

Minutes of the WADA Executive Committee Meeting

20 August 2001, Tallinn, Estonia

The meeting began at 9 a.m.

1. Welcome

THE CHAIRMAN welcomed the members to the meeting of WADA's Executive Committee. They were meeting on a very special day: the tenth anniversary of the re-independence of Estonia. He also welcomed the Board members, who would be auditing the process of the Executive Committee meeting.

There would be 115 people attending WADA's meetings, plus the media, which illustrated the considerable interest in WADA's work, especially the decision that would be taken the following day regarding the permanent headquarters for WADA.

2. Roll Call

See (Annex).

3. Minutes of the Executive Committee meeting on 1 June 2001

THE CHAIRMAN asked if anyone had any comments to make regarding the minutes of the Executive Committee meeting in Cape Town on 1 June 2001.

Unless, by the end of the morning session, anyone wished to make any amendments, he would take the minutes as an acceptable record of the meeting in Cape Town and they would be approved as such.

DECISION

Minutes of the Executive Committee meeting on
1 June 2001 approved and duly signed.

4. Observers

THE CHAIRMAN noted that a number of observers from the Ibero-American Sport Council; UNESCO; the Estonian Olympic Committee; the Estonian Ministry of Culture; the Lithuanian Anti-Doping Commission; the World Olympians Association; and the Estonian Olympic Committee would be present at the meeting of the Foundation Board the following day.

5. Permanent Site

A) Evaluation Committee Report

THE CHAIRMAN said that the members had received the report prior to the meeting around 8 August, so they had had time to review it. It was now a public document.

MR CTVRTLIK addressed the government officials, sports representatives and athletes who made up WADA's Executive Committee.

As Chairman of the WADA Headquarters Evaluation Committee, assembled by the members of the Executive Committee to critically evaluate the potential sites for the future home of WADA, he came before them feeling both honoured and very humble. Honoured because the Executive Committee had entrusted the Evaluation Committee with such an important task, yet humble that the work achieved could not possibly be perfect.

He referred the members to the financial table on page 97 of the report.

As Chairman of this Evaluation Committee, he felt that he was in a unique position to bestow upon the members, both the sporting sides and the government representatives, special congratulations that could be seen only from the Evaluation Committee's vantage point. The Committee had been privileged to receive bids of such a high level that it had been excited, surprised and fearful. Excited because the bids had been made so expertly that they would be easier to evaluate, surprised at the different incentives that were being offered, and fearful, because the only piece of advice that Chairman Dick Pound had given had been: "Don't come back and say that all of these cities are great". And in reality, all of the bids had come in at a high level. But the reason that he wanted to congratulate the members was for their courage and perseverance in creating and nurturing an idea such as the World Anti-Doping Agency. Only a few years ago, there had been no such thing as WADA, no unannounced testing, no agency that could coordinate research world-wide and put meaningful financial resources behind the effort, no possible way for governments and sporting authorities to work together to fight one of the most crippling practices, the use of drugs in sports, and moreover throughout the society at large. But this dream was now a reality. The members had given financially and of their time, and the bids that he was currently presenting were a testament to the success of the members' efforts. For that he applauded them.

Before going any further, he wanted to introduce the members of the site evaluation team:

David Howman, Chairman of the WADA Legal Committee and Representative from the New Zealand Government (serving as Chair of the New Zealand Sports Drug Agency) had represented the governmental side of WADA; Anders Besseberg, President of the International Biathlon Union and Representative of the Winter International Federations had represented the sporting side of WADA; and MR CTVRTLIIK, member of the WADA Board, three-time Olympian from the United States in the sport of volleyball, and a member of the IOC Athlete's Commission, had served as Chair of the Committee.

They had been accompanied by Harri Syväsalmi, the Secretary General of WADA, who had been instrumental in knowing the requirements of the future needs of the staff of WADA; Erkki Savolainen, a construction consultant who had proved invaluable in the analysis of the proposed physical sites for the future WADA Headquarters; and Shannan Withers who, as a member of the WADA staff, had performed all administrative duties for the team.

At the outset, he wanted to state that the Evaluation Committee had taken its mission very seriously and, as each of the bid cities would attest, it had tried to ask questions and undertake inquiries that would uncover, to its satisfaction, the best possible scenarios that each bid city could possibly put forth. It had proceeded according to the mandate given by the WADA Board in March 2000, which had been reinforced and refined by the WADA Executive Committee at its meeting in South Africa in June 2001.

Further, he informed the members of the strict emphasis that had been placed on confidentiality. All discussions had been kept within the group. All information gathered had been seen by no-one unless absolutely necessary. Furthermore, to ensure no influence by accompanying staff members and experts, the Evaluation Committee had met alone, before and after each visit, to collate material and evaluate what had been presented. He felt from his conversations with many of the members and the questions that he had been asked as recently as a couple of days before the report had been delivered to the members, that the team had abided by this, and he was especially thankful to the team members.

The evaluation of the bid cities for the new WADA Headquarters needed to be discussed. MR CTVRTLIIK went over the process undertaken in this evaluation. For some of the members, this was a review, but for others it was news and he wanted to make sure that everyone around the table was clear on how the Evaluation Committee had arrived at the conclusions set forth in the report.

The process employed to evaluate the cities could be seen on the timeline that had been handed out to the members:

Date/s	Item
Early 2000	Set of detailed evaluation criteria compiled specifying the requirements for new permanent headquarters

29 August 2000	WADA invited all NOCs and their sports ministries to bid to host WADA by supplying information relevant to the set criteria.
23 October 2000	10 applications received.
14 November 2000	Applications reviewed by WADA Foundation Board and six cities accepted as final candidates – Bonn, Lausanne, Lille, Montreal, Stockholm and Vienna.
	Evaluation Committee members appointed by Foundation Board.
	Final evaluation criteria and weighting system approved.
December 2000	Final/Phase II inquiry material provided to candidates.
01 March 2001	Candidate City applications received by WADA.
06 March 2001	Elimination of the candidate city of Lille, France due to failure to comply with set application guidelines (<i>WADA Executive Committee meeting – Lausanne, Switzerland</i>)
03/04 & 05/06 April 2001	Evaluation Committee Site Visits – Bonn, Vienna
18/19 April 2001	Evaluation Committee Site Visit – Lausanne
24/25 & 27/28 April 2001	Evaluation Committee Site Visits – Stockholm, Montreal
Immediately post individual site visits	Formal notification sent to each city advising them that they would be given five working days from the conclusion of the site visit to submit any requested clarifications and/or any new information in addition to that contained in their written application.
Five working days post individual site visits	Receipt of additional information from all cities as required.
15/16 May 2001	Evaluation Committee and support team meet to compile draft factual reports <i>(Lausanne, Switzerland)</i>
01 June 2001	Status report to WADA Executive Committee <i>(Cape Town, South Africa)</i>
08 June 2001	Distribution of factual reports to Candidate Cities for their review and acceptance/approval (within ten working days)
22 June 2001	Response/s to factual reports from Candidate Cities due
01/02 July 2001	Evaluation Committee meet (voting members only) to compile recommendations etc. <i>(Los Angeles, USA)</i>
03 July – 07 August 2001	Finalisation of reports and recommendation for WADA Executive Committee and Foundation Board (including translation and physical compilation etc.)
08 August 2001	Information material sent to Executive Committee and Foundation Board members (as part of pre-meeting information package)
20 August 2001	Presentation to WADA Executive Committee <i>(Tallinn, Estonia)</i>
21 August 2001	Presentation and Vote by the WADA Foundation Board <i>(Tallinn, Estonia)</i>

This was the process adopted; it had been approved in South Africa and strictly followed to ensure the integrity of the process.

Two models had been used in the evaluation. The first and primary model had used the weighting criteria outlined by the WADA Foundation Board. The second model that had been used as a backup to confirm the findings of the first model was the United Nations Decision Matrix model.

The evaluation criteria and weighting scale had been approved by the Board in March 2000 and re-approved in Cape Town in June 2001.

The final graph shown on the screen had been generated using the criteria given to the Evaluation Committee by the WADA Board. He had been questioned regarding the length of the bars in the graph. There was a simple explanation for the length of the bars. The three evaluation members, during the meeting in Los Angeles, had independently sat down and completed the evaluation for each of the bid cities. They had inputted the results into the computer and, without varying them in any way, presented them in graphic form. The result was what the members saw on the screen. He stressed that the differences were insignificant. One might seem a little ahead of another, but this small deviation could be due to one of the members awarding a "4" instead of a "2" in just one category of heavier weighting. This was why the Evaluation Committee members were of the opinion that all three of the top cities would make an excellent future home for WADA. The difference in scores was incredibly small.

The decision matrix model developed by the United Nations had been used to confirm the results obtained using the criteria given by the WADA Board. The results were fairly similar, but the main finding was that there was still a definite separation between the top three cities and the bottom two.

The Evaluation Committee wished to raise a few issues that might be of interest to the Board members. Although the weighting scales and the different models had been very useful, there were a few areas that had perhaps not been adequately reflected in the outcomes. He would limit his discussion to the top three cities, Lausanne, Montreal and Vienna, as, in his opinion, both models had illustrated that these three cities had clearly differentiated themselves from the others.

MR CTVRTLIIK discussed the cities in alphabetical order.

When discussing Lausanne, the bid offered good financial incentives, a good infrastructure, an excellent legal package, slightly above average premises and an excellent history in the anti-drug fight. But there were two factors that might also be considered. The first was the already excellent legal status that Switzerland and the Canton of Vaud had granted to WADA. How should this have been taken into account in the standings? Had it been ranked higher than Vienna in this category even though Vienna could offer the same, if not higher standard, but had not yet had the opportunity to do so? Also, it would be remiss not to mention the issue of the location in relation to the International Federations. Many people from different factions had, in the past as well as recently, expressed the opinion that the proximity of the existing WADA Headquarters to the International Olympic Committee and 16 International Federations based in Lausanne was a major negative. But on the other hand, and equally as forcefully, many had expressed to him the opinion that there was not a more practical place for the WADA headquarters to be than close to many of the users of its services. The Evaluation Committee had not made any comments regarding this point. As such, it would leave it up to the WADA Board Members to evaluate the merits of both of these aspects if it considered them appropriate.

Along these same lines of thought came the bid from Montreal. This bid was above average in the premises, had a good infrastructure, an excellent history in the fight against drugs, and was satisfactory in the legal area and extremely strong from a financial perspective. But when accounting for the strong financial component of this bid, the Evaluation Committee had been faced with the following dilemma: if Montreal offered twice as much money, should its financial score be twice as high? What if Montreal offered four times as much money, would it be four times as good? Should the score be four times as high? How should this be rated? The Evaluation Committee had given Montreal the highest marks of any of the bid cities in the financial categories, but was that sufficient in light of what had been offered? MR CTVRTLIIK pointed out the exceptionally strong financial commitment that Montreal was willing to make, but, once again, he would ask the WADA Board members to take this into consideration when they cast their votes.

Lastly, he wished to offer some thoughts on the bid from Vienna. This was definitely the bid that had improved the most between the time of the initial offering and the time of the Evaluation Committee visit. Vienna had a very good infrastructure, a slightly shorter history in the fight against

doping in sport, the possibility of having an excellent legal bid, a strong financial component and clearly the most impressive premises of any of the candidate cities. But the Evaluation Committee had been faced with another decision here: if a candidate city offered office space above and beyond the requisites of WADA, how should this be evaluated? In this situation, the Evaluation Committee had asked for the concession of being able to sub-lease the premises. But, for the general question of how to account for these premises that were clearly superior to any of the other cities, it had credited them with the highest marks possible. Once again, was this sufficient? If the premises were much more impressive than another city's premises, but the lesser premises would make a satisfactory headquarters, should the latter be penalised and extra points be given somehow to Vienna? Once again, the Evaluation Committee had done its best whilst trying to remain within the criteria set by the Board. He pointed out, however, that the premises offered by Vienna were clearly superior to any of the other bid city premises.

The Evaluation Committee had been compelled to look at these issues as well as many others, whilst taking into account the future requirements of WADA. Should it have analysed what would be best for WADA in the next few years, or should it have analysed the project using criteria of what the needs of WADA would be in 10 or 15 years? Should the economic benefits of a bid be analysed in relation to WADA's current budget of 15 million dollars or against a budget that would surely grow as the duties and responsibilities of the organization increased? To these and many of the other questions, the Evaluation Committee had not had the opinion of the Board, and certainly not the ability to address them within the weighting criteria given. The Committee had, however, used the best judgement possible and, combining that with common sense and pragmatism, felt that its conclusions as presented represented an accurate picture of the bid cities' proposals. The Committee members had endeavoured to perform an in-depth analysis, which MR CTVRTLIK could honestly say had been included in the evaluation report. They had analysed the cities with an impartial eye, and had come to the conclusion that Lausanne, Montreal and Vienna had separated themselves from the other two cities, despite the fact that all five cities had presented excellent bids. Lausanne, Montreal or Vienna could provide an excellent future home for the World Anti-Doping Agency, despite the fact that each city had particularly strong areas and some areas that were less so. He was confident that any of the three cities chosen could be an excellent permanent site for WADA.

THE CHAIRMAN thanked Mr Ctvrtlik for his excellent work, which was backed up by the fact that there had been absolutely no criticism during the evaluation process. This was a very professional report, of which the Evaluation Committee should be proud.

MR CRICK asked whether the fact that there were no numbers under the cities on the chart on page 91 of the report was deliberate.

MR CTVRTLIK replied that this was a deliberate omission.

The factors he had discussed in the report were what the members should use to differentiate between the three cities. He would not recommend relying on the close figures on the graphs.

MR VERBRUGGEN referred to Vienna's bid. He had seen in the report that there would be an agreement that WADA would be recognised as an inter-governmental body. Had this been guaranteed, or would WADA have to depend on the decision taken by the European Community?

MR HOWMAN replied that WADA had received an undertaking from the Austrian Government for an inter-governmental status which did not require European Community legislation or any approval. It had been given three different offers: one was the top status, which might require European Commission approval; the other was a status based on the Danube River model, which would be very satisfactory from a legal point of view; and the third was whatever might be concocted legally.

THE CHAIRMAN thanked the Evaluation Committee for the report. It would be heard the following day by the full Board.

DECISION

Report by the Evaluation Committee approved.

B) Voting Process and Related Protocol (Update)

THE CHAIRMAN said that there had been no changes proposed with regard to the voting process since the decision taken in Cape Town, therefore the Board would proceed on the basis of that decision.

Referring to document 5b (1.4) in the file (Annex), MR CRICK asked whether a majority was needed.

THE CHAIRMAN replied that, if there were two cities remaining in the vote, the city obtaining the most votes would win.

DECISION

Voting process to take place on the basis of the decision taken by the Executive Committee in Cape Town in June 2001.

C) Conflict of Interest

THE CHAIRMAN said that the issue of conflict of interest had been raised with regard to Board members voting for the permanent headquarters.

MR HOWMAN said that, after the meeting in Cape Town, a legal opinion had been obtained (Annex) from WADA's attorneys in Lausanne, and this opinion had been simplified as follows: *Considering that, during its meeting of 30 July 2001, the Legal Committee interpretation of the above mentioned legal opinion was that neither Swiss Law nor the general regulation on conflict of interest adopted by the WADA Board in March 2000 prevent members of the Foundation Board belonging to a country where the candidate city is located to vote at such election, unless such members obtain a personal advantage or benefit in connection with the allocation of the seat of WADA or if they belong to the official organs of the candidate city, or if they have been appointed by such city.*

THE CHAIRMAN noted that the only person who had a conflict of interest was Dr Garnier. He worked for WADA virtually full-time, and thought that it might be inappropriate to vote for the permanent headquarters, therefore he had asked to be excused on that basis. He proposed recommending to the Board that all WADA members except for Dr Garnier participate in the vote.

DECISION

Proposal to recommend to the Board that all WADA members except for Dr Garnier participate in the vote to elect a permanent WADA site.

D) Vice-Chair

THE CHAIRMAN said that he had no conflict of interest, and was prepared, in the event of a tie, to cast the final vote, therefore the issue could be postponed until the next Board meeting in November 2001.

MR CODERRE thought that a Vice-Chair should be elected in case the President was unable to chair a meeting.

THE CHAIRMAN agreed, but the issue would be discussed in November.

DECISION

Issue of Vice-Chair to be postponed until Board meeting in November 2001.

6. Strategic Plan (Update)

THE CHAIRMAN asked the Secretary General to bring the Executive Committee up to date on the Strategic Plan.

THE SECRETARY GENERAL said that the process was ongoing, despite the acceptance of the Strategic Plan in Cape Town. Without the Plan, it would not have been possible to prepare the budget and action plans for the following year, nor would it have been possible to draw up a Corporate Plan.

MR WADE summarised the documents on the Strategic Plan that the members had in their files: the information sheet for the Executive Committee (Annex), the decision document for the Board

meeting (Annex), which was essentially what the members had received in Cape Town with the appropriate updates to reflect the decision for the Foundation Board; the Strategic Plan (Annex); a summary of the review process and the modifications (Annex), which had been updated in several areas to reflect the discussions in Cape Town; and finally the draft performance measurement and evaluation system (Annex).

Summarising the discussions in Cape Town, one of the important things had been the emphasis on marketing and communications strategies.

There was also the need to ensure that WADA was financially responsible and that programme priorities would be given.

There was the longer-term need for a budget, which would be presented in November, to reflect the programme priorities in the Strategic Plan.

It had also been decided that it made sense to have a theme for a world conference for the Code. This was an example of how things needed to change based on emerging needs.

MS LINDÉN thanked WADA's staff for producing a very ambitious Strategic Plan. There were some considerations concerning the European contribution to WADA's operational budget for 2002. The problems in Europe should not be interpreted as a sign of lack of political commitment to the work of WADA. As a representative of the European governments, she was concerned about the timetable for WADA's budgetary procedures. The national budget processes did not allow for great amendments to existing budget proposals at such an advanced stage, especially when governments were obliged to contribute to WADA's budget directly. Ceilings for WADA's annual budgetary provisions, at least for the forthcoming three to five years, were an essential condition for the governments' own budgetary preparations. If not, the government contributions could not be expected to be paid without a delay of at least one to two calendar years.

She proposed that WADA bear in mind the needs of the governments with regard to budgets. The governments needed to know the budget ceiling for the following year some time during the spring. It was inconvenient for the governments if WADA discussed the budget for the following year as late as November.

THE CHAIRMAN was sure that this request could be carried out. The Strategic Plan should give the ball-park figures for the year ahead. The matter would be discussed under item 8 of the agenda. He did not mind how this was organised, as long as the governments organised the matter amongst themselves.

MR CODERRE thought that the governments had a unique occasion on which to show their faith in the internationalisation of the movement. It was necessary to ensure that the governments would take an active role in the organisation. The importance was not only among those present at the meeting; a message needed to be sent to the entire population. Therefore, each decision needed to be taken with a precise goal of internationalisation of the movement. There was a need to ensure fairness, and build bridges in order to combat the perception of Eurocentrism.

He had met Dr Rogge in Edmonton, and confirmed WADA's full support. WADA should send a clear message to the world that, through internationalisation and harmonisation, it would have a viable action plan and a clear vision, both for the short and the long term.

THE CHAIRMAN congratulated Mr Coderre; the governments should be actively involved in the activities of the organisation, particularly in the area of harmonisation. This would not be easy, but if it could be accomplished, it would be remarkable.

The idea of internationalisation was implicit in everything that WADA did. Doping was a world-wide problem that called for a world-wide solution.

The Strategic Plan that the Executive Committee was adopting and would recommend to the Board was a plan in which governments had had a 50% contribution, and it was essential to be united with respect to the Strategic Plan.

He hoped that the Board would give the Executive Committee its blessing to move forward with the plan. It was a living document, and much work would be involved to turn what had been written on paper into action programmes.

On a concrete note, MR CODERRE asked whether it would be possible, through the Legal Committee or the Standards and Harmonisation Committee, to have a hybrid committee with the

governments to provide follow-up on IICGADS and the meeting on 16 April 2002 in Kuala Lumpur, including information on what should happen in the future.

THE CHAIRMAN supported the idea of a hybrid committee, not only in the follow-up, but also in the build-up to the meeting in April 2002.

MR CODERRE said that it had already been agreed that Canada would chair a working committee, therefore he would liaise with Messrs Howman and Walker regarding agenda management.

THE CHAIRMAN asked Messrs Coderre, Howman and Walker to deal with the committee and report on it at the meeting in November 2001.

DECISIONS

1. Messrs Coderre, Howman and Walker to deal with establishing a hybrid committee to provide follow-up on future IICGADS events and be involved in the build-up to the meeting in April 2002 in Kuala Lumpur.
2. Report on WADA's Strategic Plan approved. Strategic Plan (as presented in files) to be presented for approval by the Board on 21 August.

7. Finance

A) Quarterly Accounts

MR REEDIE said that he would present the accounts for the first proper accounting period, approved by the Executive Committee in Cape Town, to the Board the following day. WADA's auditor from Lausanne would also be present to answer any questions that the Board members might have.

Information on the quarterly account could be seen in the files (Annex). The expenses for running WADA over the past quarter had left the organisation with a surplus of just over US\$ 1.9 million.

There was also a balance sheet (Annex) as of 30 June which combined the two periods in the current year, and also combined the expenses for the entire six-month period. Although, at the end of six months, there was currently a healthy cash balance, provision for the research project funding should probably be made in the accounts, so that everyone would know that the money was committed and would be paid by WADA at some point in the future. The liability should be clearly identified in the financial figures.

Looking at the current financial picture, it was fair to say that, even allowing for a funding of research projects, WADA would have sufficient income and resources to conduct its business as it wished, but within reason.

In response to Ms Lindén's previous requests regarding the budget, these would be carried out. The problem was not so much income, but knowing what the exact expenditure would be. Only recently had WADA been able to have a clear idea of the objectives of the organisation.

He hoped that, by November 2001, there would be a very clear figure for 2002, at which stage it would be possible to run WADA inflation on the figure at any rate desired, which he hoped would help government budgets for 2003, 2004 and 2005.

At the moment, however, he did not see that the total anticipated expenditure for WADA in 2002 would be less than US\$ 16.5 to 17 million.

He had, as always, a complete record of all the transactions made since 1 January 2001, and if any member was interested in any particular items he would be very happy to help.

MS LINDÉN proposed several technical changes to make the balance sheet more readable. Would it be possible to have the figures of the total budget on the balance sheet, as well as the previous year's figures?

THE CHAIRMAN commented that the application of funds to the research projects was important. He hoped that it would be possible to follow up with the researchers to make sure that they had put their programmes together. Action was important.

MR REEDIE agreed with Ms Lindén that the accounting system should be refined.

In response to the Chairman's comments, perhaps the recipients of the research grants should be written to and asked for a timetable for when WADA could expect to contribute to the work.

THE PRINCE DE MERODE noted the need to know the exact budget objectives for the following year. A precise figure should be given so that the governments would know what to expect.

THE CHAIRMAN agreed, but pointed out that the governments had a fairly good idea of what the amount would be.

PROFESSOR LJUNGQVIST said that the decisions regarding the research grants had been taken in late May 2001, therefore distribution and contact could hardly have taken place before the summer, however he would report the following day on the matter, as his committee was in constant contact with the recipients.

MR REEDIE told the Prince de Merode that a very clear and accurate figure would be available by November 2001 for the 2002 budget.

MS LINDÉN stressed the importance of having some kind of a figure for the government share; this did not have to be exact, but a maximum figure would be better than a minimum figure.

THE CHAIRMAN agreed to provide the governments with a maximum figure early each year if they could provide a date.

MR UEHARA pointed out that his government would have to make a budget plan very shortly, therefore he would like the budget plans by spring for the subsequent year.

THE CHAIRMAN suggested that, by 30 April of each year, WADA would provide a maximum figure for governments for the following year.

MR CODERRE said that the decision regarding the permanent site would have some budgetary impact on operations.

WADA needed to decide what type of ad hoc committee it wanted.

THE CHAIRMAN replied that no other ad hoc committee had been created other than by the Executive Committee or the Board, but he agreed. It was very clear that, in any organisation, a lot of money could be spent if there were no controls. WADA wanted to put the maximum percentage of its resources into the fight against doping in sport.

DECISIONS

1. WADA balance sheets to be produced including reference to the total budget and the previous year's figures.
2. A letter to be written to the recipients of the research grants to ascertain when the funds should be paid out by WADA.
3. WADA to provide a maximum budget figure to governments by 30 April each year for the following year.
4. Quarterly accounts approved.

B) EU Funding Update

THE CHAIRMAN informed the members that an agreement would be signed the following day with the European Commission, which would be funding two million Euros across three different projects. One was an e-learning project, a web-based multi-lingual information reference and education tool for athletes and sports physicians, designed to improve the preventative actions that could be taken in the field of doping. The second was funding for the training of an enlarged team of independent observers for major international events. The third project was seed funding for continued work on the athlete passport project to continue the examination of the potential of such a system and the use of a passport or a smart card document for purposes of helping athletes to obtain access to anti-doping information and providing a longitudinal record of data for each athlete.

DECISION

Contract to be signed on 21 August between WADA and the European Union for funding of two million Euros for WADA projects.

8. IICGADS

A) Funding Update

MR CRICK said that there was not a great deal to add to the report that had been given in Cape Town. IICGADS had held a very productive meeting in Cape Town in June 2001, resulting in an agreement on government participation in WADA funding. This had not been easy, because dealing with governments and processes was very complex.

The governments would arrange amongst themselves to deliver the finances. In some cases, this would be in a geographical group, and in other cases, countries would pay separately.

B) Board Expansion Proposal

MR CRICK said that the issue of Board expansion had raised some difficult points, which had been resolved with a proposal that would go to the Board the following day (Annex).

MR CODERRE noted that responsibilities would be assumed in different ways. He could see no problems: the governments were willing to take responsibility for their share of funding. It would be easier in some continents than in others, but the government shares would be paid.

THE CHAIRMAN expressed concern about the expansion of the Board. The issue that had given rise to the initial suggestion to increase the Board by eight members had come from the wish for extra European Union representation to deal with the issues on the European continent. He had no objections to expanding European representation by one member, as the Olympic Movement side could then invite a member of the International Paralympic Committee, as the IPC was also experiencing problems with doping in sport. This solution would meet two immediate requirements without expanding the Board by eight.

MR CODERRE disagreed. Equity had nothing to do with the size of the wallet. Europe would be paying 47% of WADA's funding and deserved an extra seat for many reasons, but he felt that Africa, with 53 countries, should have more representatives on the Board to increase the impact in the fight against doping. If not, it would seem as though those paying the most money were controlling WADA. There were also many countries in Asia wishing to contribute to WADA. WADA needed to expand in order to be more representative, with more governments participating and more money in the budget, thus sending a clear message to the population about wide participation.

MR BALFOUR said that Mr Coderre had stated the case clearly. The issue of equity, fairness and justice needed to be one of the underlying principles of WADA. It could not be about one continent, and Africa could not be left out all the time, therefore he violently disagreed with the Chairman on the matter. He understood some of the Chairman's concerns with regard to expansion, but the issue of how big the wallet was was not an issue to him at all.

THE PRINCE DE MERODE agreed wholeheartedly with Mr Balfour, but was concerned about expansion. WADA had to be careful before expanding on a wide scale. Eight people constituted a large amount, and it would be hard to work with so many members, therefore the matter should be considered with great care.

MR BALFOUR said that WADA could be big but also very efficient.

MR CODERRE said that seats on the Board should be given with equity and fairness; if WADA did decide to expand it would have to bear in mind some very specific issues.

THE PRINCE DE MERODE said that he would prefer not to increase the number of seats on the Board.

MR LARFAOUJ thought it best to wait and see if it would be necessary to expand in the future. WADA meetings were already expensive, and the aim was to fight against doping.

MS LINDÉN recalled that, in the EU, there had been a discussion as to how much the EU should pay and the number of seats it should have on the Board, and not until November 2001 would all the representatives be meeting to see if Europe agreed with the Cape Town Declaration.

It was easier to exert influence when governments had the possibility of working from within WADA.

The members should not forget their objective, and all countries should be involved in WADA's work.

THE CHAIRMAN said that, at the risk of provoking more violent disagreement, no-one could possibly say that there was currently unfair weighting. With regard to weighting, it should not be forgotten that almost 50% of the athletes in the Olympic Games came from Europe.

He pointed out that it would not be necessary to amend the WADA Statutes to award two extra seats, however amendments would definitely need to be made if large-scale expansion was required. He thought that the members should avoid saying that everyone should be represented on WADA. WADA needed to be small and lean in order to be an effective organization.

MR CODERRE pointed out that the organization would be efficient once the governments took their responsibility.

Also, Asia represented over one third of the world's population.

Everything was working well as there was a balance in WADA, however the Africans were right to feel like poor cousins. What was the definition of representativity? It was necessary to fight in Africa and Asia in order to achieve equity.

MR KOSS said that, if WADA went ahead with expansion, it would be like the UN with countries from all over the world. This argument was never-ending, and he could imagine constant requests for expansion in the future. He wanted assurance that, if WADA did decide to follow the Cape Town Declaration and add four members to its Board, there would be no more additions.

MR MAYORAL saw no reason to increase the numbers on the Board. A board with more than 50 members was not efficient.

DECISION

Issue of expansion to be referred to the Board on 21 August.

9. Laboratories

– Recommendation to WADA Board

A) Appendix D of the OMADC (ISO 17025)

MR WADE said that there were two matters to be discussed with regard to laboratories: the amplification document (Annex) prepared by the IOC, and the recommendations concerning the accreditation of the Tunis laboratory (Annex).

The first document included two attachments: some recommended changes regarding application of ISO 17025 for doping control according to the IOC (Annex), and Appendix D – application of ISO 17025 for doping control according to the International Olympic Committee.

The IOC had had a good system in place and had made an attempt to further improve it. WADA had been asked to review Appendix D, and the final recommendations following review were that the IOC Executive Board delete reference to ISO Guide 25 in the OMADC and replace it with reference to ISO Guide 17025 or *relevant guide*; the IOC Executive Board should not endorse the draft Appendix D because of concerns about the need to further improve the document; and finally that the Executive Board either take the document back and work on it further, or that the Executive Board remove reference to Appendix D from the OMADC and maintain the requirement of ISO Guide 17025 accreditation.

WADA's own system was taking a similar approach to the IOC, but the Laboratory Accreditation Committee did not think that the reference to the amplification guide was suitable.

THE PRINCE DE MERODE said that there was a need for speed, which was why Dr Schamasch had sent WADA the letter with the report by Professor Hemmersbach. The Rio laboratory would soon be accredited, and the Tunis laboratory was a matter of urgency because of the Mediterranean Games.

THE CHAIRMAN thought that the easiest answer would be for WADA to recommend that reference to the amplification guide be deleted from the OMADC and that laboratories work in accordance with ISO Guide 17025 so that the IOC Executive Board would be able to adopt the decision in September in order to be ready for Salt Lake City.

MR HOWMAN said that the Legal Committee had looked into the matter, and there were three places in the OMADC which required amendments. He would formalise a proposal for the Board to consider the following day.

DECISION

Legal Committee to formalise a proposal with regard to laboratory accreditation, ISO Guide 17025 and Appendix D of the OMADC for approval by the Board on 21 August.

B) Tunis Lab Accreditation

THE CHAIRMAN noted that Dr Schamasch had sent a letter (Annex) advising WADA to approve the accreditation of the laboratory in Tunis. He proposed that the matter be decided by the Board the following day.

MR LARFAOUI highly supported the recommendation. It was very important that accreditation be awarded to the Tunis laboratory.

DECISION

Proposal to approve accreditation of the Tunis laboratory to be put to the Foundation Board on 21 August 2001.

10. Code

A) Update

– Project Plan

MR WALKER presented a slide show with proposals as to how future work on the development of the WADA Code should proceed, also referring members to the relevant documents in their files (Annex).

THE CHAIRMAN praised the excellent presentation.

MR CRICK thought that it was a very encouraging and comprehensive presentation.

It was particularly important to attach resources to such a project.

What exactly were the external consultants for process management?

There were specific elements of the Code still to be covered. If WADA was the project owner, then the Executive Committee needed to provide guidance and have some ownership of the precise content, policy and philosophical approach, and it should expect to provide guidance along the way. The team tasked with preparing the Code should also report to the Executive Committee regularly on its progress.

MR LARFAOUI thought that the work had been well-prepared, however the timelines were too long. The IFs would also need to amend their codes, and the timelines were simply too long.

He did not think that the NADOs should be involved, as they were under the responsibility of their respective governments.

MR VERBRUGGEN asked whether athletes would be faced with the same procedures throughout the world.

Also, were all the consultants discussed the same ones?

MR BALFOUR noted that the timelines were too long. Something could be done to lessen the period.

Discussion on the content was rather critical and a close eye should be kept on the matter.

South Africa might be jumping the gun, as it was already opening its own legislation to accommodate WADA, and he hoped that WADA would implement the Code quickly so as not to cause governmental delays.

It was necessary to close the loophole, and some IFs were not playing ball.

MR CODERRE said that the name of the game was do-ability. There was no point in reinventing the wheel, as IFs already knew what WADA should do.

The working group with Canada and the UCI was a great opportunity to avoid other consultation expenses.

He was concerned about the time-frame, but he thought that this was a government problem and the governments would have to discipline themselves to move forward.

There should be a discussion on what would happen if a country did not want to apply the Code. WADA would need to be tough on that point, going so far as to say that no international events should be held in that country.

WADA also wanted to avoid three different tests being performed by three different organisations on one athlete. It needed to determine the definition of harmonisation and be serious about sanctions.

PROFESSOR LJUNGQVIST thought that the process should be speeded up by six months, so as to be applicable for the Olympic Games in 2004, as the IFs would need to ratify the code at their congresses prior to the Olympic Games.

His committee was working with a list to be operational as of 1 January 2003.

Perhaps a circular should be sent to the IFs to inform them about what was happening with WADA as soon as possible. The IAAF had not ratified the current OMADC because, in its present state, it was not of an acceptable quality and did not match the IAAF's own regulations, the reason being that the procedure in which the Code had come about had not been proper.

MR MAYORAL said that, if WADA wanted an effective code, it would need a legal obligation for all the bodies involved in the Code.

What was meant by a collective agreement?

MR BALFOUR said that sanctions of some sort should be applied if a country did not assist WADA in its task.

With regard to IFs also buying into the Code, this would help countries that were serious about anti-doping, but then again, IICGADS was there to play a tremendous role with countries that did not want to conform to what WADA wanted to do.

THE PRINCE DE MERODE agreed with Professor Ljungqvist. The IOC was not responsible for the events that had occurred surrounding the OMADC, as it had been replaced by something with which he had not been satisfied. He understood the difficulties that Professor Ljungqvist had experienced, and a repeat of the problems should be avoided this time.

Government as well as IF approval of the Code was clearly necessary. If governments did not agree with the Code, then the entire sports movement should agree not to allow the country in question to hold competitions.

He also requested that documents be made more available by WADA, as the IOC would also have to ratify the Code. The IOC wished to be constructive and participate closely in the elaboration of the document.

MR REEDIE questioned the names at the bottom of the written documents: SEF Communication and DNV Consulting. Had Mr Walker been given some advice in the presentation of the project?

There was clearly a unanimous desire to move faster. The project would therefore have to be amended and shortened, and somebody would have to do the numbers fairly quickly to make sure that the cost could be achieved.

MR VERBRUGGEN asked whether the Code would also apply to professional sports.

THE CHAIRMAN observed that athletes should also be identified as stakeholders.

He had thought that the timeline was too short in terms of completing all the work, and was delighted that the governments were interested in compressing the timeframe. It should perhaps be compressed in Phase 1.

The communications team needed to prepare the groundwork, along with the IOC, ASOIF, the Winter IFs and ANOC, so that everyone would be ready on time.

The idea of holding some kind of congress to bring the whole organisation together was a good one, and perhaps should be held in the latter part of 2002.

The key was that WADA needed to generate a sense of urgency internally and be prepared to act on a 95% perfect document rather than seeking perfection.

The communication plan was also very important, and WADA needed to act promptly in this regard.

For those governments contemplating legislation, he hoped that such legislation could be retarded or that whatever legislation was put in place took into account that there would be a Code.

As for what to do if a country did not wish to apply the Code, this could be decided later on.

It would be necessary to go back to constituencies and consult, so that the advice the members gave to the project team reflected what their constituencies thought.

The NADOs could be helpful at the level of the practical application of the Code, because they were in the field and knew what would and would not work.

He hoped that each member of the Board would approach the matter positively. WADA's aim was to make it happen, dealing with solutions and not problems.

DR WALKER thought that the Anti-Doping Code Coordination Committee would welcome the request that the process could be speeded up.

Until then, responsibility for the job had been carried out on a voluntary basis by people who had other responsibilities, but the proposed plan suggested a new and much more professional approach. He agreed that, if WADA decided to accelerate the procedure, this should probably be done for Phase 1 of the project. The actual drafting of the Code might not take a long time, however the consultation process probably would.

The Executive Committee and/or the Board should have the guidance, ownership and continual opportunities to be able to review what was going on and inject opinions as necessary.

He agreed that WADA did not need the approval of the NADOs for the Code, however their experience would be absolutely vital for implementation.

He did not know about the inclusion of professional sports but, in the US, progress was slowly being made in this area. Nevertheless, the same procedures should apply to the professional sports in the Olympic programme.

Athletes were an invaluable part of the process, and the Athletes' Commission was represented on the Anti-Doping Code Coordination Committee. WADA had asked for an Olympic Movement representative, and he asked the Prince de Merode to take up the invitation.

With regard to legislation and governments, a commonly-accepted WADA Code, adopted by all the principal parties and stakeholders should be one of the main means of reducing the conflict of jurisdictions. If conflict could be reconciled through a commonly-accepted code, this would constitute a huge step forward.

THE CHAIRMAN asked the public authorities what kind of consultation and visits would be needed to be able to meet the schedule. The Anti-Doping Code Coordination Committee would have to let the Executive Committee know.

A draft should also be made available so that people could respond to it.

There was some overlap with regard to professional sports, but this was also an area in which the sports side had no competence at all, so the public authorities would have to decide on this matter. Representatives of professional sports organizations should be involved in the process if it was considered that professional sports should be included.

MR VERBRUGGEN requested that the group responsible for drawing up the list of prohibited substances look into the issue of corticoids and salbutamol and their inclusion on the list.

He asked Professor Ljungqvist to provide information on the matter at the next WADA meeting.

PROFESSOR LJUNGQVIST noted that the matter had been looked into several times and was not so simple. Corticoids were natural products, and were authorised under certain restrictions. Salbutamol would be permitted in Salt Lake City if athletes could prove the need for it.

He did agree that there had been an open door with regard to these substances which needed to be closed.

THE CHAIRMAN noted that there was something wrong with regard to the number of brave athletes competing in the Olympic Games when they suffered from such severe cases of asthma, and this would have to be dealt with in some way.

DECISION

Professor Ljungqvist and the Health, Medical and Research Committee to look into the matter of corticoids and salbutamol and their inclusion on the list of prohibited substances, and report at the next meeting of WADA's Executive Committee.

B) Budget

MR WADE confirmed that consultation had initially been put into the Project Plan.

The budget (Annex) was a reflection of Phase 1.

THE CHAIRMAN pointed out that, if the Executive Committee decided to have a congress, this would be an extra budget item.

MR REEDIE thought that he should sit down with Messrs Walker and Wade and put names and numbers to the proposals, and question them on WADA's behalf as to whether the proposed figure for US\$ 643,000 was a good figure or not.

The system of approval of expenditure also needed to be examined. After 1 January 2002, WADA would need to be slightly more accountable. He thought that a number of people would react to statements on meetings and expenses which could probably be reduced.

The project would go far in completing much of Mr Walker's harmonisation process, and would perhaps result in less work for the Standards and Harmonisation Committee.

MR CRICK asked what WADA was expecting from the governments in terms of advice. There could be some aspects of the WADA Code that the governments would need to include in their own legislation, as well many elements that the governments should not be involved in.

Until the governments got a clearer idea of the actual content of various elements of the proposed Code, it might not be easy for governments to know precisely what their role would be and how much they would need to put in their legislation.

THE CHAIRMAN said that he did not anticipate huge surprises in any parts of the Code. If the governments saw any points in the Code that would require particular work before they could become party to adoption and acceptance of whatever was the correct framework, they should speak up.

MR BALFOUR said that, for his government, it was just a matter of inserting the correct definitions in the legislation to accommodate the Code.

South Africa's legislation in terms of anti-doping was for sport across the board, so there was no difference between professional and amateur sports legislation.

THE CHAIRMAN thought that WADA should know by the time of the meeting in Kuala Lumpur in April what needed to be done by governments, especially if there was to be a congress in the second half of the year.

MR WALKER said that the process had been considered in depth, but product development still needed some thought.

THE PRINCE DE MERODE noted that the volunteer movement had worked as well as possible until then.

There was a great deal of work to be done by the governments, including work with Interpol, customs officers and police forces.

MR CODERRE thought that the governments should work on many levels. He agreed with the Prince de Merode that the governments could enlist the assistance of customs officers and the police, as well as resolving the issue of product labelling.

WADA could work with the UN organisations to accelerate the process.

Specificity regarding the budget figures was needed, as well as control measures for spending and giving precise mandates.

DECISION

Messrs Reedie, Walker and Wade to discuss in depth the proposed budget for Phase 1 of the Code development.

11. Corporate

A) Organisation Structure

MR SYVÄSALMI gave a slide presentation on the WADA organisation structure (Annex). It was clear that WADA's operational needs required more staff than it currently employed. WADA needed sufficient staff, but should also continue to outsource work.

There was also a need for regional WADA offices, in order to ensure round-the-clock service.

B) Senior Staff Recruitment

MR SYVÄSALMI gave an on-screen presentation of the senior staff recruitment requirements (Annex). He hoped to be able to sit down and discuss budget proposals in relation to salary levels with Mr Reedie.

MR KOSS recommended appointing a chief operating officer (COO) and a technology director.

He thought that a government relations officer should perhaps be a priority.

It was a good idea to propose an outreach manager to be in direct contact with athletes.

MS LINDÉN noted that similar discussions had taken place many times in the past. She was afraid that what was needed first and foremost was a budget limit. Unfortunately, the governments always had to think of money first.

Did the cost of the staff and operations fit in with the presentation that had been given in Cape Town?

What was the aim of having regional WADA offices, and had this been provided for in a future budget?

In Cape Town, the governments had been hesitant regarding the growth of the budget. Some kind of ceiling for the next five years would need to be provided.

MR CODERRE agreed that WADA would need to be careful about the budget.

In response to criticism regarding communications between WADA and the governments, this had probably been due in part to a lack of staff.

The idea of regionalism and having satellite offices to spread the message of internationalisation was excellent, however he did have some reserves regarding expenditure. He also supported the idea of a government relations officer.

MR LARFAOUI said the project was ambitious, however the aim to quadruple the staff was too ambitious.

The principle of the project presented should be adopted, but recruitment would need to take longer than the proposed two years and operate according to WADA's needs.

THE PRINCE DE MERODE was happy to see that WADA was now ready to spend money. In the past, there had never been any money available for investment in anti-doping projects.

Staff had to be hired in relation to the work that needed to be done, and WADA should be careful not to over-estimate its needs in this area. A fine balance needed to be struck between the action required and the staff to be employed to carry out these actions.

MR VERBRUGGEN noted that an investment should be made in highly-qualified staff. Mr Larfaoui was right to say that the principle was excellent, and he agreed with the principle of investing in quality staff, although WADA would need to be careful with its money.

MR REEDIE noted that, as he understood it, Mr Syväsalmi had presented the members with an ideal situation. The issue was, how long would it take to reach such a situation, particularly with the pressures of expenditure involved?

He thought that his committee should sit down with the staff and challenge them to justify the structure presented, and to put a time programme in place to deliver, ultimately, what Mr Syväsalmi wanted as a staffing structure.

DR VEREEN underscored that WADA had been working quickly over the past two years and the committees had been producing work ahead of schedule.

He supported Mr Syväsalmi's suggestions to move faster along the proposed time-frame.

THE CHAIRMAN said that WADA's governing principle should be: how much could be done with the least possible cost and overheads? WADA was already paying for some of the proposed staff positions in the form of external services.

With regard to Ms Lindén's comments, everyone took part in establishing budgets, therefore if anyone wished to make requests, they should do so.

MR SYVÄSALMI said that Mr Koss's idea of a COO was relevant, but WADA would have to try and manage without a separate COO for the time being. Mr Koss's other proposals were being considered.

With regard to government liaison, he did not argue with the immediate need for a government liaison officer. Liaison with governments was needed in order to match the excellent relations between the IFs and WADA.

In response to Ms Lindén, he had tried to keep the staffing within the budget frame that had been presented in Cape Town, and the Strategic Plan was the basis for the structure presented.

With regard to regional representatives, huge offices were not necessary, but WADA did need representation and regional services, as WADA was a service-orientated organisation.

In response to Mr Coderre's comments, the communications problem needed to be resolved, and the three satellite offices he had mentioned in his presentation would go some way towards resolving the issue.

MR SYVÄSALMI agreed with Mr Larfaoui that the plan was ambitious, and whether it was do-able or not remained to be seen, but this would take time. He thought that his priorities were reasonable, with an immediate need for 15 staff members.

Like the Prince de Merode, he was satisfied that WADA had money, but the main issue was how to spend the money responsibly. He proposed that the staffing costs make up no more than 20% of WADA's total budget, and the proposal he had made came to less than 20%.

In response to the comments made by Mr Verbruggen, the figure was based on the assumption that WADA would have 35 people working at the headquarters. WADA needed to invest according to the goals it had set. There was an urgent need to resolve the work in an appropriate manner.

The creation of a hybrid organisation that used the voluntary input of so many experts was such a great idea that it needed to be taken care of.

In response to Dr Vereen, the aim was to be of more assistance to the work of the voluntary committees.

He did not know where WADA would be based until the vote, but many of WADA's staff members were willing to work wherever WADA went.

He agreed with Mr Larfaoui that 40 to 45 staff members were not needed immediately.

The ceilings established were based on the discussions that had been held in Cape Town.

DECISION

Recruitment of WADA staff to be considered within the budgets set in Cape Town and according to the immediate needs of WADA.

12. Salt Lake City 2002 (Update)

MR SYVÄSALMI reported on the Salt Lake City Games in 2002 (Annex), pointing out an error in the document. WADA would be conducting a minimum of 3,500 tests in 2001, as opposed to 3,000.

The WADA Awareness Programme was going very well, and the Athletes' Passport Programme would be linked to this. The Olympic Museum offer of a joint stand in at least three or four places was welcomed.

WADA would be working towards improving the coordination of out-of-competition testing.

DECISION

Salt Lake City 2002 update approved.

13. Athlete Passport Programme

MR KOSS referred the members to the report (Annex).

THE PRINCE DE MERODE asked why there would be 12 independent observers in Salt Lake City.

MR SYVÄSALMI pointed out that there had been 15 independent observers in Sydney. Mr Howman had been nominated to chair the IO team in Salt Lake City, and would explain the reason for the decision.

MR HOWMAN listed the experts that would make up the IO team in Salt Lake City. These included two scientific laboratory experts, who would be specifically engaged in the observation of the laboratory in Salt Lake City; two medically-trained members to deal with the issues of salbutamol and medical declarations; two office staff; an athlete observer; two NADA members with specific expertise in the area; himself, as Chairman; and two other members, who would be only in the doping control areas to observe what was going on.

This was not going to be a Rolls Royce job; it would be a Volkswagen job, and it would be done properly and thoroughly.

THE PRINCE DE MERODE thought that WADA should also have an independent observer familiar with laboratory work in the laboratory in Salt Lake City, and would be willing to have one or two laboratory experts in the laboratory.

DECISION

Athlete Passport Programme report approved.

14. Any Other Business

– **USATF**

THE CHAIRMAN informed the members that the USATF Commission had completed its report on the issue of US athletes who had tested positive prior to the Games in Sydney. He had written to USATF and USOC to ask what their intentions were regarding follow-up on the report, and was awaiting a response.

– **CONI**

THE CHAIRMAN said that he had written a fairly detailed letter to CONI requesting a report on a number of the issues that had arisen following the Games in Sydney, and had reviewed the content of the letter with Mr Oswald, who had been particularly keen to have such a letter written. He hoped that by November 2001 he would be able to report on what had occurred.

– **EPO**

THE CHAIRMAN noted that Professor Ljungqvist would report on EPO the following day, and perhaps Ms Lindén or her representative would provide an update on the Finland enquiry.

15. Next Meeting

THE CHAIRMAN said that the next meeting had been scheduled for 26/27 November 2001 in Lausanne, but this would have to be confirmed.

DECISION

Exact date of next meeting to be confirmed.

THE CHAIRMAN thanked the members of the Executive Committee for the preparations they had made for the meeting, which had enabled them to get through a heavy agenda very effectively.

The meeting adjourned at 2.00 p.m.

FOR APPROVAL

MR RICHARD W. POUND, QC
PRESIDENT AND CHAIRMAN OF WADA