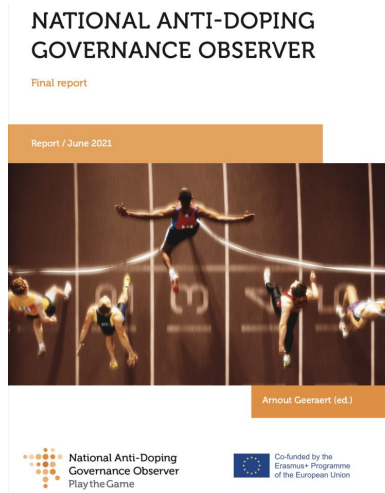




Utrecht University



NATIONAL ANTI-DOPING GOVERNANCE OBSERVER

Indicators and instructions for assessing good governance in national anti-doping organisations

Arnout Geeraert



Play the Game 1 www.playthegame.org

# National Anti-Doping Governance Observer

Preparing for the future of Anti-Doping  
6 June 2023

Dr. Arnout Geeraert  
Utrecht School of Governance

# NATIONAL ANTI-DOPING GOVERNANCE OBSERVER

Final report

Report / June 2021



Arnout Geeraert (ed.)



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# NADGO project partners

**Coordinator:** Play the game (project); Arnout Geeraert (research)

## **Full project partners**

KU Leuven; German Sport University Cologne; University of Warsaw

## **Associate partners**

EU Athletes; Global Athlete; **iNADO**; Anti Doping Denmark (ADD)

Sport Ireland – Anti-Doping Unit; NADA Germany; POLADA; SADA

## **Voluntary partners**

University of Lisbon; **Anti-Doping Norway**; Bulgarian Anti-Doping Centre ; Brazilian Authority of Doping Control; anti-Doping Authority of Portugal; Anti-Doping Agency of Kenya; India Anti-Doping Agency

# Outline

1. Context: from (N)SGO to NADGO
2. What is good governance and why is it important?
3. How can the NADGO help you?

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## Good governance: pressure



- “**Good governance** in sport is a condition for the autonomy and self-regulation of sport organisations” (European Commission 2011)
- “Calls upon all sports governing bodies to commit to **good governance** practices [...] in order to reduce the risk of falling victim to corruption” (European Parliament, 2015)
- “[t]he mainstreaming of **good governance** principles in the management of sports bodies is seen as an appropriate way to prevent and mitigate unethical behaviours including corruption” (Council of Europe, 2016).

## Good governance: acknowledgement



*sports organisations need to justify their autonomy  
and demonstrate **good governance***

(Thomas Bach, 2013)

*we have to exercise autonomy with responsibility,  
which means  
in accordance with the rules of **good governance***

(Thomas Bach 2015)

*[y]ou can only enjoy autonomy  
when adhering to the principles of **good governance***

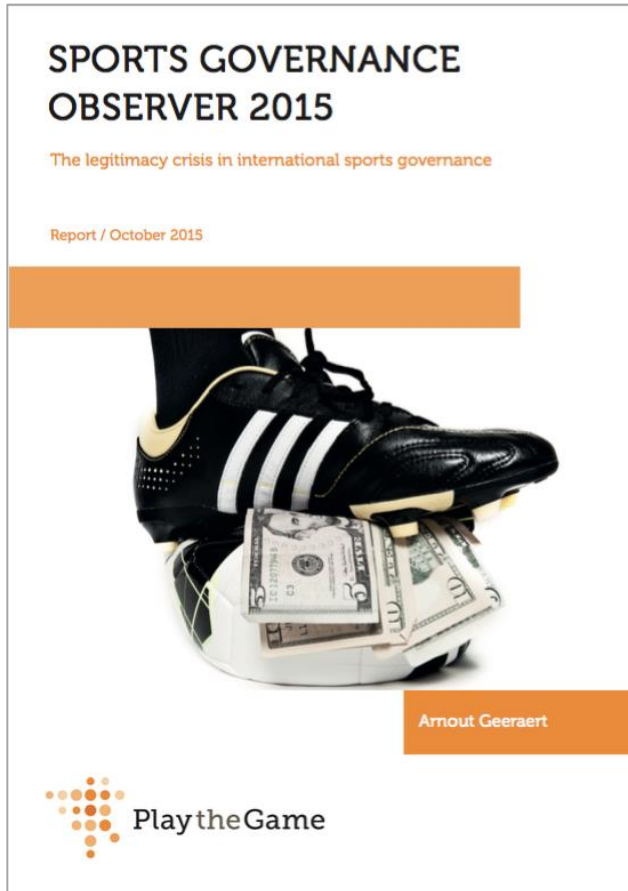
(Thomas Bach, 2017).

## Good governance: implementation barriers

- Difficult to define
- Difficult to assess



# SGO 2015: measuring good governance in IFs



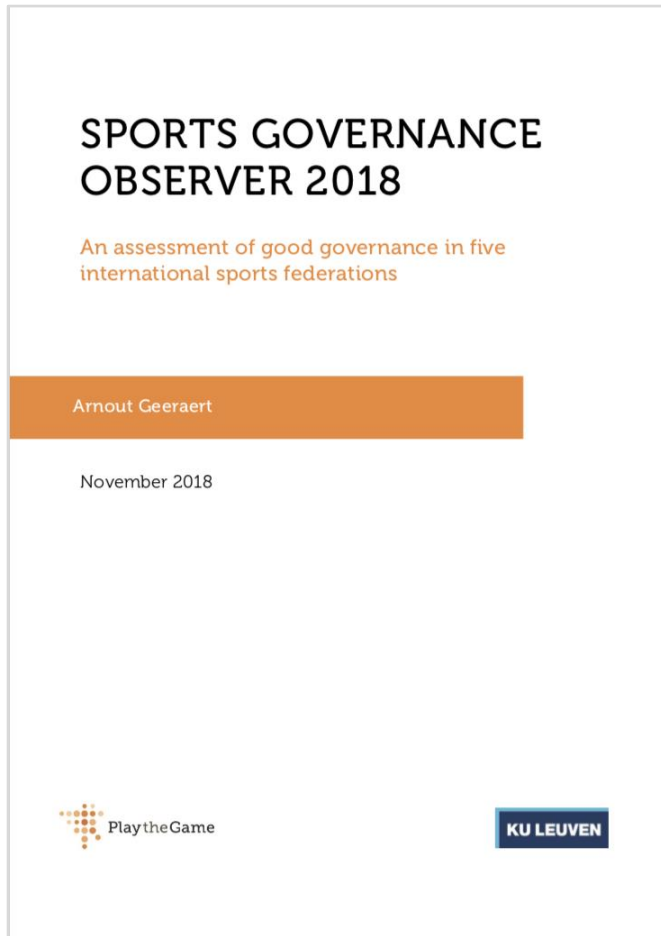
## What

- Benchmarking based on indicators
- Assessment of 35 Olympic IFs

## Aims

- Provide transparent, objective, reliable, and holistic external assessment
- Accurately signal governance strengths and deficits
- Inform policy makers
- Establish an open discussion

# SGO 2018: measuring good governance in IFs



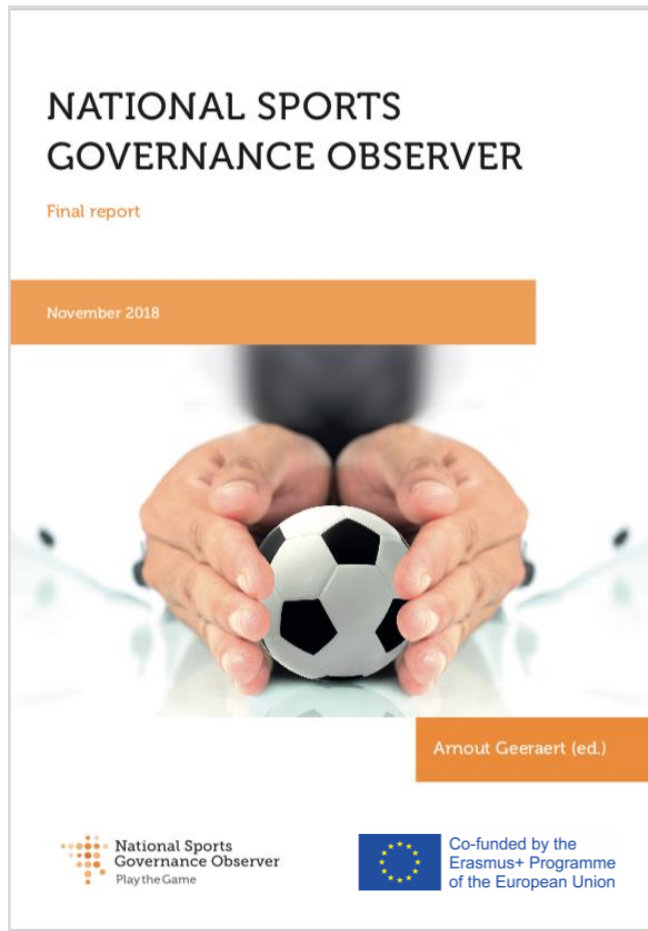
## What

- Improved set of indicators
- New assessment of five federations

## Aims

- Provide transparent, objective, reliable, and holistic external assessment
- Accurately signal governance strengths and deficits
- Inform policy makers
- Establish an open discussion

# NSGO: measuring good governance in national federations



## What

- Benchmarking based on indicators
- Assessment of good governance in NFs in 9 European countries

## Aims

- Provide transparent, objective, reliable, and holistic external assessment
- Accurately signal governance strengths and deficits
- Inform policy makers
- Establish an open discussion

# Good governance in NADOs

## Why NADOs?

- Pivotal role in the fight against doping
  - adopting and implementing anti-doping rules and education policies
  - conducting investigations
  - directing the collection of samples
  - managing test results at the national level
- Important knowledge gaps
  - What is the status quo?
  - What is good NADO governance?

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# (N)SGO, NADGO: focus on rules and structures

## Rules and structures influence behaviour

- Discourage unethical behaviour
  - ✓ More likely that it is discovered and punished
- Incentivise good performance
  - ✓ Decrease uncertainty about what is expected from staff/officials
  - ✓ Increase mutual control
  - ✓ Increase the flow of information
- Increase trust
  - ✓ Decrease stakeholder uncertainty about performance

# NADGO: dimensions of good governance

**Literature + stakeholder input → six dimensions of good NADO governance**

1. Operational transparency
2. Anti-doping transparency
3. Democratic processes
4. Internal accountability and control
5. Operational independence
6. Anti-doping responsibility

# NADGO: dimensions of good governance

Literature + stakeholder input → six dimensions of good NADO governance

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2. **Anti-doping transparency**
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6. **Anti-doping responsibility**



**NADGO specific**



# NADGO: dimensions of good governance

## **Dimension 1: Operational transparency**

The reporting of the organisation's general internal workings, which allows others to monitor these workings.

### ➤ **Publishing on website**

- statutes, internal regulations, organisation chart
- rules that govern the appointment of oversight body and hearing panel members
- oversight body and standing committee decisions
- agendas of oversight body meetings
- information about oversight body members
- financial statements
- regulations and reports on remuneration
- reports on conflicts of interest
- reports on all sources of income

# NADGO: dimensions of good governance

## **Dimension 2: Anti-doping transparency**

The reporting of the organisation's anti-doping activities, which allows others to monitor these activities.

### ➤ **Publishing on website**

- annual general activity report
- multi-annual policy plan
- budget and long-term financial planning
- information about the planning of testing activities
- a detailed account of testing activities
- a detailed account of long-term storage programme
- a detailed account of whereabouts failures
- report on test results and how they were managed
- report on education, cooperation, and research policies

# NADGO: dimensions of good governance

## **Dimension 3: Democratic processes**

Clear and objective procedures for the (re-)appointment of oversight body members; actors' involvement in decision-making processes that affect them; and fair and open internal debates.

### ➤ **Procedures that establish**

- The (re)appointment of oversight body members
- Term limits for oversight body members
- A differentiated and balanced composition of the oversight body
- The participation of athletes in policy processes.
- The participation of athlete support personnel in policy processes
- A gender equality policy
- A quorum for the oversight body
- Regular oversight body meetings

# (N)SGO: focus on rules and structures

## **Dimension 4: Internal accountability and control**

The separation of powers in the organisation's governance structure as well as a system of rules and procedures that ensures that staff and officials comply with internal rules and norms.

### ➤ **The NADO implements**

- procedures regarding the premature resignation of oversight body members
- a clear governance structure according to the principle of separation of powers
- an internal audit function
- open tenders for major commercial and procurement contracts
- externally audited by an independent auditor
- a financial control system
- a code of conduct applicable to the members of the oversight body, management, and personnel.
- procedures for the processing of complaints about violations of applicable rules of conduct

# (N)SGO: focus on rules and structures

## **Dimension 5: Operational independence**

The freedom to make decisions and carry out activities without being governed, controlled or instructed by other persons or organisations.

- Acting national politicians and high-level government officials cannot be employed by the organisation, nor serve as oversight body members.
- People who are involved in the decision-making, management, or operations of a national or international sport governing body or major event organisation are formally ineligible to serve as members of the oversight body.
- The organisation's government funding is provided separately from other government funding lines and awarded on a multi-annual basis.
- The organisation has the authority to draft its own budget.
- The organisation has explicitly been delegated the authority to administer a registered testing pool and to conduct doping tests within the relevant territory by a government act.
- The anti-doping hearing panel is independent, and its members have appropriate competences.
- The organisation establishes clear conflict of interest procedures that apply to the members of the oversight body.

# (N)SGO: focus on rules and structures

## **Dimension 6: Anti-doping responsibility**

Implementing anti-doping policies beyond the World Anti-Doping Code requirements.

- The organisation implements a policy on educating and prevention that goes beyond the International Standard for Education.
- The organisation cooperates with other national anti-doping organisations with a view to combating doping in sport.
- The organisation cooperates with law enforcement with a view to combating doping in sport.
- The organisation proactively engages in intelligence gathering and investigations in relation to doping in sport.
- The organisation promotes anti-doping research.
- Testing activities and anti-doping policies externally audited.
- The organisation participates in working groups established by WADA, iNADO, UNESCO, and/or the Council of Europe.
- The organisation establishes a procedure for notifying doping abuse that ensures whistle-blower protection.

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## 50 principles of good governance

➤ Measured through **174 indicators**

### Measuring sheets

- Explain the relevance of the principles
- Explain measurement criteria
- Explain where to look for evidence

### Score calculation

- For the 6 dimensions
- Overall score = NADGO index

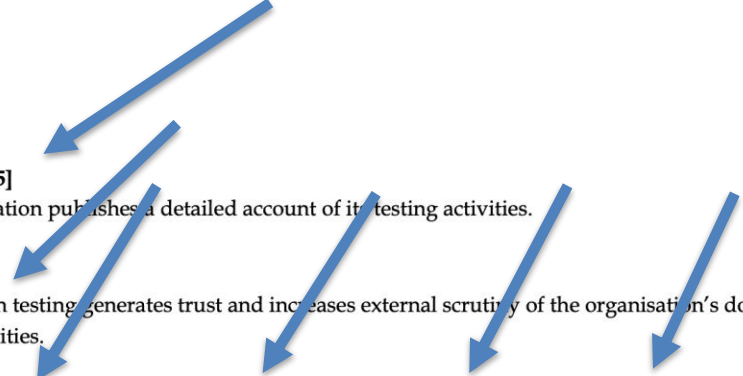


**[Principle 15]**

The organisation publishes a detailed account of its testing activities.

**Relevance**

Reporting on testing generates trust and increases external scrutiny of the organisation's doping control activities.



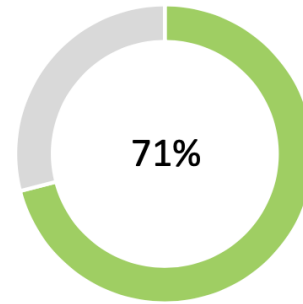
Indicator	Category	Detailed evaluation criteria	Data source	Score
<b>15.1</b> Did the organisation publish a statement in the past 12 months that details the total number of tests carried out per sport discipline over a period of 12 months?	Basic	Is the webpage where the documents can be downloaded linked (either directly or via a chain of links) to the homepage of the website?	Annual report; general statistical report of doping control activities; organisation's website	
<b>15.2</b> Did the organisation publish a statement in the past 12 months that details the total number of in-competition and out-of-competition tests carried out over a period of 12 months?	Basic	Is the webpage where the documents can be downloaded linked (either directly or via a chain of links) to the homepage of the website?	Annual report; general statistical report of doping control activities; organisation's website	
<b>15.3</b> Did the organisation publish a statement in the past 12 months that details the total number of blood and urine tests carried over a period of 12 months?	Basic	Is the webpage where the documents can be downloaded linked (either directly or via a chain of links) to the homepage of the website?	Annual report; general statistical report of doping control activities; organisation's website	

<b>15.4</b>	Did the organisation publish a statement in the past 12 months that details the total number of samples analysed for the entire set of prohibited substances detailed in WADA's 'Technical Document for Sport Specific Analysis' (TDSSA)?	Basic	Is the webpage where the documents can be downloaded linked (either directly or via a chain of links) to the homepage of the website?	Annual report; general statistical report of doping control activities; organisation's website	
<b>15.5</b>	Did the organisation publish a statement in the past 12 months that details the number of anonymous tips regarding potential violations and whether they resulted in a sporting sanction and/or criminal charges over a period of 12 months?	Basic	Is the webpage where the documents can be downloaded linked (either directly or via a chain of links) to the homepage of the website?	Annual report; general statistical report of doping control activities; organisation's website	

# Key results: Anti-Doping Norway (ADNO)

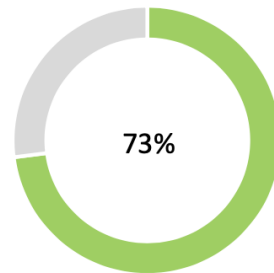
Figures 1 and 2 show Anti-Doping Norway's main NADGO scores.

Figure 1: Anti-Doping Norway's overall NADGO index score

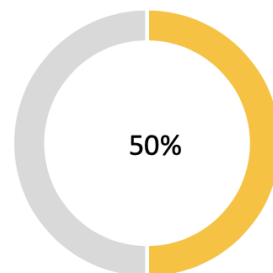


Not fulfilled	Weak	Moderate	Good	Very good
0-19 %	20-39%	40-59%	60-79%	80-100%

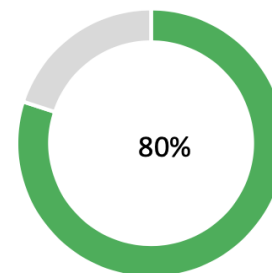
Figure 2: Anti-Doping Norway's scores on the six NADGO dimensions



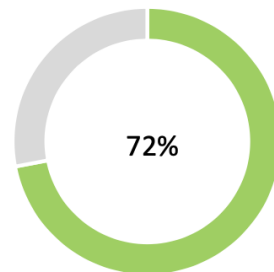
Operational transparency



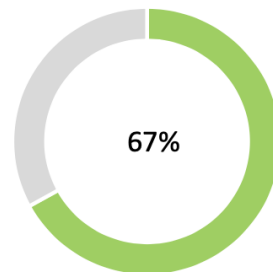
Anti-doping transparency



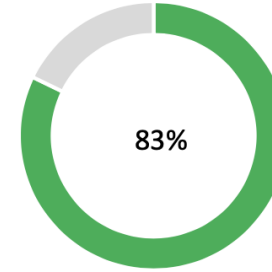
Democratic processes



Internal accountability and control



Operational independence

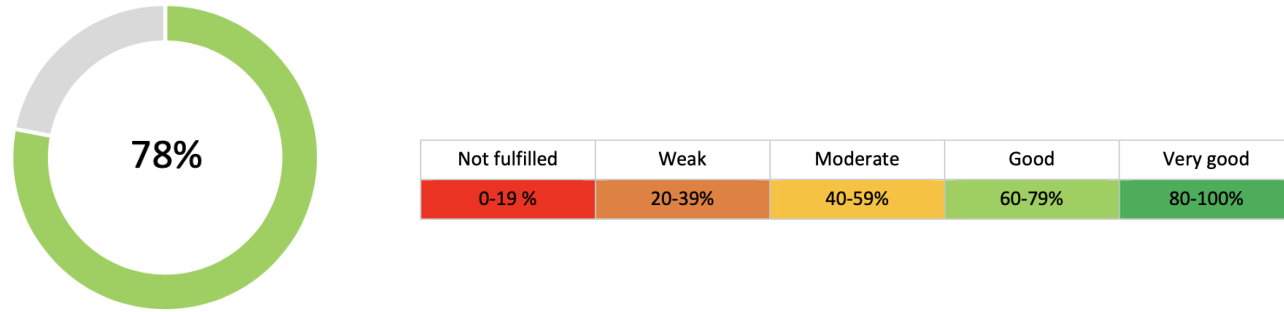


Anti-doping responsibility

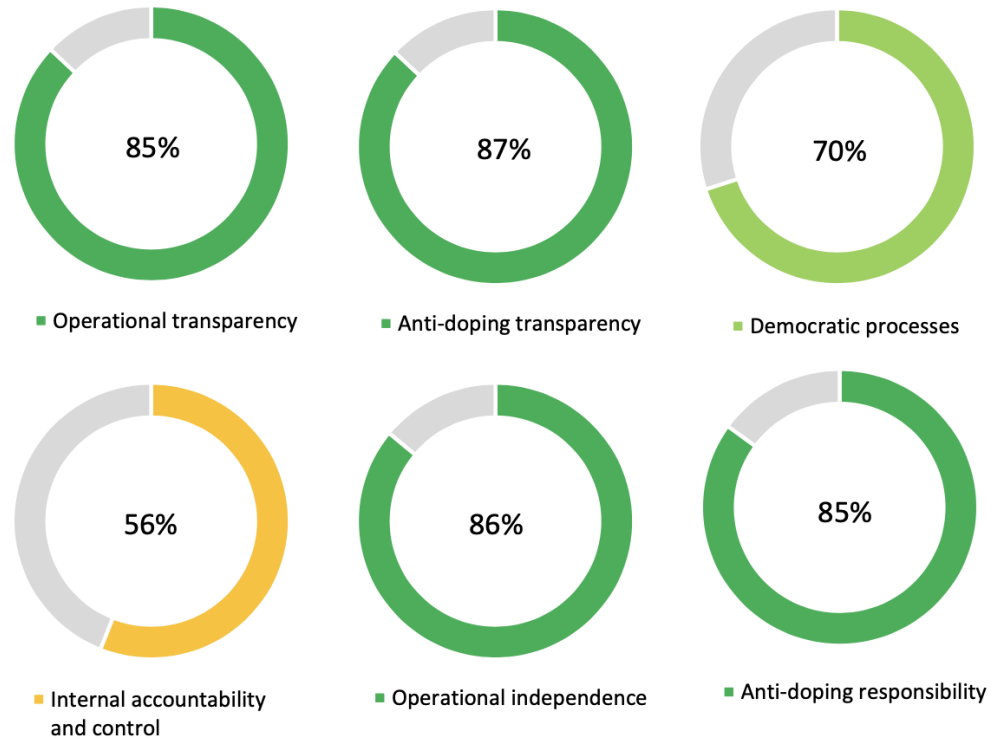
# Key results: Anti Doping Denmark (ADD)

Figures 1 and 2 show Anti Doping Denmark's main NADGO scores.

**Figure 1: Anti Doping Denmark's overall NADGO index score**



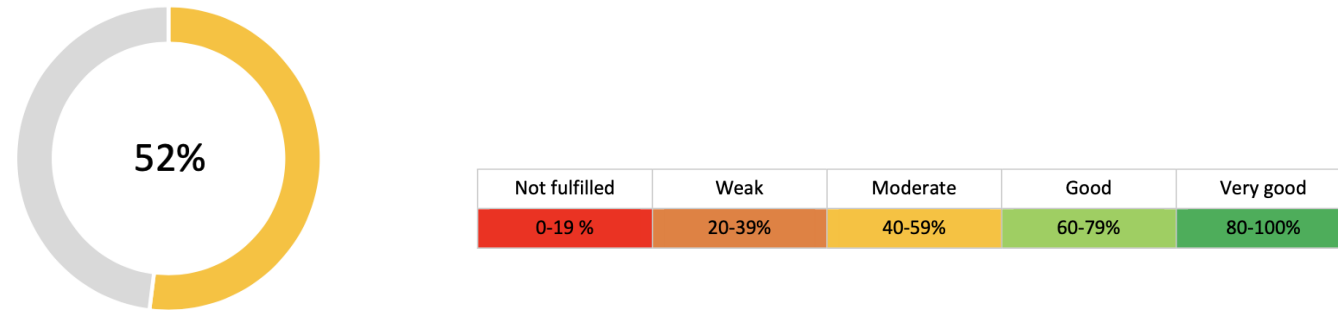
**Figure 2: Anti Doping Denmark's scores on the six NADGO dimensions**



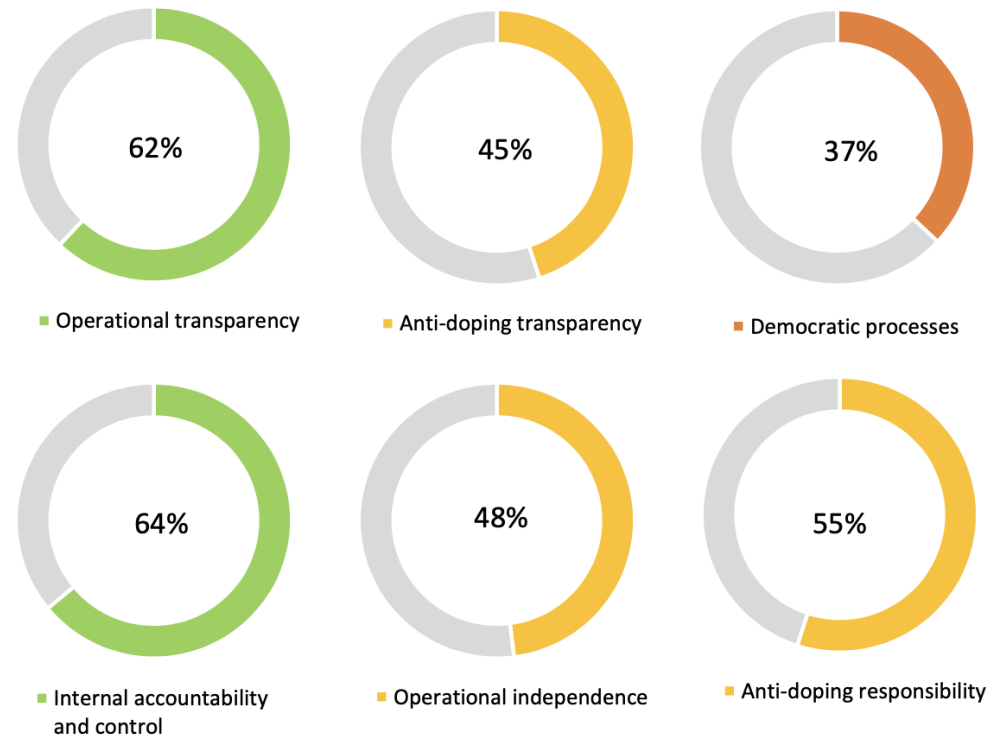
# Key results: Brazilian Doping Control Authority (ABCD)

Figures 1 and 2 show the Brazilian Doping Control Authority's main NADGO scores.

**Figure 1: The Brazilian Doping Control Authority's overall NADGO index score**



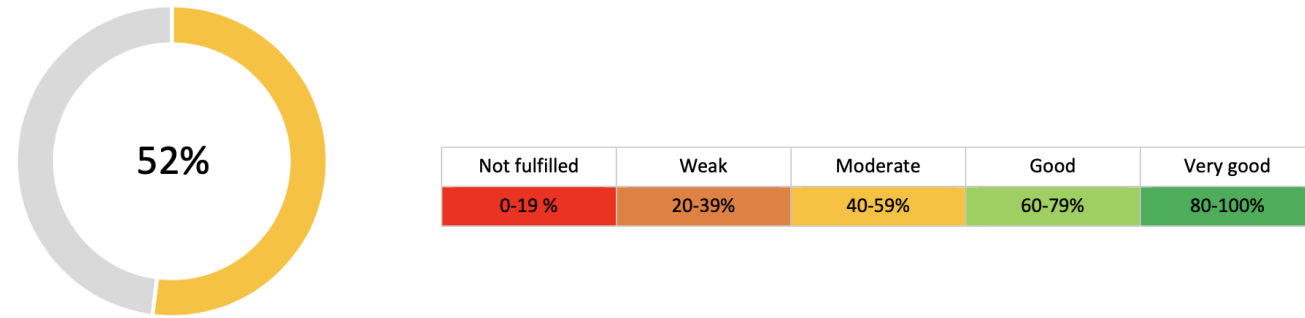
**Figure 2: The Brazilian Doping Control Authority's scores on the six NADGO dimensions**



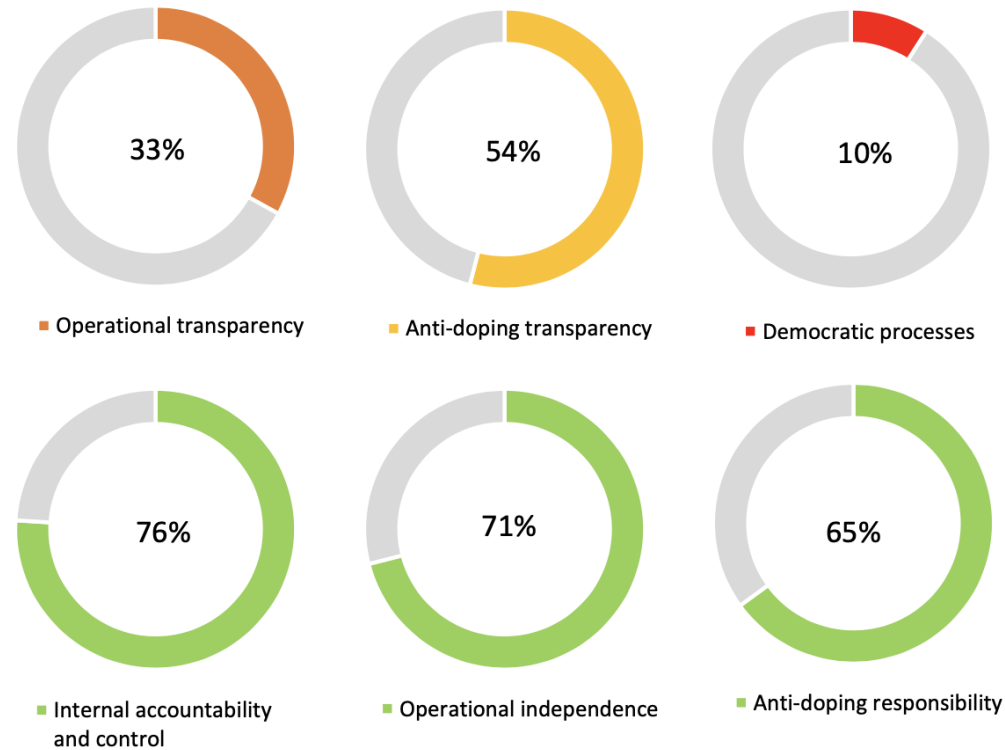
# Key results: Bulgarian Anti-Doping Center (ADC)

Figures 1 and 2 show the Bulgarian Anti-Doping Center's main NADGO scores.

**Figure 1: Anti-Doping Center's overall NADGO index score**



**Figure 2: Anti-Doping Center's scores on the six NADGO dimensions**



# What can the NADGO do for you?

## What the NADGO provides

- ✓ An overview of good practices and why they are important.
- ✓ A reliable and clear assessment through yes/no indicators that use clearly defined minimum criteria.
- ✓ A holistic and readily understandable diagnosis of potential institutional weaknesses and shortcomings in six dimensions of good governance.
- **An ideal starting point for improving your governance**
- **Insight into the strengths and weaknesses of other NADOs**

## What the NADGO does not provide

- A definitive set of good governance principles.
- A definitive measurement of good governance.
- A direct measurement of effectiveness, legitimacy, and (un)ethical conduct.
- A blueprint that NADOs can implement as such.

[a.n.p.geeraert@uu.nl](mailto:a.n.p.geeraert@uu.nl)

 **Arnout Geeraert**