport-specific anti-doping manuals (e.g. to cover post-Event sequence, access to the field of play for Chaperones, etc.).  
- Design a Doping Control Officer (DCO) training program.  
- Manage anti-doping operations at Test Events.  
- Coordinate pre-Competition/OOCT.  
- Oversee anti-doping operations at the Major Event.  
- Receive reports from the SCP at the Major Event and coordinate test requests (e.g. manage mission orders). |
| Workforce Manager (plus assistant/s) | - Develop the workforce strategy and modelling to determine number of positions required.  
- Recruit, train and deploy SCP.  
- Develop Doping Control Manual and training aids.  
- Manage Games-time SCP requirements such as uniform, accommodation, scheduling, accreditation, food, etc.  
- Manage Games-time workforce issues, e.g. behavioural conduct. |
| Logistics or Laboratory Manager | - Procure and distribute Sample Collection Equipment and Sample collection documentation to all DCSs.  
- Liaise with LOC Logistics team to ensure suitable and secure storage of Sample Collection Equipment and Sample collection documentation.  
- Fit out the DCS with the required FF&E and technology.  
- Procure other specialist equipment (e.g. radios).  
- Oversee the transportation of Samples to the Laboratory.  
- Liaise with the Laboratory on Chain of Custody and transportation system development. |
| Team Assistant/s | - Support the team (e.g. administrative tasks and projects). |

In addition to these full-time positions, additional Games-time specific roles should be considered to assist operations:
<table>
<thead>
<tr>
<th>Role</th>
<th>Responsibilities</th>
</tr>
</thead>
</table>
| **Doping Control Command Centre (DCCC) Assistants**  
(can also be deployed in-venue) | - Perform administrative tasks (e.g. compile available intelligence, review whereabouts submissions).  
- Check Doping Control documentation for accuracy.  
- Enter DCFs into the Anti-Doping Administration and Management System (ADAMS).  
- Support the Workforce Manager as required. |

There are also different approaches to the in-venue SCP workforce categories. Below are typical job roles deployed at Major Events; responsibilities may be shared between other roles if that specific position is not used at an Event.

<table>
<thead>
<tr>
<th>Role</th>
<th>Responsibilities</th>
</tr>
</thead>
</table>
| **DCS Manager (DCSM)** | - Overall management of SCP.  
- Member of senior management group for the venue, attend daily briefings.  
- Resolve issues with other Functional Area managers (e.g. Competition, ceremonies etc.).  
- Brief the SCP at the start of a shift and de-briefs at the end of a shift.  
- Retrieve selection criteria from the DCCC or Event authority (ADO) and ensure compliance with relevant selection protocols.  
- Report to the DCCC on issues and Samples collected.  
- Enter DCFs into ADAMS or delegate to a trained team member.  
- Package Samples for transportation to the Laboratory (or deliver Samples to the DCCC or directly to the Laboratory).  
- Checks Doping Control documentation prior to sending to the DCCC or ADO as required. |
| **DCO** | - Collect urine Samples from Athletes or delegate Witnessing Chaperones.  
- Complete Doping Control documentation for each test.  
- Manage the BCO responsible for collecting blood Samples.  
- Train Chaperones.  
- Prepare Samples for Laboratory shipment. |
| **BCO** | - Collect blood Samples from Athletes under DCO supervision.  
- Help DCO prepare Samples for Laboratory shipment. |
| **Chaperone Team Leader / Coordinator** | - Manage and deploy Chaperones to notify Athletes for Testing.  
- Liaise with other Functional Areas on the field of play to ensure the correct Athlete is selected and notified (usually before the Athlete enters the media mixed... |
Chaperone

- Notify and escort Athletes from the field of play to the DCS.

Other roles which have been created and deployed at Major Events and should be considered include:

<table>
<thead>
<tr>
<th>Role</th>
<th>Responsibilities</th>
</tr>
</thead>
</table>
| DCS Coordinator                         | • Manage access in and out of DCS.  
• Responsible for the security of the DCS.  
• Manage Athletes from the waiting area into the processing room for the collection of Samples. |
| Access Control/Security (may be provided by the Security Functional Area) | • Specifically manage entry into and out of the DCS. |
| Interpreters (on call or in person)     | • Assist in communicating with select Athletes where barriers to clear communication of rights and responsibilities may not be possible. |

The number of workforce required for a Major Event will vary depending on multiple factors, including:

- **TDP**, particularly the peak number of Samples to be collected and the variability of tests in each venue between preliminary rounds and final Competitions.
- If **OOCT** will be conducted, requiring early start times and long daily shifts.
- Number of venues, DCSs and processing rooms.
- Number of daily shifts required to fulfill Testing obligations.
- Number of days off SCP will be given during multi-day Events (e.g. after every 5 days worked, SCP receive 2 days off).
- If urine and/or blood Samples (includes ABP with possible two-hour wait requirement) will be collected at the venue(s).
- Accreditation system in place at an Event, and if SCP can rotate between venues (e.g. within a cluster) or must remain static throughout an Event (e.g. BCOs are allowed to move between venues to control head count).
- If the DCS will remain open at all times to act as a deterrent to Athletes or will close when tests are not planned.
• Gender requirements relative to gender of *Athletes* to be tested.

The LOC should also consider any local factors that will influence the modelling process:

• Unknown nature of *Doping Control*, particularly the length of time it may take *Athletes* to provide their *Samples*. Sports with weight limits often see *Athletes* dehydrate to make a certain weight, impairing their ability to provide a urine *Sample* in a timely fashion. This will effect shift length and *SCP* fatigue.

• Geographical layout of venues and the distances from accommodation to the venues must be considered. If *SCP* are travelling for long periods, then this time may be considered part of their shift length. Also if venues are isolated, e.g. in a mountain area, thought will need to go into the workforce modelling in case of drop out, illness, etc.

• Available transport for *SCP*, particularly late at night, will effect the modelling process and will impact on other areas (e.g. dedicated transport or local accommodation provisions).

• Language skills required for *SCP*, and the need to recruit international *SCP* or provide individuals to act as volunteers.

• Volunteer attrition should be built into plans to cater for *SCP* who drop out of the *Event*, for whatever reason.

• Flexibility should be built in, e.g. an *Athlete* requires *Target Testing* for blood in a venue where blood *Testing* is not scoped.

Contingency planning is critical. No *DCOs* in a venue means that no *Testing* can take place. Anti-doping should be treated as a critical function to the workforce modelling process.

### 3.3.3 Relationship With Other Functional Areas

There is no ‘one-size-fits-all’ model to determine where the anti-doping unit will reside as a Functional Area within an LOC.

The anti-doping Functional Area within a LOC should be assigned to the department to which it is best suited, based on *Event* specifics. Historically, anti-doping has resided within the Sport Department, with Medical either within Venues and Infrastructure or a stand-alone function.

When creating the LOC organizational chart, the anti-doping unit should be positioned where it can most effectively leverage relations with other Functional Areas while maintaining some independence.
The following table lists key Anti-Doping Activities undertaken between common Functional Areas and the anti-doping unit.

As anti-doping is largely the receiver of services from other Functional Areas rather than the provider, it is essential that good relations are established to deliver an effective anti-doping program. This includes dedicated and secure workspace to host confidential meetings and store relevant documentation.

<table>
<thead>
<tr>
<th>Functional Area</th>
<th>Key interaction with anti-doping and services required</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sport</strong></td>
<td>• Control the field of play.</td>
</tr>
<tr>
<td></td>
<td>• Determine notification points and access required for SCP.</td>
</tr>
<tr>
<td></td>
<td>• Maintain close relationship with the IF.</td>
</tr>
<tr>
<td></td>
<td>• Understand intrinsically the nature of each sport.</td>
</tr>
<tr>
<td></td>
<td>• Oversee TDP schedule.</td>
</tr>
<tr>
<td></td>
<td>• Manage DCP identification.</td>
</tr>
<tr>
<td><strong>Logistics</strong></td>
<td>• Manage the delivery ('bump in') of equipment into a venue (including Sample Collection Equipment) and extraction from ('bump out') a venue.</td>
</tr>
<tr>
<td></td>
<td>• Provide transportation of Samples to the Laboratory if required.</td>
</tr>
<tr>
<td></td>
<td>• Provide secure storage, essential for Sample Collection Equipment prior to ‘bump in.’</td>
</tr>
<tr>
<td></td>
<td>• Sometimes includes the FF&amp;E Functional Area, which provides refrigerators, stationery, desks, chairs, office equipment, clipboards etc.—all of which contribute to a smooth-running DCS.</td>
</tr>
<tr>
<td><strong>Transportation</strong></td>
<td>• Provide vehicles for anti-doping if required.</td>
</tr>
<tr>
<td></td>
<td>• Provide transport for Athletes delayed in the DCS back to their accommodations.</td>
</tr>
<tr>
<td></td>
<td>• May provide transportation for SCP or Samples if required.</td>
</tr>
<tr>
<td><strong>Workforce</strong></td>
<td>• Oversee LOC recruitment, training and deployment.</td>
</tr>
<tr>
<td></td>
<td>• Work with anti-doping on modelling and head count management.</td>
</tr>
<tr>
<td></td>
<td>• Manage human resource issues throughout the recruitment phase and Games time.</td>
</tr>
<tr>
<td></td>
<td>• Assist with scheduling.</td>
</tr>
<tr>
<td></td>
<td>• Provide SCP with uniforms and meal vouchers.</td>
</tr>
<tr>
<td><strong>Media</strong></td>
<td>• Control the media mixed zone, with media responsibilities potentially being part of the ‘post-Event sequence’ while an Athlete is engaged with/prior to Doping Control.</td>
</tr>
<tr>
<td></td>
<td>• Request Athletes attend post-Event press conferences.</td>
</tr>
<tr>
<td><strong>Accreditation</strong></td>
<td>• Manage the accreditation and access of SCP.</td>
</tr>
<tr>
<td></td>
<td>• Ensure that SCP can access the same locations as Athletes (e.g. media mixed zone, ceremonies) to fulfill their duties.</td>
</tr>
<tr>
<td></td>
<td>• Where possible, SCP should receive unlimited accreditation (access to all areas) and, at a minimum, to all areas Athletes</td>
</tr>
<tr>
<td>Medals and Ceremonies / Sport Presentation</td>
<td>• Responsible for medal ceremonies that may take place as part of the ‘post-Event sequence’ while an Athlete is engaged with Doping Control.</td>
</tr>
</tbody>
</table>
| Medical | • Provide medical care to Athletes who may be engaged in the Doping Control process.  
• May share resources (e.g. BCOs and equipment).  
• Often placed in close proximity to the DCS. |
| Catering, Cleaning and Waste | • Provide catering for Athletes delayed in the Doping Control process.  
• Provide and replenish drinks for Athletes in the DCS.  
• Clean the DCS and fix infrastructure problems (e.g. leaking washrooms, faulty air conditioning, etc.).  
• Remove waste, including sharps bins, and replenish with new equipment.  
• Discovery of possible doping substances or paraphenalia. |
| Technology | • Provide computers, printers and telephones for the DCS, including Web access for Athlete information and ADAMS.  
• Manage card systems for accessing the DCS.  
• Provide scanners for managing entry to and from the DCS.  
• Provide radios or telephones for in-venue communications. |
| Venues and Infrastructure | • Responsible for the design, layout and overlay of venues, including building or procuring a facility to act as a DCS.  
• Manage the Venue Operational Planning (VOP) process in which all Functional Areas come together to discuss their respective concepts of operations and interactions. |
| Villages | • Oversee Athlete Village operations.  
• Manage cleaners who may discover doping paraphenalia in Athlete rooms.  
• Provide a DCS (usually located in the Polyclinic). |
| NOC/NPC relations (or equivalent) | • Manage the relationship with NOCs and NPCs.  
• Negotiate access to Athlete rooms or facilitate the provision of whereabouts information if required. |
| Language Services | • Provide interpreters for Athletes undergoing Doping Control.  
• Alternatively, provide an ‘over-the-telephone’ interpretation service. |
| Test Events (sometimes managed by Sport) | • Responsible solely for Test Event operations.  
• Usually less resources available, therefore anti-doping’s expectations may have to be adaptable. |
3.3.4 Outsourcing

If the Event does not have a Functional Area to provide a service required by anti-doping, then outsourcing of certain activities may be an option.

Outsourcing has been done at previous Events for the following activities:

- Transportation of Samples to the Laboratory via a courier company or the NADO’s system
- Hiring of BCOs through a reputable phlebotomy Agency
- Contracting of expert Sample Collection services (where no NADO with sufficient resources exists).

Any outsourcing will require a contract to ensure the service level expected by the ADO is met. Making explicit reference to provisions in the ADO’s rules, or to the ISTI itself, will add protections in this regard. MEOs and LOCs may also wish to source such services through sponsorship opportunities and/or in-kind contributions.

3.4 Test Distribution Plan

For guidance and best practice on creating a best practice TDP for a Major Event, the MEO/ADO and LOC should review and implement the ISTI and the Guidelines for Implementing an Effective Testing Program. The purpose of this Guidelines document is not to repeat either resource, but to provide specific guidance on what the Major Event Organizer should consider for a Major Event TDP.

The key to creating an effective TDP is to conduct a proper, thorough risk assessment. A Major Event is, in many instances, the pinnacle for all Athletes competing. The incentive to cheat, either in the build-up to the Event or even during the Event, is high.

To deter doping in the build-up to a Major Event, the MEO may consider extending its jurisdiction to increase the number of Out-of-Competition (OOC) tests it conducts (as stated in Code Article 5.2.3 and Guidelines Section 2.2).

Alternatively, the MEO should consider coordinating efforts with the IFs attending the Event and with NADOs to ensure Testing and education focus on those Athletes likely to attend the Event, e.g. Athletes on the short (tentative) or final (definitive) participation list.

Other risks to be considered by the ADO/MEO are:

- Doping history of sports at that particular Event;
- Test history of Athletes participating, especially in the lead-up period;
- Number of Athletes participating per sport and discipline;
• Financial incentives across the sports, including potential endorsement opportunities linked to being successful at the Event—especially for specific countries or individual Athletes; and

• Existing IF and NADO Testing programs.

An initial TDP should be made available to the LOC and Laboratory at least one year before the Major Event. This milestone is imperative, given that these numbers dictate many subsequent aspects of the overall anti-doping program such as workforce planning, equipment purchasing and venue planning.

At this point, the TDP should outline:

• Overall number of tests;
• Urine and blood Sample numbers, specific analysis targets in compliance with the TDSSA and other Prohibited Substances; and
• ICT and OOCT ratios.

Once the Competition schedule is confirmed, the TDP can be refined to identify the distribution of In-Competition tests across all the sports and disciplines. This approach allows sufficient time for the LOC to refine its workforce modelling and also for the Laboratory to start to identify its operations around the daily collection schedules, particularly managing the peak days.

Around the same time, the Test Event program will be starting.

The MEO should encourage the LOC to facilitate Testing at all Test Events, ideally using the same personnel who will work during the main Event itself. Due to the varying nature of the level of Event in terms of jurisdiction and standard of Athlete participating, the LOC should work closely with the IF, NADO or a service provider to implement Testing at the Test Events.

3.4.1 Out-of-Competition vs. In-Competition

Out-of-Competition

As stated in Code Article 5.2.3, the MEO has great flexibility on defining its OOC period. This can begin prior to the traditional start day, which is when the Athlete Village opens, or the first day of Competition.
No later than three months prior to the start of the Event jurisdiction period, the MEO should begin to formulate the details of the TDP OOC/pre-Competition element, in particular the specific Athlete selections and analysis requests. The OOC TDP should be risk- and intelligence-led, and focus on those Athletes and sports demonstrating the greatest risk of cheating.

This planning should also take into account the IFs’ and NADOs’ Testing plans for participating Athletes. MEOs are encouraged to engage in dialogue with those ADOs for which potential conflict and a high volume of Testing may occur and also to identify any Athletes an IF or NADO may wish to target on their arrival to or during the Major Event.

The MEO should also build in contingency around additional tests that may arise due to:

- Intelligence received during the Event
- Unusual behaviour by Athletes or Athlete Support Personnel
- Target tests for suspicious analysis reports
- ABP results and follow-up tests
- Dilute Samples

The MEO should also plan to test Athletes who are not residing in the Athlete Village or even in the country hosting the Major Event. Many high-risk Athletes will stay away from the Competition until very close to the Event, therefore the MEO should plan with IFs, NADOs and service providers to build a network capable of Testing any Athlete anywhere in the world during the period of jurisdiction.

When coordinating OOCT with IFs and NADOs, the MEO should encourage these organizations to expedite Sample analysis close to the start of the MEO’s jurisdiction to prevent any Athletes who may report an Adverse Analytical Finding (AAF) or ADRV from competing at the Major Event.

**In-Competition**

The In-Competition TDP can be confirmed once the Competition schedule is released, which usually more than 18 months before the Major Event. The MEO should consider the IFs’ current selection policies and strategies to foster consistency between Events for Athletes in specific sports, but the ADO/MEO may not be bound by these policies/strategies.

Depending on the outcome of the risk assessment, the MEO will have to allocate more or less tests across the different sports and disciplines, and discuss the principles with the relevant IF to set expectations accordingly.
3.4.2 Technical Document for Sport Specific Analysis

As mentioned previously, the MEO and/or ADO must consider the Minimum Levels of Analysis (MLAs) for testing of certain substances across all sports and disciplines attending the Major Event.

MEOs should be aware that these figures are minimum requirements only and if their risk assessment suggests otherwise, they may increase the analysis of certain substances above the MLA.

It is recommended that the MEO focus TDSSA requirements on the OOC period under its jurisdiction, and consider all participating Athletes as International-Level Athletes subject to the TDSSA.

Should a MEO wish to perform analysis at a lower level than that dictated by the TDSSA, it must apply to WADA for a reduction (Code Article 6.4.2, ISTI Article 4.7.2) stating clearly why a reduction is deemed necessary.

3.4.3 International Federations

Historically at multi-sport Major Events, the MEO and LOC have entered into tripartate sport protocol agreements with IFs that outline the selection policy, type of analysis, total number of Samples to be collected for each sport and discipline In-Competition, any sport specifics of the sport related to In-Competition Testing and details of any technical delegate that may attend the Major Event and who is responsible for anti-doping of the IF. Although MEOs are encouraged to open a dialogue with IFs in particular, MEOs have sole jurisdiction over their Events to decide on the selection of Athletes to be tested.

If the MEO enters into such an agreement, it should be confirmed that the MEO holds the right under its jurisdiction to amend any such agreement, given that the MEO remains the responsible ADO at this Event.

Flexibility should be built into any agreement in case of changes to the Competition schedule, intelligence received or any other relevant factor that would require the MEO to amend the TDP for that sport/discipline.

Any agreement should be held in the strictest confidence, as the overarching principle of a Major Event TDP is unpredictability, and the TDP should be risk- and intelligence-led.

Testing all medalists and ignoring preliminary rounds or other placeholders can be counterproductive to an effective Testing strategy. While the MEO and IF wish to have ‘clean’ medalists, tests should not be eliminated from the OOC period or preliminary rounds where prospective medalists can be identified for Target Testing only where the value of this test may be higher. An Athlete may be able to engage
in doping behaviour during the early rounds of an Event and then stop in time for the finals, if he/she knows Testing is not planned during this period of Competition.

Once the Competition schedule is released, the MEO, IF and LOC should meet to discuss Testing strategies both ICT and OOCT. For OOCT, the MEO and IF should discuss information sharing strategies for Target Testing certain high-risk Athletes competing at the Event. If the IF conducts an ABP Program, a strategy should be discussed to determine whether any ABP tests will be conducted.

The recommendation for Major Events is that ABP blood tests should only be conducted if the relevant Athlete Passport Management Unit (APMU) has made a specific recommendation to collect Samples at the Event. The Major Event should not be used as a mass screening exercise.

If ABP blood tests are to be conducted, the IF should alert its APMU to review the results quickly and make timely recommendations if relevant. The LOC should be prepared and be able to collect and send ABP blood Samples to the WADA-accredited Laboratory (or other WADA-Approved Laboratory for the ABP) in compliance with the TDs related to the ABP.

### 3.4.4 Sample Retention and Further Analysis

The strategy and procedures for retaining Samples for further analysis are important elements of the MEO’s TDP.

As advancements in analysis techniques evolve over time, the MEO/ADO should plan to store Samples and re-analyze them once new or improved analysis techniques become available. MEO’s should arrange for a suitable and secure storage system to ensure that Samples do not degrade over time.

The MEO should then form a relationship with WADA and a WADA-accredited Laboratory to remain informed of such developments. MEO programs should also consider any existing IF retention policy to account for situations where transfer of Sample ownership may be appropriate.

In creating a Sample retention strategy, the MEO should consider:

- Number of Samples from each Event to be stored;
- Priority of sport/discipline Samples to be stored;
- Timeframes for reviewing stored Samples;
- Analysis timeframes; and
- Type(s) of analyses to be conducted.

Once this strategy is finalized, the MEO will need to determine procedures on repatriating Samples to the storage site after each Event, and maintaining the necessary Chain of Custody.
Finally, MEOs may wish to offer the IFs and NADOs of competing Athletes the opportunity to have Samples transferred to their organization in accordance with their respective storage and analysis policies.

**Note:** Also see Article 6.4 in WADA’s Guidelines for Implementing an Effective Testing Program.

### 3.5 Venues

Venues used for **Major Events** often fall into three categories:

1. Newly contructed venues;
2. Existing sport or other functional building; or
3. Existing building to be renovated for the Event; or
4. Temporary facilities such as portable cabins used exclusively for Doping Control purposes.

All have different sets of considerations when trying to ensure that a suitable facility can be identified to act as a DCS.

Venue Operational Plan for venues that need to be designed and constructed from scratch, or renovated, often starts many years before the Event, while Functional Area Planning starts years before any construction begins.

It is important for the MEO and LOC to have representation on the construction of a DCS within the venue, both in terms of size and location.

When working with existing venues that may not have a current or suitable facilities for a DCS, the MEO and LOC should explore temporary solutions such as partition walls with temporary doors or portable cabins that can be constructed or brought into the venue at the Major Event and removed afterward.

The DCS should be located in ‘back-of-house’ areas with access restricted to only those individuals who need it. The DCS is not open to the public or media and access to the DCS should avoid thoroughfare through public areas.

#### 3.5.1 Doping Control Stations

Every venue where Testing is planned requires a DCS. When planning a suitable DCS within a venue, the MEO and LOC should consider:

- An area or series of rooms that will be used solely for Doping Control, i.e. not shared with another Functional Area.
- A secure location that preserves Athlete privacy and confidentiality.
- A location within the venue that is close to the field of play.
• An area that has sufficient processing rooms and toilets to manage the peak collection of Samples or the operational policy of the MEO/LOC (e.g. some Major Events plan 20 minutes for a urine-only test, 30 minutes for a combined urine and blood test, and for Athletes to expect to be ‘next in’ when they arrive at a DCS).

• A waiting area that can comfortably seat Athletes and Athlete Support Personnel linked to the number of tests and the nature of the sport/discipline in terms of the flow of Athletes into the DCS and the Competition schedule (e.g. in swimming finals, races tend to occur continually, with 10 minutes between each Competition, vs. a Team Sport where Athletes arrive at the DCS together post-match).

• A reception area that allows Athletes to be quickly checked in and seated where they can be properly observed by Chaperones. Queues or waiting areas outside of the DCS should be avoided to preserve Athlete privacy and the integrity of the Doping Control Testing process.

• A secure area to store Samples and Doping Control documentation.

• Appropriate technology and appliances to support operations, e.g. telephones to coordinate SCP outside of the DCS or assist in translation services; computers to allow the DCSM to access ADAMS (to access mission orders and enter DCFs into ADAMS) as well as Event results and Athlete information, and communicate with the DCCC; refrigerators for drinks and Sample storage; air conditioning if appropriate; printers to print Athlete photos to assist in identification of Athletes selected for Testing; and TVs to entertain Athletes in the waiting area, etc.

• Appropriate furniture, tables and chairs to seat the maximum number of people permitted access the processing room.

• Beds for Athletes who may experience difficulties following blood Sample collection.

• Accessibility requirements if the Event includes Athletes with an impairment.

• Fire and safety equipment in case of an emergency.

Other non-Competition venues that may require a DCS include:

• Separate medals plazas to which Athletes who may still be engaged in the Doping Control process are transferred from the Competition venue;

• Athlete Villages where OOCT is planned;

• Training venues where OOCT is planned; and
- Transport of Athletes engaged in the Doping Control process over a large distance, to a location that has a suitable DCS which may require access to washrooms and an area for processing Samples.

3.6 **Laboratory**

Ensuring that all necessary agreements are in place with one or more WADA-accredited Laboratory(ies) is of vital importance. At a minimum, such agreements should include:

- Duration of Agreement
- Per Sample costs dependent upon the test menu (and *TDP*)
- Reporting requirements including timeframe expectations for ‘negative’ results and *AAFs*, and any requirements beyond secure ADAMS reporting (i.e. who shall be advised and by what means)
- Test calculations (ex. Multiple analyses on a single Sample)
- Analysis requirements (the ‘test menu’)
- Anticipated daily test distribution – by Sample type and analysis
- Security, confidentiality and accreditation requirements for Laboratory
- Laboratory operating plan and any necessary subcontracting provisions
- Necessary premises and equipment
- Undertakings of the responsible stakeholders within the contract
- Records management protocol
- Sample storage requirements post-Event.

3.7 **Review**

3.7.1 **Project Review Plan**

The *MEO* should formulate a project plan review process whereby the *MEO*, LOC and other relevant partners come together to review progress against the plan. Such review meetings can be used to share progress, discuss issues as they arise and collaborate on solutions. These meetings should be built into the project plan.

As the project develops, program risks can be identified, with timeframes and allocated ownership reviewed at subsequent meetings.

For face-to-face meetings, other relevant stakeholders such as the local *NADO*, Government, Border Agencies, Laboratory, and Athletes (where appropriate) could be invited to ensure that the meeting as effective as possible and that all parties are aware of plan progress and any issues.
Project reviews should continue up to the start of the Event so the MEO/ADO is confident that the LOC has everything in place to deliver a successful anti-doping program.

If any major milestones are missed or delayed, the review process allows for sufficient time for the issue to be escalated within the relevant organization and for appropriate action to be determined.

All parties need to take an adaptable approach, as many elements change throughout the planning and implementation phase. Many changes are outside of the anti-doping team’s control (e.g. changes to the Competition schedule or venues), therefore the MEO and LOC must be flexible in their planning.

3.7.2 Creation of a Task Force or Planning Committee

For Events where additional expertise or guidance is required or requested by the MEO, the creation of a task force or planning committee may be appropriate.

An organizing body consisting of MEO, LOC, local NADO or RADO membership can be established to offer guidance on planning and implementation, and assist in the more technical aspects of hosting a Major Event, e.g. establishing a Laboratory or designing the TDP. Costs for such an addition to the anti-doping program must be determined by all parties well in advance.

3.7.2.1 National Anti-Doping Organization

A key component of a successful Major Event is the local NADO. The NADO can provide expertise, anti-doping personnel, SCP, connection with a laboratory/ies and links to Government in establishing relationships with law enforcement and the receipt of anti-doping intelligence. The governing authority for the Event should utilize the resources, expertise and skills of the host NADO where possible, retaining ultimate jurisdiction however and ensuring appropriate oversight of the NADO to protect both parties from any possible perceived or real conflict regarding Athletes of the host country.

In many cases law enforcement Agencies are unable to share information with ‘private sector’ companies such as an MEO or LOC. However, by linking with the NADO, the MEO can access information it otherwise could not.

In addition to providing SCP, the NADO can also assist in Major Event workforce recruitment and training. One benefit of such coordination is that post-Major Event, the NADO can benefit from capacity building by including SCP who have gained invaluable experience at the Major Event into its workforce.

Education is another area in which the local NADO can add value to the Major Event. In the build up to the Major Event, Games-specific education programs and
NADO Outreach at Test Events can help Athletes better understand the anti-doping program in advance.

4.0 Implementation (Part A – Pre-Games Period)

The scope of implementation starts with the development and deployment of policies and procedures, from checking, reviewing and amending procedures through the Test Event program and readiness exercises, to the publication of Major Event documentation and education material. This phase also includes workforce training to ensure clear understanding of anti-doping policies and procedures.

4.1 Policies and Procedures

4.1.1 MEO Policies

4.1.1.1 Whereabouts

One of the biggest Major Event challenges facing MEOs remains the collection of whereabouts information required to locate and test Athletes OOC on a No Advance Notice Testing basis.

MEO anti-doping rules and TDs should outline the requirements for Athletes attending such Events. The MEO should consider the following:

- Whether the same level of information will be appropriate and/or necessary during the Event for Athletes who are already providing whereabouts to an ADO, be it at the Registered Testing Pool level or otherwise.
- What information is already at its disposal to locate Athletes and potentially reduce the level of whereabouts needed to be collected at certain times (e.g. once in the Athlete Village).
- Whether the MEO should define a whereabouts pool or pools of Athletes, and set the respective level(s) of whereabouts information required.
- Who is ultimately responsible for a Whereabouts Filing Failure—the Athlete or the Athlete Representative organization (NOC, NPC, etc.)—and what the Consequences are for not providing such information (e.g. monetary fines or suspension from Competition).
- How whereabouts will be collated and managed (e.g. ADAMS, or another WADA-approved system).
- How to manage Missed Tests, Filing Failures, and Athlete non-availability processes and coordination with the IFs and NADOs that also have jurisdiction over these Athletes.
• How to ensure the LOC has appropriate accreditation for SCP to access Athletes within Competition and non-Competition venues (e.g. training venues and the Athlete Village).

• Ensuring that Games-time systems such as arrival and departure information, training scheduling systems, accreditation access points, accommodation rooming lists, and transport booking systems are made available to the anti-doping team to assist in locating Athletes for Testing.

• Athletes who may be identified by the MEO or LOC as high risk leading into a Major Event who are not part of a Registered Testing Pool of the IF or NADO should be passed onto the relevant IF or NADO with a request that they be tested regularly leading into the Major Event and/or put into a Registered Testing Pool leading into and during the Major Event.

4.1.1.2 Therapeutic Use Exemptions

All Athletes requiring the use of a Prohibited Substance for Therapeutic reasons and participating in a Major Event, either under the jurisdiction of an MEO or ADO, must be able to have their existing TUE recognized or reviewed in advance of their participation.

The MEO must also make a process available for Athletes to apply for a TUE if he/she doesn’t already have one. A MEO-granted TUE is effective for the Event only (Code Article 4.4.4.1). Per ISTUE Article 5.6, each IF and MEO must publish a notice in a conspicuous place on its Web site that clearly explains:

1. Which Athletes coming under its jurisdiction are required to apply to it for a TUE, and when;

2. Which TUE decisions of other ADOs it will automatically recognize, as per ISTUE Article 7.1(a); and

3. Which TUE decisions of other ADOs must be submitted to it for recognition, as per ISTUE Article 7.1(b).

WADA may republish the notice on its Web site. Using ADAMS, IFs and MEOs must report a TUE granted to WADA and to the Athlete’s NADO.

### 4.1.1.3 Gathering and Sharing of Information and Intelligence

Intelligence gathering procedures and protocols should be agreed upon to ascertain how the MEO will be able to receive and process anti-doping intelligence at the Major Event. If the local NADO already has established relationships and protocols in place, the MEO should look to leverage these so that it too can access this information.

In some cases, contracts, Memorandum of Understanding or agreements may require drafting to allow the flow of information from the relevant Agency(ies) to the MEO. Confidentiality agreements may also be required for all individuals who will receive information that may be classified or controlled with the host country.

The LOC and MEO will need to perform an analysis of all relevant state laws within the host country to determine the best course of action. The MEO should then detail the procedure to ensure all parties are satisfied with the process for gathering and analysing intelligence received.

Relationships with Customs to screen teams/Athletes entering a country, or a policy to screen team doctors and Athletes, may also be useful. More information regarding the conduct of information gathering can be found in WADA’s Information Gathering and Intelligence Sharing Guidelines: https://wada-main-prod.s3.amazonaws.com/wada-guidelines_tue-v7.0-en.pdf.pdf.
4.1.2 LOC Policies and Procedures

The LOC will be required to have a number of policies and procedures as dictated by the MEO, so that the MEO is satisfied that all the Major Event Functional Areas are delivering an Event that meets its satisfaction. The purpose of internal policies and procedures is to ensure that each Functional Area clearly understands its role and relationship with other Functional Areas when delivering an activity.

These policies and procedures can then be used to guide resource allocation, identify responsible process owners, train workforce, and can be tested at Test Events and through readiness exercises.

4.1.2.1 Cross-Functional Area Policies

Listed below are common anti-doping-specific procedures drafted for Major Events requiring other Functional Areas to deliver an Anti-Doping Activity or provide a service (see examples at the end of this Guidelines document for examples of each):

1. Doping paraphenalia discovered

   The scope of this procedure starts when potential doping paraphenalia is discovered in a Competition or non-Competition venue, and the steps taken to secure the item(s), maintain personal safety, record-keeping, the handover to the anti-doping department, the analysis of the findings, and the follow-up action to be take by the LOC and MEO. An example of a policy to address this scenario which any ADO may wish to adopt can be found in Annex D of these guidelines.

2. Notification/post-Event sequence

   The scope of this procedure starts with the face-to-face notification of an Athlete by a Chaperone, and proceeds to the passage through the ‘post-Event sequence’ up to the point the Athlete enters the DCS. An example of a policy to address this scenario which any ADO may wish to adopt can be found in Annex E of these guidelines.

3. Testing in the Athlete Village

   This overarching policy should detail how the MEO will obtain suitable whereabouts information from Athletes residing in the Athlete Village, and how SCP will gain access to Athletes’ rooms and all other Athlete areas within the Athlete Village (e.g. training areas, dining halls and transport malls).
4. Transporting Athletes after Doping Control

The scope of the procedure starts when an Athlete is delayed in the DCS and the last official transport back to the Athlete Village has departed. A step-by-step procedure should detail how the DCSM arranges alternative transport for Athletes.

5. Transferring Samples to the Laboratory/Chain of custody

The scope of this procedure covers the transport of Samples from the DCS to the Laboratory, and must detail each step of the Chain of Custody and the individuals who will have access to the Samples.

6. Maintaining and cleaning the DCS

The scope of this procedure is to outline which individuals from other Functional Areas may be granted access to the DCS for facility maintenance and cleaning. Consideration should be taken around the timing of any such work, and the type of activities that must be conducted to ensure the smooth running of the DCS at the Major Event.

Anti-Doping Activities should be given careful consideration and care to ensure Athlete privacy and confidentiality such as cleaning, restocking refrigerators, replenishing Sample Collection Equipment, fixing technology, and performing general maintenance (e.g. leaking toilets, faulty air conditioning units, etc.).

7. Evacuation procedures

Everyone’s safety should be the first consideration, should venue evacuation be required. However, the LOC should give careful thought to evacuation procedures, considering how to manage Samples, Athletes engaged in the Doping Control process, and chaperoning.

8. Athlete food in the DCS

The scope of this procedure starts with an Athlete delayed in the DCS by the Doping Control process and the requirement to eat to prepare for future Events or recover from recent Competition, and ends with the delivery of, or access to, food for an Athlete. The procedure should also cover how food and drinks will be stored to prevent potential contamination.

4.1.2.2 Procedures Specific to Anti-Doping

The MEO and LOC may also consider specific procedures that solely affect anti-doping operations to achieve a consistent approach to workforce training. Consistency also addresses sport-specific procedures that can be a challenge to manage in context of a multi-sport Major Event.
The MEO and LOC should consider specific procedures relating to:

1. Record Testing

The procedure should cover the following scenarios:

   a. Athletes not selected for Testing who break a world record, or where a team breaks such a record and all Athletes require Testing (e.g. relay records in Athletics).

   b. Athletes who present themselves to a DCS following a National or Continental record and suggest that they need to be tested for the record to stand.

SCP need guidance on how to deal with these unplanned scenarios, and have a chain of command in place to seek approval for Testing and invoicing (should costs be assumed by the Athlete).

Note: Nothing in the Code or IS requires that an Athlete who breaks any type of record must go through Doping Control for this record to stand. Such Testing does not demonstrate that an Athlete is ‘clean,’ but rather indicates that none of the Prohibited Substances tested for following Competition are in the Athlete’s system at that particular point in time.

If an ADO or MEO accepts requests for such ‘record’ Testing, departures from the ISTI are not permitted, and all such tests should be conducted with No Advance Notice Testing (i.e. with a Chaperone present at all times).

Various IFs and NOCs include such policies in their Competition rules.

MEOs and ADOs should be aware of the burden that such requests may put on anti-doping programs, and coordinate with these bodies accordingly. MEOs are encouraged to make costs and payment methods available to applicable ADOs in advance of the Event, or as a part of published rules and policies.

2. Athlete selection in the occurrence of a tie

In some sports, the occurrence of a tie/dead heat is a possibility. For example, two Athletes may place third in an Event for which that position has been selected for Testing. SCP require guidance and training on what to do, and how subsequent placeholders selected for Testing may be effected.

3. Athlete selection when an Athlete is injured

A procedure may be required to guide SCP on how to proceed with or cancel a test on an injured Athlete. For example, if a cyclist selected for Testing crashes 50 miles from the finish area, what are SCP instructed to do?
Similarly, if an Athlete engaged in the Doping Control procedure becomes ill and requires medical treatment, what guidance are SCP given?

4. Communication between anti-doping personnel

Consideration should be taken to develop procedures and deliver training on how SCP communicate to each other on radios (if used at an Event), especially if wave lengths are shared with other users. The Athletes have a right to privacy and confidentiality, and their identities should not be communicated across multi-user air waves in relation to Doping Control. Leaks of such nature could lead to an Athlete receiving advance notice of a test, which must be avoided at all times.

4.1.2.3 Doping Control Manual

Along with the specific procedures detailed above, the LOC—with the guidance of the MEO—should develop a Doping Control Manual that is compliant with the MEO’s anti-doping rules, while providing SCP sufficient guidance to fulfill their duties.

The Manual should become the reference document embedded in the workforce training program. The LOC should consider a system for providing procedural updates and version control to ensure all SCP are following the same procedures. This is of particular importance when the SCP are sourced from a number of ADOs with divergent procedures.

The Manual should also include instructions on the use of all Doping Control documentation that the MEO/ADO has selected to use at its Event.

WADA produces template Doping Control documentation for ADOs to use and/or modify. These templates are available on WADA’s Web site: https://www.wada-ama.org/en/resources/search?f[0]=field_topic%3A109&f[1]=field_resource_type%3A108.

4.1.2.4 Anti-Doping Venue Operational Planning Manual

The LOC may consider producing a Venue Operational Planning Manual specific to each venue that covers the following:

• Field of play positions for Chaperones
• Athlete notification points
• Post-Event sequence locations and routes for Athletes and Chaperones
• DCS location
• Sport-specific procedures, e.g. repechages and how they may affect the timing of notification
• Key in-venue contacts
• Health and safety information, evacuation routes.

The principle should be to ‘venue-ize’ workforce so that they become experts in the venue and the sport(s) in which they will operate.

### 4.2 Workforce Training

Following the workforce modelling exercise described in Section 3.0 of these Guidelines, the LOC will need to embark on a workforce training program that includes the recruitment and training of specialists such as DCOs and BCOs, and the identification of suitable individuals from LOC volunteer staff who can act as Chaperones or fill other positions required, e.g. DCCC assistants.

For the specialist positions, there are a number of options available to the LOC:

- Recruit DCOs and BCOs from the local NADO or service provider
- Recruit DCOs internationally from other NADOs, ADOs and service providers
- Train local DCOs.

The LOC should take time to model the number of DCOs and BCOs required, as often only finite resources are available. The LOC needs to budget accordingly for the specialist workforce, and consider:

- Fees and expenses for each position;
- Accommodation costs;
- Travel costs, local and flights for international workforce; and
- Any other costs which may be the responsible of anti-doping (e.g. food when not on a shift).

When identifying volunteer staff to fill positions on the workforce, the LOC should try to match role requirements and specifications with the individual’s experience. The LOC should start recruitment as early as possible, as it is recommended that volunteers attend training and the Test Event of the venue/sport for which they will be deployed during the Major Event.

Key attributes of an effective Chaperone include the ability to:

- Demonstrate respectful and professional behavior.
- Follow procedures, directions and instructions.
- Communicate (both orally and in writing) effectively in the national language(s) of the country in which testing is taking place, and, if required the language of the Athletes to be tested.
- Speak and understand a second language.
• Maintain confidential information.
• Problem-solve quickly and effectively.
• Work in stressful situations / demanding conditions.
• Meet schedule demands of required duties.
• Demonstrate an attention to detail.
• Provide calm and clear direction to Athletes.

It is recommended that all anti-doping workforce receive face-to-face training, including practical, scenario-based training. The workforce should be assessed on theoretical knowledge, but more importantly, assessed on performance of Major Event duties.

The LOC should take time to develop an appropriate training program for each position within the workforce team, tailoring sessions so that each position is clear on his/her role and responsibility.

The LOC should identify trainers with sufficient experience to deliver workshops to a high standard. The LOC may consider working with the local NADO on the delivery of training sessions, as it may have some expertise in this area.

The LOC may also consider using the workforce training sessions for team building, e.g. volunteer Chaperones meet their Chaperone Team Leader and DCSM. Building relationships at the training sessions and Test Events can only improve the experience of the workforce before the Major Event starts. Training sessions can also be used to identify the stronger volunteers to appoint to the more challenging venues such as those with a high volume of tests such as Athletics and Swimming or where results of individual performances result in fluid Athlete rankings such as Canoe Slalom.

It is also recommended that the LOC conduct in-venue refresher training just prior to the Major Event so that the team can familiarize themselves with the venue in Games-time mode including knowing the location of all key functional areas that have a relationship with anti-doping and locations that the Athlete has access to within the venue. In addition to rehearsing anti-doping procedures and post-Event sequences, other venue and sport-specific training can be performed. This also provides volunteers and staff the opportunity to meet and integrate with personnel from other Functional Areas who will work alongside anti-doping.

4.3 Test Events

Test Events provide an invaluable opportunity to the MEO and LOC to not only test all anti-doping operations, and the competition venues but also to send out a strong deterrent message that doping will not be tolerated.
Where possible, it is recommended that all Test Events be subject to Doping Control.

For International Events, the LOC will need to coordinate Test Events with IFs; for National Events, the LOC will need to coordinate Test Events with the NADO. Where resources are available, the LOC may become the SCA under the authority of the Results Management Authority (RMA) for the Test Event.

The LOC should put together a detailed plan of what operations it will test at each Test Event, and what level of workforce training or venue/sport familiarization is possible.

The Test Event program often starts more than a year out from the Major Event, so the LOC should develop its plans as the Test Event program progresses. Test Events should be included in the LOC’s primary project plan. By the end of the Test Events, all policies and procedures should be tested, with any issues identified used to update procedures and retrain workforce where relevant.

A Test Event offers a key opportunity to test the coordination of anti-doping procedures with other Functional Areas.

A sport-specific ‘post-Event sequence’ walk-through within the venue before the Event starts will help orient the anti-doping workforce, and explain any known differences between the Test Event and the Major Event. The walk-through will also illustrate how Anti-Doping will work alongside the Sport, Media, Medal Ceremonies, and Security Functional Areas between notification and reporting to the DCS.

Mock notifications can also be conducted so that the workforce receive ‘live’ in-venue training in a controlled environment. Once the Event starts, the workforce can either perform the actual notifications, if the Testing Authority permits, or shadow the Chaperones.

Time should be taken to develop sport-specific knowledge so that the workforce becomes an expert in the post-Event sequence for their sport. Specifics undertaken by Athletes in the sport should be observed and understood to prevent conflicts, e.g. repechages, Athletes competing again in the same day, Athlete exit points from the field of play, and common activities (like field of play warm downs and ice baths).

The Test Event also provides the DCSM and other SCP the opportunity to meet IF officials and build relationships to become more familiar with sport-specific procedures around Athlete selection, notification and behaviours, and common Athlete activities.

The DCSM can also build relationships with Functional Area managers and form part of the venue’s senior management team.
Such activities not only allow the workforce to familiarize themselves with procedure, but also allow the LOC to develop and refine its Anti-Doping VOP Manuals (see Guidelines Section 3.1.2.4).

After each Test Event, the LOC anti-doping team should participate in any debriefing held to identify lessons learned and any procedural gaps worked through with the relevant Functional Area.

Toward the end of Test Event program when the Major Event Laboratory is established, the LOC should plan to test the transportation of Samples to the Laboratory and review everything from the in-venue collection locations, vehicle accreditation and parking, courier or driver training and accreditation, Chain of Custody procedures, and delivery to the Laboratory.

Any system introduced to the procedure that is not standard practice for the local NADO and Laboratory should be tested before the Major Event. The Major Event is not the environment in which to trial or operate a new system for the first time. Whether it be the introduction of new technology, new security systems or a new, unfamiliar procedure, everything should be tested before the Event starts to identify and resolve any issues in advance.

Test Events can also be leveraged to reinforce education messages and develop Athlete knowledge on the Major Event procedures. Outreach booths and the distribution of anti-doping education material that complements the Major Event should be considered by the LOC, and implemented with the agreement of the Event owner.

4.4 Readiness Exercises

Where attendance at a Test Event is not possible or there is no Test Event for a particular venue or sport, readiness exercises should be conducted by the LOC.

Often LOC-wide readiness exercises can be organized over a number of days with numerous scenarios played out across all Functional Areas. Other stakeholders such as the MEO, Government, IF, NADO, Athletes, Police, etc., can all participate, with anti-doping scenarios built in to test the existing policies and procedures.

Such exercises can either be performed as a desktop approach or in one of the Major Event venues to fully utilize the opportunity to practice and test.

After the conclusion of the readiness exercise, a review can confirm if the correct action was taken, or if procedures require change and/or staff require retraining.

Anti-doping scenarios that can be built into readiness exercises include:

- Actions taken on an AAF from the Laboratory reporting to the MEO, and the subsequent communications strategy;
• Athlete refusal or Failure to Comply;
• Athlete injured during Competition, and anti-doping’s attempt to locate and test him/her; and
• Discovery of doping paraphernalia in the Athlete Village.

4.5 Education and Publications

Effective communication is vital to the success of a Major Event anti-doping program. The nature of the program and the responsibility placed on its stakeholders, most notably the Athletes, should not be underestimated—especially as many Athletes will be competing at a Major Event for the first time.

Generally the MEO should aim to have the Major Event anti-doping rules published and available one year before the Event. This enables the NOC/NPC or equivalent to receive the TDs required to communicate with Athletes and Athlete Support Personnel. Often the release of the rules will coincide with a Chef de Mission Seminar at which all MEO and LOC rules can be presented to the key stakeholders.

In addition a further meeting of Chef de Missions (or their equivalent) such as the medical physicians of the participating countries immediately prior to the Major Event can be useful to emphasize the key anti-doping messages and to introduce the key anti-doping team members of the LOC.

The LOC should carefully digest the anti-doping rules and accompanying TDs to ensure it has a compliant workforce training program, Doping Control Manual and documentation.

The LOC will also be required to provide materials that help Athletes and Athlete Support Personnel understand their responsibilities. These resources should be made available in advance of the Major Event and can include:

• An Athlete Guide, a printed or online document, or both;
• Posters online, for printing and posting in the DCS;
• Complementary online literature, e.g. presentations to NOCs/NPCs, or equivalent;
• Online training modules for Athletes and Athlete Support Personnel that allow individuals to assess their understanding of anti-doping and the Doping Control procedure through a quiz-style program;
• Training videos, e.g. detailing the Doping Control procedure; and/or
• Links to other websites to direct Athletes and Athlete Support Personnel to resources where they can receive more information pertinent to the Major Event anti-doping program, e.g. the MEO Web site anti-doping section.
The MEO should also utilize anti-doping conferences and forums to showcase its anti-doping program and reinforce the technical procedures. As NADOs often perform the anti-doping education responsibilities of NOCs/NPCs (or equivalent), engaging with NADOs through ADO symposiums is recommended.

MEOs and single sport ADOs alike are encouraged to partner with NADOs and engage them in education before their Athletes leave for the Event as well as upon their arrival. Effective information and education programs can be implemented at low cost and with little effort by capitalizing on existing NADO programs and resources. These may include;

**Outreach**

By adopting the WADA Outreach Model which engages Athletes directly in an interactive format with experts on hand, ADOs can easily and efficiently deliver outreach at their own Events in order to engage Athletes directly. This comprehensive, turn-key program is provided at no cost to stakeholders from WADA and is available in English, French and Spanish. More information is available here:


**Pre-Games Education Sessions**

Outreach as a standalone strategy at a Games is not an effective education tool, it is simply an awareness tool. When it is combined with other strategies however, it creates a synergy where one reinforces the other. There are two other key interventions that MEOs can deliver with minimal energy and expenditure. One is requiring an education session be conducted with the whole team travelling to the Event. Many teams may have an opportunity to be together, as part of most team’s protocols and receive a medical and logistics update or to receive uniforms and equipment. Anti-Doping education should form a key part of these collective sessions especially when they may take place at Event venues.

E-learning can also be used, whereby athletes are required to complete existing WADA tools such as the Athlete Learning Program about Health and Anti-Doping (ALPHA) and the Play True Quiz. This is reinforced then when they complete the quiz at the Games at the Outreach booth, providing a trigger for previous learning and reinforcing the message where the athlete’s feeling of competence in a public setting helps them to identify themselves with the message of clean sport. These tools are available on WADA’s website and ADOs are encouraged to distribute these links to participating Athletes and participating support personnel.

https://www.wada-ama.org/en/tools-for-stakeholders
5.0 Implementation (Part B – Games Period)

On the day the ‘period of the Games’ starts, the MEO and LOC become operational and the procedures begin to be implemented.

Tweaks in procedure can be made throughout the Major Event, however the MEO and LOC should enter the Event confident that they have resolved all issues and have tested operations to their mutual satisfaction. New, unforeseen challenges will arise during the Major Event, but the MEO and LOC should be ready to deal with them through the established policies and relationships with other stakeholders developed during the planning phase.

5.1 Doping Control Command Centre

The LOC should establish a DCCC to be operational at all times during the Major Event.

The DCCC should be a secure and separate office or location only accessible by the LOC anti-doping team. Access should be controlled to prevent unauthorized entry, as the DCCC will contain confidential information on the Major Event anti-doping program.

Activities in the DCCC may include:

- Daily briefings of the anti-doping team;
- Workforce rescheduling and welfare;
- Deployment of mobile SCP teams;
- Replenishing and restocking of Sample Collection Equipment;
- Entering DCFs into ADAMS (if not done in venue);
- Checking Sample collection documentation for accuracy;
- Planning and coordinating OOCT;
- Confirming ICT;
- Receiving and analyzing DCSM/DCO reports;
- Collating testing reports for the MEO;
- Reporting within the LOC, e.g. to the Sport Operation Centre and Main Operation Centre; and
- Acting as a ‘transportation hub’, receiving Samples from venues and despatching to the Laboratory.
5.2 Anti-Doping Administration and Management System

ADAMS is the clearinghouse for anti-doping data and a key tool for an MEO to implement a timely and effective anti-doping program at a Major Event.

By signing the WADA ADAMS agreement and creating a Major Event module, the MEO can authorize SCA responsibility to the LOC to create users to enter DCFs into ADAMS. By promptly entering DCFs into ADAMS, the MEO can quickly link Laboratory analysis results with Athletes’ DCFs, initiate the adaptive module of the ABP for the steroidal module and Process AAFs and Atypical Findings quickly and efficiently. TUEs can also be accessed through ADAMS.

The LOC may consider training workforce to enter DCFs into ADAMS in the Competition venue to ensure data is available as soon after a Sample collection as possible. This allows the LOC to provide the MEO with an almost live update on the status of the Samples being collected across multiple venues at any time.

To facilitate an effective OOCT program, ADAMS can be used to access whereabouts information and plan tests on an ongoing basis. Target Testing based on intelligence received can be conducted almost immediately using whereabouts in ADAMS. Finally, ADAMS provides access to Athlete test history, whereabouts information, intelligence, and TUE information. Such information can be used to adjust to MEO plans and optimize available resources.

All ADOs are encouraged to enter data into ADAMS without delay. This may include the adoption of ‘paperless’ Sample collection as technology and connectivity permit.

5.3 Monitoring, Review and Recommendations

On a daily basis, the MEO, LOC and other key stakeholders (e.g. the local NADO and the Laboratory) should meet to discuss the previous day’s Anti-Doping Activities and plan for the upcoming day, making changes as required.

In this controlled environment, any anti-doping intelligence reports should be discussed and follow-up action confirmed. Depending on how intelligence links have been established, the appropriate Agency should attend to share and discuss the information. Appropriate Target Testing or investigations can then be initiated post-meeting.

If more than one Agency is involved in Testing (e.g. the LOC in Competition venues and the local NADO outside of official venues), then time should be taken to plan Testing strategies and ensure that no duplication of effort is occurring.

Reports from MEO observations, LOC Sample Collection Personnel and WADA IO observations (if present) should be discussed in an open forum, with any opportunities for improvement agreed upon and implemented immediately.
5.4 Results Management

For AAFs arising from MEO tests or other potential non-analytical ADRVs discovered at MEO Events, MEOs shall have primary responsibility for conducting the results management and hearing procedures for the purpose of determining whether or not the Athlete has committed an ADRV (see Section 2.2 of WADA’s Results Management, Hearings and Decisions Guidelines October 2014 V. 1.0).

The Anti-Doping rules used by MEOs typically provide that the Consequences applied by the MEO in respect of such ADRV are limited to the exclusion from the Event and/or Disqualification. MEOs are then required to promptly forward the matter to the relevant IF (including a copy of the MEO decision and all supporting documents). Should the MEO be a Code Signatory, the IF shall recognize the MEO’s decision with respect to the ADRV and impose a period of Ineligibility in accordance with Code Article 7.1.1.

Extensive resources including template procedures and correspondence for results management are available in the Results Management, Hearings and Decisions Guidelines, available on WADA’s Web site: https://wada-main-prod.s3.amazonaws.com/wada_guidelines_results_management_hearings_decisions_2014_v1.0_en.pdf

5.5 Program Sustainability

For the MEO to ensure a lasting legacy and to help future host LOCs be successful in managing their Major Events, it is recommended that anti-doping staff from future Major Events be afforded the necessary access to the Major Event preceeding theirs.

Depending on the length of the cycle between the editions of the Major Event, future organizations will be in the Event planning phase. Access to current edition operations is invaluable to the MEO/LOC and will help develop a greater understanding of the requirements and resources required to stage a Major Event.

Attending as an observer also allows LOC staff to speak with SCP and Athletes about their experience with anti-doping at the Event.

Practically, observing notification, the post-Event sequence in multiple sports, developing sport-specific knowledge and attending daily meetings between the MEO and LOC are all vital in developing knowledge. Visiting the DCCC will also provide insight into the daily operations and resources required. Having mechanisms in place to collect feedback from Athletes and Athlete Support Personnel can also be of benefit to future Major Event Organizers.
In some instances, LOC staff for future Major Events have been seconded into the anti-doping workforce of the current edition of the Event to gain an even deeper knowledge.

MEOs may also invite other MEOs to attend as observers or participate in medical or anti-doping committees. Again, this is an invaluable opportunity for MEOs to capacity build, share experiences and knowledge, and assist other MEOs in their development of effective anti-doping programs.

6.0 Legacy

Due to the nature of a Major Event moving from country to country, leaving a lasting legacy is often at the core of an LOCs planning—especially when the Event is Government-funded. Often this relates to the future use of sporting venues or housing projects linked to the Athlete Village, or social programs such as increasing participation in sport.

Anti-doping in a country or region can also benefit from the legacy of a Major Event Anti-doping program, so the LOC and MEO should leverage all opportunites. Considerations for such sustainable planning may include:

- Training of Doping Control personnel to meet geographical needs of the NADO or RADO
- Increased NADO capacity building for the collection and transport of blood Samples
- Enhanced domestic Laboratory capacity
- Professional development opportunities for NADO and RADO staff and and volunteers.

6.1 Workforce

Newly trained SCP deployed at the Major Event will gain a tremendous amount of knowledge and experience in a short space of time. Planning should take place between the LOC and NADO to integrate them into the NADO post-Event.

DCOs in particular are a finite resource worldwide. The MEO should plan to use DCOs experienced in its Event at future editions of the Games. This ensures that DCOs operating at Major Events are of high quality. Their experiences internationally can also benefit the local NADO, as it will have access to DCOs who have experience Testing high-profile Athletes in what are often the most intense environments. The DCOs will also gain experience Testing at sports that may not be familiar to them, again broadening their knowledge and skill set.
DCOs who operate as DCSMs develop new management skills (again, in the context of a high-pressure environment) can be earmarked by the NADO to lead SCP teams at other Major Events or National Championships in the host country.

New DCOs trained specifically for the Major Event should also be integrated into the local NADO to build capacity and resources.

6.2 Facilities

In new venues built for the Major Event where a DCS was established, the local NADO will also benefit for future sporting Events at the venue.

Any mobile DCS solutions (e.g. converted motor homes) used at the Major Event can be procured by the NADO or relevant National Federation and used for future Testing missions.

6.3 Knowledge Transfer

The MEO may have a department responsible for managing knowledge transfer from one edition of the Major Event to the next. Similar to the IO Program, the knowledge transfer process produces reports containing all the challenges and resolutions managed by the LOC anti-doping team. There may be an opportunity for a formal debriefing session with the previous LOC to explore its approach, policies, procedures, and experiences in depth.

Depending on the agreement between the MEO and WADA, the IO Report published will serve as an invaluable resource. It is recommended that LOCs study all previous IO Reports, as these cover many issues and include recommendations for the MEO to consider for future Major Events.
7.0 Definitions

7.1 2015 Code Defined Terms

**ADAMS:** The Anti-Doping Administration and Management System is a Web-based database management tool for data entry, storage, sharing, and reporting designed to assist stakeholders and WADA in their anti-doping operations in conjunction with data protection legislation.

**Adverse Analytical Finding (AAF):** A report from a WADA-accredited laboratory or other WADA-approved laboratory that, consistent with the International Standard for Laboratories and related Technical Documents, identifies in a Sample the presence of a Prohibited Substance or its Metabolites or Markers (including elevated quantities of endogenous substances) or evidence of the Use of a Prohibited Method.

**Anti-Doping Organization (ADO):** A Signatory that is responsible for adopting rules for initiating, implementing or enforcing any part of the Doping Control process. This includes, for example, the International Olympic Committee, the International Paralympic Committee, other Major Event Organizations that conduct Testing at their Events, WADA, International Federations, and National Anti-Doping Organizations.

**Athlete:** Any Person who competes in sport at the international level (as defined by each International Federation) or the national level (as defined by each National Anti-Doping Organization). An Anti-Doping Organization has discretion to apply anti-doping rules to an Athlete who is neither an International-Level Athlete nor a National-Level Athlete, and thus to bring them within the definition of “Athlete.” In relation to Athletes who are neither International-Level nor National-Level Athletes, an Anti-Doping Organization may elect to: conduct limited Testing or no Testing at all; analyze Samples for less than the full menu of Prohibited Substances; require limited or no whereabouts information; or not require advance TUEs. However, if an Article 2.1, 2.3 or 2.5 anti-doping rule violation is committed by any Athlete over whom an Anti-Doping Organization has authority who competes below the international or national level, then the Consequences set forth in the Code (except Article 14.3.2) must be applied. For purposes of Article 2.8 and Article 2.9 and for purposes of anti-doping information and education, any Person who participates in sport under the authority of any Signatory, government, or other sports organization accepting the Code is an Athlete.

[Comment to Athlete: This definition makes it clear that all International- and National-Level Athletes are subject to the anti-doping rules of the Code, with the precise definitions of international- and national-level sport to be set forth in the anti-doping rules of the International Federations and National Anti-Doping Organizations.]

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Organizations, respectively. The definition also allows each National Anti-Doping Organization, if it chooses to do so, to expand its anti-doping program beyond International- or National-Level Athletes to competitors at lower levels of Competition or to individuals who engage in fitness activities but do not compete at all. Thus, a National Anti-Doping Organization could, for example, elect to test recreational-level competitors but not require advance TUEs. But an anti-doping rule violation involving an Adverse Analytical Finding or Tampering, results in all of the Consequences provided for in the Code (with the exception of Article 14.3.2). The decision on whether Consequences apply to recreational-level Athletes who engage in fitness activities but never compete is left to the National Anti-Doping Organization. In the same manner, a Major Event Organization holding an Event only for masters-level competitors could elect to test the competitors but not analyze Samples for the full menu of Prohibited Substances. Competitors at all levels of Competition should receive the benefit of anti-doping information and education.]

**Athlete Biological Passport (ABP):** The program and methods of gathering and collating data as described in the International Standard for Testing and Investigations and International Standard for Laboratories.

**Athlete Support Personnel:** Any coach, trainer, manager, agent, team staff, official, medical, paramedical personnel, parent or any other Person working with, treating or assisting an Athlete participating in or preparing for sports Competition.

**Atypical Finding (ATF):** A report from a WADA-accredited laboratory or other WADA-approved laboratory which requires further investigation as provided by the International Standard for Laboratories or related Technical Documents prior to the determination of an Adverse Analytical Finding.

**CAS:** The Court of Arbitration for Sport.

**Code:** The World Anti-Doping Code.

**Competition:** A single race, match, game or singular sport contest. For example, a basketball game or the finals of the Olympic 100-meter race in athletics. For stage races and other sport contests where prizes are awarded on a daily or other interim basis the distinction between a Competition and an Event will be as provided in the rules of the applicable International Federation.

**Consequences of Anti-Doping Rule Violations (Consequences):** An Athlete’s or other Person’s violation of an anti-doping rule may result in one or more of the following: (a) **Disqualification** means the Athlete’s results in a particular Competition or Event are invalidated, with all resulting Consequences including forfeiture of any medals, points and prizes; (b) **Ineligibility** means the Athlete or other Person is barred on account of an anti-doping rule violation for a specified period of time from participating in any Competition or other activity or funding as
provided in Article 10.12.1; (c) **Provisional Suspension** means the Athlete or other Person is barred temporarily from participating in any Competition or activity prior to the final decision at a hearing conducted under Article 8; (d) **Financial Consequences** means a financial sanction imposed for an anti-doping rule violation or to recover costs associated with an anti-doping rule violation; and (e) **Public Disclosure or Public Reporting** means the dissemination or distribution of information to the general public or Persons beyond those Persons entitled to earlier notification in accordance with Article 14. Teams in Team Sports may also be subject to Consequences as provided in Article 11.

**Disqualification:** See Consequences of Anti-Doping Rule Violations above.

**Doping Control:** All steps and processes from test distribution planning through to ultimate disposition of any appeal including all steps and processes in between such as provision of whereabouts information, Sample collection and handling, laboratory analysis, TUEs, results management and hearings.

**Event:** A series of individual Competitions conducted together under one ruling body (e.g., the Olympic Games, FINA World Championships, or Pan American Games).

**Event Venues:** Those venues so designated by the ruling body for the Event.

**Event Period:** The time between the beginning and end of an Event, as established by the ruling body of the Event.

**Independent Observer Program (IO):** A team of observers, under the supervision of WADA, who observe and provide guidance on the Doping Control process at certain Events and report on their observations.

**In-Competition:** Unless provided otherwise in the rules of an International Federation or the ruling body of the Event in question, “In-Competition” means the period commencing twelve hours before a Competition in which the Athlete is scheduled to participate through the end of such Competition and the Sample collection process related to such Competition.

[Comment to In-Competition: An International Federation or ruling body for an Event may establish an "In-Competition" period that is different than the Event Period.]

**Ineligibility:** See Consequences of Anti-Doping Rule Violations above.

**International Event:** An Event or Competition where the International Olympic Committee, the International Paralympic Committee, an International Federation, a Major Event Organization, or another international sport organization is the ruling body for the Event or appoints the technical officials for the Event.
**International-Level Athlete:** Athletes who compete in sport at the international level, as defined by each International Federation, consistent with the International Standard for Testing and Investigations.

[Comment to International-Level Athlete: Consistent with the International Standard for Testing and Investigations, the International Federation is free to determine the criteria it will use to classify Athletes as International-Level Athletes, e.g., by ranking, by participation in particular International Events, by type of license, etc. However, it must publish those criteria in clear and concise form, so that Athletes are able to ascertain quickly and easily when they will become classified as International-Level Athletes. For example, if the criteria include participation in certain International Events, then the International Federation must publish a list of those International Events.]

**International Standard (IS):** A standard adopted by WADA in support of the Code. Compliance with an International Standard (as opposed to another alternative standard, practice or procedure) shall be sufficient to conclude that the procedures addressed by the International Standard were performed properly. International Standards shall include any Technical Documents issued pursuant to the International Standard.

**Major Event Organizations (MEOs):** The continental associations of National Olympic Committees and other international multi-sport organizations that function as the ruling body for any continental, regional or other International Event.

**Minor:** A natural Person who has not reached the age of eighteen years.

**National Anti-Doping Organization (NADO):** The entity(ies) designated by each country as possessing the primary authority and responsibility to adopt and implement anti-doping rules, direct the collection of Samples, the management of test results, and the conduct of hearings at the national level. If this designation has not been made by the competent public authority(ies), the entity shall be the country’s National Olympic Committee or its designee.

**National Event:** A sport Event or Competition involving International- or National-Level Athletes that is not an International Event.

**National Olympic Committee (NOC):** The organization recognized by the International Olympic Committee. The term National Olympic Committee shall also include the National Sport Confederation in those countries where the National Sport Confederation assumes typical National Olympic Committee responsibilities in the anti-doping area.

**Out-of-Competition (OOC):** Any period which is not In-Competition.

**Person:** A natural Person or an organization or other entity.
Prohibited List: The List identifying the Prohibited Substances and Prohibited Methods.

Prohibited Method: Any method so described on the Prohibited List.

Prohibited Substance: Any substance, or class of substances, so described on the Prohibited List.

Regional Anti-Doping Organization (RADO): A regional entity designated by member countries to coordinate and manage delegated areas of their national anti-doping programs, which may include the adoption and implementation of anti-doping rules, the planning and collection of Samples, the management of results, the review of TUEs, the conduct of hearings, and the conduct of educational programs at a regional level.

Registered Testing Pool (RTP): The pool of highest-priority Athletes established separately at the international level by International Federations and at the national level by National Anti-Doping Organizations, who are subject to focused In-Competition and Out-of-Competition Testing as part of that International Federation's or National Anti-Doping Organization's test distribution plan and therefore are required to provide whereabouts information as provided in Article 5.6 and the International Standard for Testing and Investigations.

Sample or Specimen: Any biological material collected for the purposes of Doping Control.

[Comment to Sample or Specimen: It has sometimes been claimed that the collection of blood Samples violates the tenets of certain religious or cultural groups. It has been determined that there is no basis for any such claim.]

Signatories: Those entities signing the Code and agreeing to comply with the Code, as provided in Article 23.


Team Sport: A sport in which the substitution of players is permitted during a Competition.

Testing: The parts of the Doping Control process involving test distribution planning, Sample collection, Sample handling, and Sample transport to the laboratory.

TUE: Therapeutic Use Exemption, as described in Article 4.4.

Use: The utilization, application, ingestion, injection or consumption by any means whatsoever of any Prohibited Substance or Prohibited Method.

7.2 ISTI Defined Terms

**Athlete Representative:** A person designated by the Athlete to assist with the verification of the Sample collection procedure, (not including the passing of the Sample). This person may be a member of the Athlete’s Support Personnel, such as a coach or team doctor, a family member, or other. For In-Competition Testing the Athlete Representative must have the appropriate accreditation to access the Doping Control Station.

**Blood Collection Officer (BCO):** An official who is qualified to and has been authorized by the Sample Collection Authority to collect a Blood Sample from an Athlete.

**Chain of Custody:** The sequence of individuals or organizations who have responsibility for the custody of a Sample from the provision of the Sample until the Sample has been delivered to the laboratory for analysis.

**Chaperone:** An official who is trained and authorized by the Sample Collection Authority to carry out specific duties including one or more of the following (at the election of the Sample Collection Authority): notification of the Athlete selected for Sample collection; accompanying and observing the Athlete until arrival at the Doping Control Station; accompanying and/or observing Athletes who are present in the Doping Control Station; and/or witnessing and verifying the provision of the Sample where the training qualifies him/her to do so.

**Doping Control Officer (DCO):** An official who has been trained and authorized by the Sample Collection Authority to carry out the responsibilities given to DCOs in the International Standard for Testing and Investigations.

**Doping Control Station (DCS):** The location where the Sample Collection Session will be conducted.

**Failure to Comply:** A term used to describe anti-doping rule violations under Code Articles 2.3 and/or 2.5.

**Filing Failure:** A failure by the Athlete (or by a third party to whom the Athlete has delegated the task) to make an accurate and complete Whereabouts Filing that enables the Athlete to be located for Testing at the times and locations set out in the Whereabouts Filing or to update that Whereabouts Filing where necessary to ensure that it remains accurate and complete, all in accordance with Article I.3 of the International Standard for Testing and Investigations.

**Missed Test:** A failure by the Athlete to be available for Testing at the location and time specified in the 60-minute time slot identified in his/her Whereabouts Filing for the day in question, in accordance with Article I.4 of the International Standard for Testing and Investigations.
**No Advance Notice Testing:** Sample collection that takes place with no advance warning to the Athlete and where the Athlete is continuously chaperoned from the moment of notification through Sample provision.

**Results Management Authority (RMA):** The organization that is responsible, in accordance with Code Article 7.1, for the management of the results of Testing (or other evidence of a potential anti-doping rule violation) and hearings, whether (1) an Anti-Doping Organization (for example, the International Olympic Committee or other Major Event Organization, WADA, an International Federation, or a National Anti-Doping Organization); or (2) another organization acting pursuant to the authority of and in accordance with the rules of the Anti-Doping Organization (for example, a National Federation that is a member of an International Federation). In respect of Whereabouts Failures, the Results Management Authority shall be as set out in Article I.5.1.

**Sample Collection Authority (SCA):** The organization that is responsible for the collection of Samples in compliance with the requirements of the International Standard for Testing and Investigations, whether (1) the Testing Authority itself; or (2) another organization (for example, a Third Party contractor) to whom the Testing Authority has delegated or sub-contracted such responsibility (provided that the Testing Authority always remains ultimately responsible under the Code for compliance with the requirements of the International Standard for Testing and Investigations relating to collection of Samples).

**Sample Collection Equipment:** Containers or apparatus used to collect or hold the Sample at any time during the Sample Collection Session. Sample Collection Equipment shall, as a minimum, consist of:

- For urine Sample collection:
  - Collection vessels for collecting the Sample as it leaves the Athlete’s body;
  - Suitable kit for storing partial Samples securely until the Athlete is able to provide more urine; and
  - Sealable and tamper-evident bottles and lids for storing and transporting the complete Sample securely.

- For blood Sample collection:
  - Needles for collecting the Sample;
  - Blood tubes with sealable and tamper-evident devices for storing and transporting the Sample securely.
Sample Collection Personnel (SCP): A collective term for qualified officials authorized by the Sample Collection Authority to carry out or assist with duties during the Sample Collection Session.

Sample Collection Session: All of the sequential activities that directly involve the Athlete from the point that initial contact is made until the Athlete leaves the Doping Control Station after having provided his/her Sample(s).

Test Distribution Plan (TDP): A document written by an Anti-Doping Organization that plans Testing on Athletes over whom it has Testing Authority, in accordance with the requirements of Article 4 of the International Standard for Testing and Investigations.

Testing Authority: The organization that has authorized a particular Sample collection, whether (1) an Anti-Doping Organization (for example, the International Olympic Committee or other Major Event Organization, WADA, an International Federation, or a National Anti-Doping Organization); or (2) another organization conducting Testing pursuant to the authority of and in accordance with the rules of the Anti-Doping Organization (for example, a National Federation that is a member of an International Federation).

Whereabouts Failure: A Filing Failure or a Missed Test.

Whereabouts Filing: Information provided by or on behalf of an Athlete in a Registered Testing Pool that sets out the Athlete’s whereabouts during the following quarter, in accordance with Article I.3 of the International Standard for Testing and Investigations.

Witness: The member of Sample Collection Personnel who observes the passing of the Sample by the Athlete in accordance with the procedures for observation.

7.3 ISL Defined Terms

Athlete Passport Management Unit (APMU): A unit composed of a Person or Persons, designated by the Anti-Doping Organization, responsible for the administrative management of the Passports advising the Anti-Doping Organization for intelligent, Targeted Testing liaising with the Expert Panel compiling and authorizing an Athlete Biological Passport Documentation Package and reporting Adverse Passport Findings.

International Standard for Laboratories (ISL): The International Standard applicable to Laboratories as set forth herein.

Laboratory(ies): (A) WADA-accredited laboratory(ies) applying test methods and processes to provide evidentiary data for the detection of Prohibited Substances, Methods or Markers on the Prohibited List and, if applicable, quantification of a
Threshold Substance in Samples of urine and other biological matrices in the context of anti-doping activities.

**Major Event:** A series of individual international Competitions conducted together under an international multi-sport organization functioning as a ruling body (e.g., the Olympic Games, Pan American Games) and for which a significant increase of resources and capacity, as determined by WADA, is required to conduct Doping Control for the Event.

### 7.4 ISPPPI Defined Terms

**Anti-Doping Activities:** Activities specified by the Code and the International Standards to be carried out by Anti-Doping Organizations, and their Third-Party Agents, for the purpose of establishing whether anti-doping rule violations took place, including collecting whereabouts information; conducting Testing; performing results management; determining whether an Athlete’s Use of a Prohibited Substance or Prohibited Method is strictly limited to legitimate and documented therapeutic purposes; educating Participants on their rights and responsibilities; conducting investigations into anti-doping rule violations; and initiating legal proceedings against those who are alleged to have committed such a violation.

**Personal Information:** Information, including without limitation Sensitive Personal Information, relating to an identified or identifiable Participant or relating to other Persons whose information is Processed solely in the context of an Anti-Doping Organization’s Anti-Doping Activities.

[3.2 Comment: It is understood that Personal Information includes, but is not limited to, information relating to an Athlete’s name, date of birth, contact details and sporting affiliations, whereabouts, designated therapeutic use exemptions (if any), anti-doping test results, and results management (including disciplinary hearings, appeals and sanctions). Personal Information also includes personal details and contact information relating to other Persons, such as medical professionals and other Persons working with, treating or assisting an Athlete in the context of Anti-Doping Activities. Such information remains Personal Information and is regulated by this Standard for the entire duration of its Processing, irrespective of whether the relevant individual remains involved in organized sport.]

**Processing (and its cognates, Process and Processed):** Collecting, retaining, storing, disclosing, transferring, transmitting, amending, deleting or otherwise making use of Personal Information.

### 7.5 ISTUE Defined Terms

**Therapeutic:** Of or relating to the treatment of a medical condition by remedial agents or methods; or providing or assisting in a cure.
**Therapeutic Use Exemption Committee (TUEC):** The panel established by an Anti-Doping Organization to consider applications for TUEs.
Annexes

Annex A: Recording Entry/Exit of the *Doping Control Station*

**Purpose**

The purpose of this section is to 1) outline how entry to and exit from the *Doping Control Station* (DCS) is recorded, and 2) identify who is authorized to access the station.

**Action**

*It is recommended that an Entry/Exit Log be used for all In-Competition and Out-of-Competition Testing sessions where multiple Samples are to be collected at a single session.*

The *Doping Control Officer* (DCO) or the *Doping Control Station* Manager must control DCS entry and exit. The Entry/Exit Log should be completed and submitted to the *Anti-Doping Organization* (ADO) with the *Doping Control* documentation.

Only the following individuals may be permitted entry into the DCS:

- On-duty DCO(s)
- On-duty Chaperone(s)
- Other Sample Collection Personnel on duty
- Athlete(s) being tested
- Athlete Representative(s)
- Interpreter(s) if required
- Representative(s) from the relevant National Sport Federation, International Federation and Event Representatives
- ADO staff
- Other individuals authorized by the ADO (e.g. auditors, Independent Observers, etc.).
## ENTRY/EXIT LOG

**ADO**

**EVENT:**

**DATE:**

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<th>Name: Athlete/DCO/Chaperone/Athlete Representative</th>
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Lead DCO Printed Name

Signature

Date
Annex B: **Doping Control Station** Criteria and Checklist

**Purpose**

1. The purpose of this procedure is to describe the process for ensuring that a suitable **Doping Control Station** (DCS) is used for **In-Competition Testing** (ICT) and **Out-of-Competition Testing** (OOCT).

**Actions**

**ICT Criteria**

- Where possible, the **Doping Control Officer** (DCO) should check the venue to determine whether a suitable DCS is available prior to the **Sample Collection Session**.

Facilities should meet the following criteria for ICT:

**General**

- Solely reserved for **Doping Control** purposes
- Accessible only to authorized personnel
- Secure enough to store **Sample Collection Equipment**
- Private enough to preserve **Athlete** privacy and confidentiality
- Ideally comprised of a separate waiting room, processing room and an appropriate number of toilets. See diagram below.
- Ensures the health and safety of the **Athlete** and **Sample Collection Personnel** (SCP) are not compromised
- Large enough to accommodate the number of **Athletes** to be tested, **Athlete Representatives** and SCP who will occupy the area
- Proximity to **Competition** venue, or appropriate transportation plan
- Wash basin for **Athletes** and **DCOs** to wash their hands
- One table for every DCO processing Doping Control documentation
- Two chairs per Athlete being tested and one chair for each member of the SCP
- If necessary, access to dividers to ensure privacy/confidentiality, and division of processing areas
- Appropriate lighting to conduct processing
- Receptacles for each processing station to store waste generated.

Special

- If necessary, wheelchair accessibility
- If requested, security person outside the DCS
- Educational materials or entertainment equipment (i.e. TV, radio) for Athletes in the waiting area
- Additional equipment may be requested to accommodate special Testing needs, i.e. blood collections.

2. The designated DCS, including toilets, may not be used as a public facility, office, team locker room, or shared with any Event operation during the Testing session.
3. If the DCO has determined that the facility is not appropriate, he/she should consult whomever necessary to obtain a suitable area, and note this problem on the DCO report with details on how the problem was resolved.

4. If there is no suitable area within the proximity of the Competition venue and the DCO feels that the Sample Collection Session would be compromised by using the proposed facility, the DCO must contact the Anti-Doping Organization (ADO) for advice on how to proceed.

   The DCO **should not** without consultation with and approval of the ADO, cancel the ICT session. The DCO should document the deficiencies of the designated DCS on the DCO report.

   **NOTE:** The ADO reserves the right of sole discretion to cancel an ICT session if, in the ADO’s opinion, the facilities designated for the DCS are such that the integrity of the Sample Collection Session might be compromised.

**OOCT Criteria**

1. For OOCT DCOs will be required to test Athletes outside of a Competition period. This Testing may occur at the Athlete’s residence, training venue or any other location where the Athlete may be found. If Testing at a training venue, the DCO should identify a suitable area to act as the DCS. If Testing at the Athlete’s home, the Athlete should identify an area that meets the following criteria:

   - Private enough to preserve Athlete privacy and confidentiality
   - Sufficient control over access to the area by other individuals who may be in the Athlete’s home
   - Sufficient area to complete the required Sample collection documentation and process the Sample(s)
   - Ensures that the health and safety of the Athlete and SCP are not compromised
   - Ensures that wherever the Athlete may go, the DCO and Chaperone can maintain sight of them at all times.

2. If there are any significant deviations from these criteria, the DCO should make a record of this in the DCO report.
3. If at all possible, *Athletes* should be tested where they are notified for *OOCT*. For example, if the *Athlete* is notified at his/her training venue, he/she should be processed at the training venue.

Occasionally, a *DCO* will encounter a situation that will require him/her to relocate the *Testing* area. This will require that the *DCO*, *Chaperone* (if applicable) and the *Athlete* physically move (via automobile or other means) to another location with a suitable area for *Testing*.

**If this situation occurs, the *Athlete* must be accompanied by the *DCO* or *Chaperone* at all times.**

Some example scenarios include:

- Training facility is closing, and the *Testing* area is no longer available.
- The *Athlete* has a previously planned activity (school, work, etc.) that he/she must attend, and cannot remain at the location where he/she was notified for *Testing*.
- There is no suitable area in the *Athlete’s* residence to perform the test.
- The *DCO* does not feel safe in the *Athlete’s* residence.
- The *Athlete* requests that the *Testing* take place in another location.

**Access to DCS**

1. The following individuals are authorized to be present at the *DCS*:
   a. On-duty *DCO*(s)
   b. On-duty *Chaperone*(s)
   c. Other *SCP* on duty
   d. *Athletes* being tested
   e. *Athlete* Representatives
   f. Interpreter(s) if required
   g. Representatives from relevant National Sport Federation, International Federation, and *Event* Representatives
   h. *ADO* staff
i. Other individuals authorized by the ADO (e.g. auditors, Independent Observers, etc.).

2. The DCO has authority to prohibit access to anyone otherwise entitled entry to the DCS if his/her presence is deemed by the DCO to be disruptive or interfering with the Sample Collection Session.

3. Members of the media should **never** be allowed to enter the DCS at any time.

Summary Checklist

The DCO should consider the following questions when identifying a suitable DCS:

- Is the area identified private and available for the sole use of Doping Control?
- Is the space identified appropriate for the number of individuals who may be present? Remember: the Athlete may be accompanied by an Athlete Representative.
- Are there sufficient chairs and tables for the number of Samples to be processed?
- Can the room be arranged so that the waiting area and processing area are separate (In-Competition)?
- Is there a wash basin for Athletes and DCOs to wash their hands?
- Is there suitable storage space for partial Samples, completed Samples and Sample collection documentation?
- If applicable, are there suitable facilities for Athletes with a disability (e.g. ramps, disabled toilets etc.)?
- Is the facility secure, e.g. lockable or with an individual available to act as security?
All ADO Chaperones Must Meet The Following Criteria:

- Not a Minor.
- Ability to communicate effectively in the national language(s), and if required the language of the Athletes to be tested and/or English.
- No involvement in the administration of the sport for which Testing is being conducted.
- No involvement in the personal affairs of or relation to any Athlete that may undergo Doping Control.
- Ability to walk for extended distances.

All ADO Chaperones Must Possess The Following Characteristics:

- Ability to follow instructions.
- Ability to work under demanding conditions.
- Ability to quickly and effectively solve problems.
- Ability to demonstrate respectful and professional demeanor.
- Ability to maintain confidential information.
- Ability to demonstrate sensitivity to Athlete emotions.
- Ability to meet schedule demands of required duties.

Code of Conduct

As an ADO-authorized Chaperone, I am aware of and will perform my assigned responsibilities in the manner outlined in this document. I therefore agree:

- To arrive on time at the appointed location.
- To maintain the highest standard of personal conduct in all assigned duties as a Chaperone.
- Not to accept any gifts from Athletes or Athlete Representatives.
- Not to request photographs or autographs from any Athlete or individual while conducting ADO business or wearing ADO attire.
- To strive to be cooperative and courteous with individuals and to use good judgment when performing all duties as a Chaperone.
- To maintain a professional appearance while carrying out my duties as a Chaperone.
# Article I. Tobacco, Alcohol and Gambling Policy

The ADO promotes a healthy, doping-free sporting environment. Therefore, use of tobacco in or around the Testing area or near Athletes is not allowed. Tobacco use should be done outside of time performing Chaperone duties and out of ADO attire. Many sport organizations and venues embrace a smoke-free policy. Chaperones are expected to respect these policies at all times.

Chaperones shall not consume alcohol before or during their ADO responsibilities. Chaperones shall not attend any ADO-related activity under the influence of alcohol or other drugs. Drinking alcohol while wearing ADO attire is not permitted.

I have read and understood the Chaperone Responsibilities/Code of Conduct Form. I do affirm that in the performance of my duties as a Chaperone for the ADO, I will observe and comply with this agreement and the ADO policies contained herein.

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Annex D: Discovery of Doping Paraphernalia

Purpose

The purpose of this procedure is to ensure a safe working environment for all staff, volunteers and Athletes at all Event venues and identify potential anti-doping rule violations, target tests or investigations.

Actions

Once anti-doping personnel are made aware of the discovery of a needle(s) and/or any paraphernalia by medical or cleaning staff, or any other individual that has not been secured within a sharps bin provided by medical services, the following protocol should apply:

a) The area in which the needle(s) and/or any paraphernalia are found the area should be cordoned off with nothing being removed for staff safety and preservation of area for Doping Control purposes;

b) the needle and/or any paraphernalia shall not be moved from or touched at its initial location;

c) a photograph should be taken if possible and relevant Venue anti-doping personnel should be contacted;

d) the date, time and location of the needle and/or any paraphernalia should be ascertained by Doping Control services and documented accordingly;

e) Log the exact location/date/time/any other relevant medication, substances, containers or packets found/who found the items and if anyone else was nearby at the time

f) Doping Control services, with the appropriate support of medical and/or cleaning staff will remove the needle(s) and/or any paraphernalia securely and in accordance with relevant medical practice to be sent to Laboratory or Doping Control Command Centre as appropriate and as soon as possible.

g) once all needle(s) and/or paraphernalia have been removed, Doping Control and Venue personnel will instruct the relevant functional area (housekeeping, competition etc.) that the area can now be thoroughly cleaned by staff in a safe manner.
Annex E:  *Athlete Notification post-Event sequence*

**Purpose**

At the conclusion of the Athlete’s participation in their event they are required to fulfil a number of obligations as prescribed by the relevant Jurisdiction. At the conclusion of the Athlete’s event they will move through a range of areas and processes in a specific order and priorities in accordance with the relevant regulations. This sequence recommends how doping control requirements are best incorporated into the overall post-Event sequence.

**Actions**

**Post competition – non-medal session**

When the Athlete leaves the field of play for the final time in a session or at the end of a match they must exit via the mixed zone.

Sport competition personnel are generally responsible for the passage of Athletes from the field of play to the mixed zone. Press operations and broadcast manage the mixed zone process. All Athletes are required to pass through the mixed zone but they are not typically obliged to speak to any member of the media.

Team officials leaving the field of play must not leave via the mixed zone unless invited there by a member of the press operations or broadcast team.

A verbal Doping Control notification will happen prior to the mixed zone if required. The Athlete is then required to complete the mixed zone, with Chaperones accompanying them on the Athlete pathway or from another position where they can maintain line of sight, before reporting to doping control. Written notification will be sought immediately once the Athlete has departed the mixed zone.

If an Athlete requests to deliver a Sample immediately they shall do so, but may be required to return to the mixed zone immediately after to complete their commitments as required by the relevant sport jurisdiction.

**Post competition – medal session**

At the end of a medal session or match, the start of the process remains the same and mixed zone obligations are to be completed prior to the medal ceremony taking place.

Press and broadcast will generally work with the sport and medal ceremonies team to release the Athlete to the ceremony at the allotted time.
Sport competition volunteers will escort the *Athletes* for medal ceremonies to an agreed location with the medal ceremony team, e.g. Medal Ceremony Office or warm up area. The medal ceremony team will manage the *Athlete* participation in the medal ceremony, including movement to photo location immediately after the ceremony. Upon completion of the ceremony, the medal ceremony team will escort the *Athletes* off the field of play to an agreed location with sport competition where the *Athletes* collect their accreditations.

Sport competition volunteers will deliver the *Athletes* to the press operations team at the mixed zone or an agreed location. If the mixed zone was not completed prior to the ceremony the Venue Press staff, in conjunction with the Venue Broadcast staff, will decide whether the *Athletes* will return to the mixed zone at the point they left, or whether to move straight to media conference.

Media Conferences will generally take place immediately after each medal ceremony. All medallists will attend, coaches and/or other *athletes* may attend as circumstances dictate – this will be at the discretion of the Venue Press Manager. For team sports, this will be the captain and / or notable player and coach from the three medalling teams. Press Operations will facilitate all conferences.

If an *Athlete* requests to deliver an immediate *Sample* at any point during this process they may do so but will typically return to the mixed zone or press conference immediately to complete their commitments.

Press Operations will deliver the *Athletes* back to the sport back of house space and where required the *Chaperone* will escort the athlete to the *Doping Control* station.