

MANIFESTO OF
MINISTER

**WITOLD
BAŃKA**



- ✓ **BUILDING A WORLDWIDE NETWORK OF STRONG NADOS, THROUGH FUNDING FROM THE ANTI-DOPING SOLIDARITY FUND**
- ✓ **RIGHTS OF ATHLETES – ENGAGEMENT AND COMMUNICATION**
- ✓ **NEW APPROACH TO WADA ACCREDITED LABORATORIES – MORE ASSISTANCE AND PROACTIVITY, QUALITY AND QUANTITY**
- ✓ **STRONG COOPERATION WITH AND EQUAL TREATMENT OF ALL THE STAKEHOLDERS**
- ✓ **GOOD GOVERNANCE STANDARDS IN PLACE**
- ✓ **HIGH QUALITY ANTI-DOPING EDUCATION**



STRONGER ANTI-DOPING SYSTEM

"Strengthening the system requires capacity building at all levels"

Media like to focus attention on big doping scandals. However, the most troubling issue seems to be the quality of the everyday global anti-doping activities at national level. Analyzing the **testing figures from 2016** and information on the nationality of all the Olympic medalists from the Rio 2016 Games, athletes representing countries where anti-doping systems did not exist at the time of the Games or where the number of samples collected during the whole of 2016 was less than 100, won almost **10% of all medals**. Moreover, only half of the countries represented at the Rio Olympic Games had in 2016 a National Anti-Doping Organization established with a national doping control system in place. **Is this a fair environment for the clean athletes?**

Therefore, we need to focus on **capacity building at national level**. A network of properly functioning National Anti-Doping Organizations is crucial for the whole system.

Sport is well known for its solidarity mechanisms based on support given by the well-developed to the less developed. A similar mechanism might be established in the anti-doping field.

I see the following way to achieve it:

-  Developing the partnership projects between the NADOs but without any fees paid to the helpers (for now the NADO providing assistance decides on the fee, but the truth is that demanding a fee from a less successful NADO that lacks sufficient resources for everyday activities is unfair). In my opinion **anti-doping cannot be a commercial enterprise**. The fight against doping should be a mission, not a business. Nevertheless, I understand that NADOs that invest a lot of money in such projects should receive compensation. Therefore, the next step is:
-  Establishing a separate financial mechanism, the so-called **Anti-Doping Solidarity Fund**, to finance the capacity building and partnership projects at the national level.

The Fund should be financed by sponsors, the Olympic movement, governments and other partners. If TV stations are paying to broadcast

sports events, why can't they join this Fund? Lots of private companies around the world would like to build their image by investing in the integrity of sport, including pharmaceutical companies and sports sponsors. I have already talked with various entities, including Polish companies, and they declared their support for this idea. Although the legal nature, the structure and the governance of the Fund needs to be further discussed with all interested stakeholders, I believe it could start operating within one year.

ATHLETES MATTER

"The anti-doping system should serve the athletes not the other way around"

The following issues should be addressed:

1. Communication

The anti-doping system is very complex and bureaucratic. There are ad hoc procedures and many ongoing processes. As a consequence, it is not easy for athletes to become familiar with all the aspects of the system and get the proper information that he or she needs.

WADA at the global level and NADOs at the national level should focus their efforts on the **proper and well-structured communication with athletes**. They are the reason for which the anti-doping system was established. Therefore, all the major changes to the system (at both levels) should first be discussed with the athletes. All athletes should receive sufficient and very well-tailored information about what is going on in their countries and globally and what their rights and obligations are.

One of the major weaknesses of WADA exposed by the Russian crisis was a lack of communication, especially with athletes. The outcome of all the investigations and follow-up processes was not properly shared with the athletes. In consequence many of them lost their confidence in the system.

2. Engagement

Athletes should be engaged in anti-doping activities, including the **decision-making processes**. Only if they feel they are part of the system, will they be confident enough to defend it against cheats. Therefore, the Athletes' Commission should be established within every

NADO and athletes should be represented on its Board. Moreover, I strongly support appointing an independent athlete ombudsman to represent athletes in front of WADA.

NEW APPROACH TO THE LABORATORIES

“Quality first but quantity follows”

Most WADA accredited laboratories are located in Europe. There is a huge geographical disproportion in this respect between the continents. Nevertheless, even in Europe there is room for more laboratories, especially when the total number of samples collected by all the European NADOs is taken into account.

There is a need for more WADA accredited laboratories worldwide, including in Europe. Any considerations regarding potential new laboratories should be based on more complex criteria than the capacity of the existing laboratories and the opinion of the Anti-Doping Organizations should be taken into account. Having more laboratories – on the condition that they provide high-quality services – help to reduce the costs of anti-doping programs in general even if they require constant investments.

Let me present the way I see the future of the accredited laboratories. First, I want WADA to work individually with every laboratory; it should revoke accreditation only as a last resort. WADA should be familiar with the problems of each laboratory, consult with them about new standards and operate like a partner. Second, WADA must be more proactive in establishing new laboratories. Currently, there are not enough WADA accredited laboratories in the world. NADOs in some regions are forced to send samples to distant laboratories, increasing their expenses. Let me stress: **anti-doping is not a business.** I believe that WADA should negotiate the establishment of laboratories with governments in the regions where there is a need for them. These efforts could be partially financed by the Anti-Doping Solidarity Fund.

COOPERATION BETWEEN STAKEHOLDERS

"Only together can we make WADA stronger"

All stakeholders in WADA are equally important. WADA cannot be run without a deep understanding of this cooperation. Otherwise, we would be back in 1999, when governments and the sports movement followed their own anti-doping agendas separately from each other, without synergy – and without much success. That's why we need unity today. But cooperation with stakeholders does not only mean governments and the sports movement – it should include athletes, NADOs, laboratories and even journalists. **This cooperation requires respect.** Often we have different opinions, but we have the same objective: ensuring the integrity of sport. I want to **build bridges between all stakeholders.** I want to connect people, not divide them with this one goal in mind: cleaning up sport.

GOOD GOVERNANCE STANDARDS

"Good governance cannot be imposed from outside, it must be implemented from inside"

The WADA Foundation Board adopted a set of recommendations on good governance standards in November last year. In my opinion, however, the work is not done yet. Many good governance issues were not even discussed by the Working Group proposing the recommendations. It focused on different governing structures but not on the processes that resulted in the decisions taken within the organization. A lot of these decisions are now based on ad hoc procedures where no rules are agreed or followed. Therefore, I strongly believe WADA needs further reform and its work on implementing good governance principles should be continued. The role of various stakeholders in different decision making processes should be a part of this discussion. However, I think it should be much broader than the number of seats that they need to take.

Good planning, transparency, responsibility, integrity and openness are the principles that have always guided me. Therefore, if elected as

the WADA President, one of my very first decisions would be to conduct a review of different internal processes and policies. I would start by bringing more transparency to WADA. If there is too much secrecy, a conspiracy is always suspected. Therefore, a vast majority of WADA papers tabled for the meetings (except the ones that require confidentiality clauses) should be made public prior to those meetings. There is a strong need for transparency, especially now, when the media exist and communicates information over the Internet.

EDUCATION AND INFORMATION

“Education is the best solution for the future of clean sport”

WADA has started a lot of educational activities over the past years, which give many ADOs ready tools to conduct education at the national level and in specific sports. The diversity of these tools must be appreciated by all stakeholders. They include ready-made leaflets, out-reach and e-learning platforms, and even grants for social science research projects. However, most of these tools still serve the well-developed ADOs that have the means to adapt them to their needs, including translations. More than 80 percent of all WADA-financed social science research projects were carried out by developed countries, especially European ones. Moreover, 30 percent of these projects were carried out by the entities from one country in Europe. Most final reports from these projects were not shared and are not publicly available.

WADA must return to its roots when anti-doping education was most important. I am really glad that the new International Standard for Education will soon be implemented. However, it does not solve all the problems. Imposing educational obligations on ADOs is effective only if they are given some real opportunities to tailor and conduct educational activities. WADA should assist them in developing their programs. This goal can be achieved, among others, by introducing education in the scope of the partnership projects between NADOs. WADA could also use the resources of the Anti-Doping Solidarity Fund for this purpose and help less successful ADOs in developing their programs and specific tools. WADA must also act as a promoter of good practice. If the educational approach taken by a given ADO works, WADA should disseminate its outcomes and try to implement it within the ADOs operating in similar circumstances. This also applies to the results of the social science research projects, especially those financed from the WADA budget.

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