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**National Anti-Doping Governance Observer – The National Experiences  
Lessons learned – and how did we follow-up?  
The Danish Perspective**

Kim Ravn, Chief Executive Officer, Anti Doping Denmark  
Anti-Doping Norway's 20 Year Anniversary Seminar, 7<sup>th</sup> of June 2023

# NATIONAL ANTI-DOPING GOVERNANCE OBSERVER

Final report

Report / June 2021



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 National Anti-Doping  
Governance Observer  
Play the Game

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## How did we follow up?

Not fulfilled	Weak	Moderate	Good	Very good
0-19 %	20-39%	40-59%	60-79%	80-100%



### Examples

1) Improvements

**D:** Operational independence. **I:** Board composition

**D:** Operational transparency

**I:** Public board meeting agendas before meeting

**I:** Declaring conflicts of interest-overview

2) Challenges we haven't solved – yet

**D:** Internal accountability and control. **I:** How to get rid of board members

3) Indicators we have chosen not to meet – so far

**D:** Democratic processes. **I:** Board-quorum

**D:** Anti-doping transparency. **I:** Long-term budgets

