WADA Foundation Board Documents May 2017: Significant Matters for NADOs and their Governments

This is the latest in iNADO’s thrice-a-year review and summary of the documents prepared for upcoming WADA Foundation Board (FB) meeting. It is prepared with the NADO / RADO community in mind. Please use this summary to brief your government colleagues so that our Public Authority representatives are properly equipped to participate in the meeting May 17 and 18 in Montreal fully and constructively.

ExCo Decisions to be Reported to the FB

The documents indicate decisions will be taken by the ExCo the day before the FB meeting on these matters:

- Consequences of Code non-compliance through Code amendments and interim measures (Agenda Item 3.1.1)
- Two-year funding for iNADO ($100,000 / year in 2017 and 2018) (Agenda Item 3.3)
- Negotiation with Canadian authorities on continued support for the WADA HQ in Montreal (Agenda Item 3.4)
- Changes to technical documents TD2017DL, TD2017CGHL, TD2017MLPR, and TD2017NA (Agenda Item 8.2.1)
- Minor amendments to the Technical Document for Sport-Specific Analysis (TDSSA) (Agenda Item 9.6)
- Selection of an Independent Supervisor for the I&I Department (Agenda Item 10.1)
- Next steps in the Operation Puerto case (Spanish blood bags) (Agenda Item 11.1)

Agenda Item 3.0 Director General’s Report

This report traditionally serves as an overture to key items for the full meetings, and the relevant documents. Therefore, what follows includes extensive cross references.

- 1. McLaren Investigation: a detailed report on follow-up will be made at the meeting. WADA will support ADOs with results management over individual athletes or support personnel identified by McLaren. It will exercise its right of appeal where ADO results management is incorrect.
• **2. Russia**: See Agenda Items 9.1 (CRC Report) and 9.1.1 (Deputy DG Report). Some progress but outstanding issues, and new significant ones.

• **3.1 Compliance Report**: Enough resources for around 10 compliance audits in 2017 (for over 300 reporting Signatories). See Agenda Item 9.1 (CRC Report) and attachments.

• **3.2 Code Compliance**: Drafting underway of a new International Standard for Code Compliance of Signatories. Agenda Item 3.1.1 seeks FB decision to support creation of this new International Standard for approval November 2017. The proposal is for eventual changes to the Code but for measures in the meantime. 3.1.1 Attachment 2 sets out the very limited consequences of non-compliance currently available to WADA.

• **3.4 Independent Testing Authority**: The Chair of the ITA Steering Group will report verbally after its meeting scheduled for May 4. See Agenda Item 3.1.4 concerning the process to date. Also see Agenda Item 15 for the comments of the WADA NADO Working Group.
  - iNADO has submitted a White Paper to contribute to the work of the Steering Group. It sets out alternatives to the IOC’s basic approach as iNADO understands it. **A copy is attached.**

• **3.8. Funding**:
  - As agreed in November 2016, WADA is working on preparing a “clean slate” budget for 2018, which will reflect stakeholders’ expectations of WADA. Not all items are known to date. In particular, the Governance Group is discussing a number of options, some of which may have significant impact on the budget. See Agenda Item 6.5 for a preliminary draft.
  - 10 priorities are listed for the rest of 2017 and 2018 (and years beyond) for budgeting. ExCo and FB members are asked to comment.
  - Three additional priorities should be identified at this level:
    - The 2018 Global Athlete Forum referred to in section 5 of the DG’s Report. See Agenda Item 5.1 (Athlete Committee Report). And the second Education Conference, also considered for 2018. See Agenda Item 7.3 (Education Department Report)
    - The process for achieving the 2021 Code. On the practice for the 2009 and 2015 Codes, the consultations for the next version should begin imminently. See Agenda Item 9.5 (Code Review Plan) for a proposed process starting in November 2017. It identifies a possible cost of $1.5 million.
    - Enhancing WADA’s regulatory capacity by giving it the tools regulators have in other fields (such as financial institutions, taxation and professional governance). For example, ensure that WADA has both the explicit authority and the staff capacity to issue rulings or directions on unexpected or urgent matters (such as results management for Meldonium or low-level Clenbuterol findings). Currently this authority is presumed and ad hoc, and lacks dedicated staff. This authority and
capacity cannot await the 2021 Code. See Agenda Item 3.1.2 Attachment 3 (WADA Working Group on Governance Matters - Summary of Discussions and Outcomes) for observations on WADA’s regulatory role, including: “There was clear consensus that the role of WADA should be as the global regulator for anti-doping and that WADA’s position should be strengthened.”

- **3.10 2019 World Conference:** The only remaining hosting bid is from Katowice, Poland. Polish officials have been invited to make a short presentation to the FB and members will be asked to endorse Katowice as the host city later during the meeting. See Agenda Item 4.3.

- **4. Clenbuterol:** On 2 April, WADA issued a statement (3.0 Attachment 1) in relation to the ARD program and is providing the ExCo and FB with an overview of the situation through the attached paper (3.0 Attachment 2, which has not yet been distributed). See the iNADO Board statement dated April XX 2017 [add link].

- **5. Meetings and Symposia:** During their meetings in conjunction with the 2017 WADA ADO Symposium, WADA’s Athlete Committee members proposed:
  - developing a Charter of Athlete Rights;
  - developing a separate Call to Action that would identify and address the top athlete concerns as a priority; and
  - convening a Global Athlete Forum in 2018, which would be hosted by WADA and would be the first gathering of its kind related to anti-doping.
WADA is very supportive of these proposals; and, will do its utmost to support its Athlete Committee in delivering on anti-doping priorities for Athletes worldwide. See Agenda Item 5.1.

**Agenda Item 3.1.2 WADA Governance**

- Attachment 3 summaries the Governance Working Group process and progress to date.

- Among the points / proposals raised so far, some of which would require very substantial change in WADA Governance:
  - “As WADA works through the review process there will be a need to amend WADA’s Statutes to accurately reflect the role it will take going forward.
  - “Any amendment to the Statutes will take place at the end of the governance review process.
  - “Good governance principles need to be adopted by the entire anti-doping movement. There is a need to make sure the entire system is protected through good governance, both at the political and operational levels.
  - “There is a need to better define the functions of the Foundation Board and the Executive Committee as the first guiding principles. Duplication of roles needs to be avoided, and the functions of governance, management oversight, and operations need to be separated. This division of powers would drive many of the essential changes to both bodies, described below.
“The Executive Committee must set the governance culture of the organization, be leadership/skills-based rather than just representational, and be measured by the best industry standards.

Funders should be around the Foundation Board table. However, whether the Foundation Board should be solely representative of funding organizations is still to be analyzed further. De-linking funding and membership was raised and gained traction with some, but no precise consensus was established.

There is a current perception and reality of conflict of interests [of ExCo and FB members].

There should be decided effort to achieve gender balance over time on the Foundation Board, Executive Committee and executive posts, and consideration needs to be given to the best mechanism to achieve this, including the possibility of constitutional mandate.

There is a need to better reflect Paralympic membership.

Term and age limits should be implemented, possibly 6-9 year term limits;

Potentially 72 or 75 years age limits. Consideration to having diversity of age through persons of different decades was suggested.

It was felt that the Chair and Vice Chair should be independent or perceived to be independent. Upon appointment, they should stand down from any paid or major volunteer position with sport or government entities. Consideration to a cooling off period from their past role for a number of years could be given as well.

There is a need to further explore a function of an Independent Ethics Commission/Panel that is an independent body enforcing a Code of Ethics (as opposed to the current WADA Ethics Panel whose mandate is limited to looking at ethical elements to do with the anti-doping process).

Funding should not come with implicit or explicit powers, nor should (additional) funding specifically be conditioned upon implementation of specific structural changes in the anti-doping system. As a key principle, funders must respect the autonomy and the mandate of WADA.”

See also Agenda Item 15.0 for comments of the WADA NADO Working Group.

**Agenda Item 5.1 Athlete Committee Report**

The WADA AC continues to call on Governments and the Olympic Movement to significantly increase funding for WADA and the overall global fight against doping in sport.

It acknowledges and commends all of the many petitions, movements and declarations made this past year by clean athletes world-wide, across many sports. As a result of the athlete petitions and efforts, the majority of which were prompted by the findings by Professor Richard McLaren detailing proof of institutionalized doing in Russia, the WADA AC has agreed to further develop a global athlete engagement strategy to ensure that the athletes’ voice is heard and embedded in shaping the way forward for the anti-doping movement.
The first endeavor in this athlete engagement strategy will be the development of a Charter of Athlete Rights (verbal presentation on the Charter will be provided at the meetings).

In 2018, WADA’s Athlete Committee will convene a Global ‘Clean Sport’ Athlete Forum, which will include athlete members from NADOs, IFs, National Olympic Committees.

- It welcomes the work, which has been undertaken by the independent Compliance Review Committee, to develop a robust legal framework and to implement the principles of graded, proportionate and effective consequences for noncompliance of Signatories with the World Anti-Doping Code. The WADA AC strongly supports WADA being an independent organization in charge of regulation and compliance. In the interest of protecting clean athletes worldwide, the WADA AC highlights the importance of timeliness, and urges the immediacy of adopting and implementing this framework by relevant parties as soon as possible.

**Agenda Item 6.2 Special Investigations Fund:**

- Notes to contributions to date of over $700,000 of the Governments of Canada, Denmark, France, Japan, Poland and Romania (matched by the IOC)

- Other significant financial and other support for WADA from many Governments and from NADOs is of WADA’s RADO programme (also involving a small number of international sport organisations). See Agenda Item 15 (NADO/RADO Relations).

**Agenda Item 6.3 2016 Audited Accounts**

- The FB is asked to approve the 2016 Audited Accounts

- The annual accounts show an excess of expenses over income of US$729K, against a budgeted loss of US$144K. The result is due to a write-down of asset, namely the development of the new ADAMS; and the cost of investigations, specifically the Independent Person Report (IPR).

- Litigation costs exceeded budgeted levels in 2016 by 32 percent. The IPR and the follow up of the recommendations put forward by the Independent Commission (IC) in 2015, contributed towards exceeding budgeted levels by 243 percent, despite having received additional funding of US$655K from public authorities specifically for investigations activities. Investigations continue to be a priority for WADA in 2017, and a new department was created within WADA in 2016 in order to manage costs by conducting investigations in-house. The security of WADA’s IT and ADAMS environments is also another priority for WADA with US$332K in expenses incurred in 2016 for IT security measures. Such costs will continue in 2017.
• Going forward, additional funding will be essential to maintain the Agency’s core activities.

**Agenda Item 6.5 Draft Budget 2018 – Preliminary Planning**

**Key foreseen 2018 activities include:**

• The Compliance program is deemed to be the number one priority for WADA. Additional resources in 2018 will be needed to centralize, coordinate and oversee the Code Compliance Monitoring Program. An increase in the number of on-site audits of signatories is foreseen, and additional resources, including staff would be required to manage and achieve this goal. With the current WADA capacity (about 10 audits a year), it will take more than 20 years to audit all anti-doping organizations (ADOs).

• Full execution of a comprehensive investigations program is the key objective of the Intelligence and Investigation department. This includes the creation and development of a strong anti-doping investigation network. Furthermore, WADA will have to ensure that appropriate follow up and investigations are initiated in response to the whistleblower program launched this year and which is already providing a great deal of information. These are priorities that will require substantial increase in funding.

• Increasing the development and capacity of the RADO program is foreseen in the future, if WADA wants to continue to raise the level of anti-doping worldwide. A substantial increase in the testing grant program is forecast for 2018. Additional staffing would be required to assist the RADOs in delivering their anti-doping programs.

• The review of the current laboratory model and strengthening the laboratory accreditation process is a priority for the Science Department. To achieve this effectively, audits of each WADA accredited Laboratory would need to be conducted, and an enhanced system of monitoring and mentoring will also need to be implemented. In line with the objective, strengthening the double blind EQAS program will be required. Additional resources and staffing would be required to achieve these goals.

• The development and enhancement of ADAMS will continue into 2018. WADA’s IT team will also continue to ensure security measures of its IT environment are of the highest standard.

• It should be noted that the Working Group on Governance is discussing a number of possible options for changes to WADA’s structure in the near future (anticipated in 2018) and WADA’s Finance Committee believes many of these might have significant financial impact on the budget (enlargement of the role of WADA’s current Ethics Group/Committee, appointment committees, internal auditors etc. etc.).

• Note that preliminary costs for the priority list of activities are coming in well above the current contribution budget. It is estimated that a substantial increase in contribution
income will be needed.

**Agenda Item 7.2 International Standard for Education and Information**

- The FB is asked to approve exploring the creation of such a mandatory International Standard or adoption by the end of 2019.

**Agenda Item 7.3 Education Department Report**

- In 2018, WADA is scheduled to have its 2nd Annual Global Education Conference. This conference is a follow up to the one held in 2-3 October 2015 in Ottawa, Canada. To date both the United States and China have expressed interest in hosting the conference.

**Agenda Item 9.1 Compliance Review Committee Report**

The only signatory previously declared non-compliant that has not yet been recommended for reinstatement is the Russian Anti-Doping Agency. See Agenda Item 9.1.1.

- Issues have arisen concerning the governance of RUSADA and that WADA recommendations and directions have not been followed.

- “The CRC discussed the matter and is of the view that, in the exceptional circumstances of this particular case, where the confidence of stakeholders in the independence of RUSADA has been destroyed, in order to restore stakeholder confidence in RUSADA's true operational independence, it is essential that the new RUSADA meets the highest possible standards of independence in governance. This includes having the crucial leadership roles of Chair and Vice Chair of its Supervisory Board filled by suitably qualified and experienced independent members of that Board, and not by any of the non-independent members (i.e., the ROC nominee, the RPC nominee, or the Government nominee). Creating a robust independent governance structure and process is a critical factor that is absolutely essential to the success of this project. Therefore, the CRC resolved that, unless and until this issue is properly addressed, it will not consider recommending to the Foundation Board that RUSADA be removed from the list of non-compliant signatories.

- “The CRC wrote formally to the WADA Director General, informing him of its view and of various elements that it considers should be included in the formal terms of reference of the RUSADA Supervisory Board to embed the necessary requirements. It also explained that, until the position in respect of leadership of the Supervisory Board is resolved, the view of the CRC is that the process of recruiting a new Director General for RUSADA should be put on hold, but that the ongoing efforts to re-build RUSADA's operational capacity should continue, including in particular the recruiting and training of a new cohort of Doping Control Personnel.”

- The selection of a new Director General is on hold until governance issues are sorted.
Previously identified issues continue: access to urine samples currently stored at the Moscow Laboratory is still not possible (the laboratory has been “sealed off” by a Russian Federal Investigative Committee), and testing can still not take place in closed cities.

**Agenda Item 9.2 Compliance Monitoring Update**

- On 20 February 2017, WADA sent IFs, NADOs and NOCs acting as NADOs the Code Compliance Questionnaire with a three-month deadline to complete it online. See Agenda Item 9.2.1 (Questionnaire and Audit Update) for details.
  - According to that Update, as of April 24, over one third of Signatories had not begun work on the Questionnaire (109 of 307)

- Under the guidance of the CRC, the Task Force has also developed an Audit Program to provide WADA with another tool to assess the compliance of signatories’ programs. Also see Agenda Item 9.2.1 for details.
  - Criteria that may trigger a WADA audit are:
    - Outcomes of the Questionnaire submission;
    - Identification of serious breach(es) of the Code and/or International Standards;
    - Inactivity or lack of implementation of recommendations following WADA-signatory collaboration programs;
    - Country seeking to host a WADA-accredited Laboratory or a Major Sporting Event;
    - Signatory attempting to regain compliant status;
    - Random selection of those countries that consistently achieve success in Major Sporting Events and those sports with a high risk of doping and/or doping history; and/or
    - Request by the CRC, FB or WADA senior management based on other available and relevant intelligence/information.

- WADA also uses other sources of information to assess signatories’ compliance such as ADAMS, investigations, and any intelligence collected or received.

- There are no new recommendations for non-compliance. See Agenda Item 9.3.1.

**Agenda Item 10.0 Intelligence & Investigations**

- As of 21 April 2017, the I&I department has opened 134 individual cases:
  - 41 cases were opened between 1 October 2016 and 31 December 2016;
  - 93 cases were opened between 1 January 2017 and 21 April 2017;
  - 32 cases were reported through “Speak Up” since its launch on 10 March 2017 (to date); and
  - 14 cases are currently ongoing within the I&I department (including one long term project and six sophisticated cases as mentioned above).
• The I&I department manages an average of 12% of the cases opened using 100% of its staff at full capacity. Taking into consideration that a team composed of one investigator and one analyst can run between two and five cases per year depending on the complexity of the case, the I&I team is running twice the average number of cases per year. Given this, the I&I department has had to contract external investigators to support its activities.

**Agenda Item 10.1 Investigations Policy**

• The FB is asked to approve an Investigations Policy to govern the work of the I&I Department

• The I&I Department will conduct investigations independently from the rest of the Agency within the limits of its budget. A request for additional funds may be submitted to WADA Director General if necessary. If in the course of any investigation, the Department encounters any legal issue, legal advice shall be sought from the Director of WADA’s Legal Department.

• The I&I Department will inform the DG at the conclusion of an investigation and provide him with a report including relevant details, recommendations and references. The overall investigation process shall remain confidential at all times until its conclusion and until a final report is provided to the DG. The DG will in turn report it to the ExCo and the FB as part of regular reporting.

• To ensure adherence to the Investigation Policy, the ExCo, will select an Independent Supervisor (refer to Agenda Item 10.1). The Independent Supervisor will be appointed for a term of three years, renewable for one term.

• The Independent Supervisor will conduct annual audits of the I&I Department and submit an audit report prior to the first annual meeting of the WADA ExCo. Once approved, the conclusion of the audit report will be made public via WADA’s website. The Independent Supervisor may conduct special audits if requested by a majority of members of the ExCo, the WADA President or the DG. Such reports will also be provided to the WADA ExCo and published once approved.

**Agenda Item 11.0 Legal Report**

• WADA’s Legal Department has given considerable support to ADOs conducting results management in individual cases flow from the McLaren Reports. The first ADO decisions in whether to proceed with individual prosecutions are currently under review by the Legal Department.

• The European Union (EU) has adopted a reform of its data protection rules known as the EU General Data Protection Regulation (GDPR), which will take effect in the EU Member States on 25 May 2018.
In order to clarify the impact of the new Regulation on anti-doping procedures, the European Commission has launched a study which will canvas current anti-doping legislation in all EU Member States. It will include an analysis of personal data processing practices from a sampling of ADOs, and will look at guidance mechanisms to adopt or revise existing national legislation to assist in complying with the Regulation. The study is being conducted by a consortium led by Tilburg University (Netherlands).

WADA is cooperating with this initiative and met the individuals conducting this study in early March in order to answer their questions and provide additional information concerning data protection, ADAMS and other topics relating to the World Anti-Doping Program. The results of the study are due to be published in early June 2017.

Following the September 2016 cyberattack incident during which WADA’s information technology systems were attacked by the cyber hacker group Fancy Bears, WADA was contacted by the Office of the Privacy Commissioner of Canada (OPC) who was interested in investigating WADA’s information technology practices. In order to conduct this investigation, the OPC requested that WADA respond to a series of questions regarding the details of the incident, the nature of the data that was compromised, as well as the follow up actions that WADA took following the incident.

WADA provided responses to the OPC in February 2017 and has yet to receive a follow-up. Before rendering a final report, the OPC may conduct a site visit at WADA’s headquarters in order to obtain further information regarding the incident and WADA’s information technology practices.

WADA’s Legal Department reviews approximately 2,800 doping cases annually and each year approximately 5-10% of the cases reported in ADAMS remain, for various reasons, pending without any decision rendered.

**Agenda Item 12.1 PyeongChang Task Force**

The IOC and WADA began discussions in December 2016 on establishing a Taskforce for PyeongChang. This is becoming a regular feature of the Olympic Games to support the doping control programme of the organising committee through intelligence-led test distribution planning and other support. During the WADA Symposium in March 2017, the IOC and WADA held two meetings. The first meeting involved five NADOs who were invited to be part of the Taskforce plus the Doping Free Sport Unit (DFSU) of SportAccord who accepted to act as the Secretariat of the Taskforce. The second meeting involved the seven Winter IFs where the role of the Taskforce and how the IFs could assist the Taskforce with its work were outlined.

The Taskforce work by DFSU and the NADOs will be funded by the IOC, and WADA will provide oversight. A tri-party agreement between the IOC/WADA and SportAccord is in the process of being finalised and put in place. In addition, a Terms of Reference has
been established for the work of the Taskforce.

- As the Secretariat of the Taskforce, DFSU will be undertaking the majority of the administrative work for the Taskforce and will be responsible for the preparation of the initial risk assessment of the sports/disciplines and countries and will work closely with the Winter IFs and the other members of the Taskforce to establish minimum levels of testing by sport/discipline and participating country.

- A notice will shortly be circulated to the Winter IFs and the NADOs of the countries that may participate in the Winter Games advising them of the establishment of the Taskforce, its role and requesting their support in ensuring that athletes attending the Games are all subject to a suitable level of testing to ensure a level playing field at the Games.

Agenda Item 14 Government Relations

- WADA held its annual Symposium in Lausanne on 13-15 March of 2017. For the first time the Symposium was open to participation of government representatives. 55 government participants attended the Symposium sessions representing 33 countries.

- For the UNESCO Voluntary Fund in 2016, 29 projects from 29 countries representing approximately $600,000 were approved. Since the establishment of the Fund in 2008, projects worth over $4 million have been granted in 105 countries.

Agenda Item 15 NADO/RADO Relations (and Attachment 1)

- The WADA NADO Working Group has these comments on the proposal for an Independent Testing Authority:
  - The NADO Working Group continues to take interest in the process to determine the possibility of an independent testing authority (ITA) and is looking forward to the outcomes of the next ITA working group meeting scheduled for 4 May 2017.
  - Any potential ITA should focus on assisting International Federations (IF) with their programs; and must not have any impact on NADO’s jurisdiction over International-level athletes.
  - It is critical that WADA is not responsible for the operations of a potential ITA. WADA must continue to focus on its primary role as a global regulator.
  - The importance of good IF-NADO relationships is crucial to effective anti-doping programs. This relationship should continue to be enhanced.
  - Good governance and a strong Code Compliance monitoring program should assist in enhancing the autonomy and credibility of all Anti-Doping Organizations, including NADOs and IFs.
  - It was noted that the scope of the PriceWaterHouse Coopers (PWC) feasibility study does not address several questions related to a potential ITA. The NADO Working Group encourages the ITA working group to consider several key issues at its next meeting, including:
    - Will an ITA result in more effective and efficient anti-doping programs?
What alternative solutions should be studied and considered?
International Federation independence should be defined before moving forward with the creation of a global agency.

- Current IF models (UCI/CADF, IAAF, etc.) should be evaluated to determine if this could be an effective option for other IFs.

- On reform of WADA Governance, the Working Group
  - Supports the Governance Working Group process and encourages the working group to engage stakeholders, including NADOs, in their considerations.
  - Agrees that whatever governance principles are defined by the Governance Working Group and implemented by WADA should also be applicable to all ADOs.
  - Is encouraged to review the new ISO procedure on corruption to ensure consistency with international protocols.
  - Feels governance reviews of ADOs should be part of WADA’s Compliance monitoring program.
  - Feels that WADA should consider including principles of good governance for all ADOs in the Code and International Standards.

- These NADOs and Governments are supporting or having supported development of particular RADOs:
  - ADCH (Switzerland)*
  - ADNO (Norway)*
  - ADoP (Portugal)*
  - AEPSAD (Spain)*
  - AFLD (France)*
  - ASADA (Australia)*
  - CCES (Canada)*
  - CNCD (Chile)*
  - Columbian NADO
  - DFSNZ (New Zealand)*
  - FINCIS (Finland)*
  - Governments of Australia, Botswana, Cameroon, Canada, Georgia, Japan, Kazakhstan, Kenya, Maldives, Morocco, Niger, Panama, Paraguay, Seychelles and Singapore
  - JADA (Japan)*
  - NADA Germany*
  - SAIDS (South Africa)*
  - UKAD (United Kingdom)*
  - USADA (United States)*

* iNADO Member

Agenda Item 16 ADAMS

- On the “new ADAMS,” Following the disappointing quality and timeliness of development conducted under the partnership between WADA and its vendor R3D,
agreement was terminated between the parties as it was determined that a fresh start was favorable to persisting with a flawed approach in the best long term interests of ADAMS and WADA. Since the dissolution of the agreement, three significant steps have been taken to put the next generation of ADAMS on a more optimistic, realistic and user-needs based path.

- Firstly, WADA’s IT Department is under new leadership and WADA’s new Chief Technology Officer has put in place a team of experienced developers and project managers dedicated to ADAMS in order to optimize the chances of success. Furthermore, WADA has contracted a new vendor with a revised development process that will provide for more user and stakeholder engagement, better articulated system specifications, and re-focused priorities. Finally, WADA has devoted a member of staff from the Standards & Harmonization Department (Deputy Director Stuart Kemp) full time to the ADAMS project, to ensure the necessary link between IT development and end-user needs and to act as a conduit with the anti-doping community at large.

- WADA is engaged in the first of eight development cycles under the new regime, currently focused on ‘under the hood’ elements such as improving the overall platform upon which ADAMS is based in order to improve speed and responsiveness. Preliminary work has also been done on actual modules so that we can begin to share draft specifications and outcomes with stakeholders in order to expedite the release of new modules and functionality that reflect the needs and wishes of all stakeholders.

- Having now been able to re-direct all available resources to ADAMS development following the unfortunate diversion caused by the Fancy Bear hackers’ attempts to penetrate the system in 2016, WADA and ADAMS remain focused on delivering a modernized user-friendly system without delay that prioritizes mobility, efficiency, reporting, security and connectivity. A more detailed plan with timelines, sequence of development, and other elements of interest is under development and will be provided to stakeholders as soon as possible.