WADA
FIT FOR PURPOSE.
FIT FOR THE FUTURE.

MS LINDA HELLELANDS BID TO BECOME
THE 4TH PRESIDENT
OF THE WORLD ANTI-DOPING AGENCY

LINDA HOFSTAD
HELLELAND
THE 4TH PRESIDENT OF WADA
My motivation and commitment to WADA is replenished every time I drive my youngest son Konrad to football practice. And while my volunteer work for WADA takes time, time I could have spent with him, as he sometimes reminds me, I look at him and his friends play, and remember exactly why I signed up. To see those ten-year-olds grow up in a world of clean sport. As a former competitive athlete and a mother of two children who are passionate about sports I want them to play and practise without having to worry about others cheating.

Across all countries, our top-level athletes have a big responsibility as role models for our children and for encouraging fair play. We must ensure that this is something we can put our trust in.

Like yours, my passion for sport is boundless. As vice president of the World Anti-Doping Agency, I know there are a number of issues that must be addressed urgently if the world of sports is to retain its credibility. I believe the world, today more than ever, needs a WADA for all - a global regulator for doping in sport that commands the full support of athletes, fans, the sports movement, governments and other champions of clean sport.

The collaboration between governments and the sports movement should be strengthened; this is essential if we are to take the bold decisions that are desperately needed. Since I became vice president in November 2016, I have never shied away from promoting athlete rights, and speaking up for a greater athlete voice in the anti-doping movement. As someone who dedicated much of my life to sport as a young athlete, I want the world’s athletes to be confident once again that WADA is ready and able to protect their rights.

As a cabinet minister, I am conscious of the role sports play and can continue to play in our society by giving athletes equal opportunities and bringing people together under one consistent set of rules on the a-level playing field. We are at a crucial moment in anti-doping’s short history. A moment that demands dedicated and true leadership with a clear vision for the future. Our clean sport cause has had its share of challenges the last few years following the Russian doping crisis. I am, however, an optimist, and I believe that from adversity comes opportunity. That is why I call on all of you to work with me. Let us grasp this opportunity to deliver the positive change we so urgently need, and that the world so urgently demands. By working together, we truly can create a WADA that is fit for purpose. A WADA fit for the future.

Erna Solberg
Prime Minister of Norway
Introduction

Since the founding of WADA in 1999 the anti-doping movement has made great strides. We have established a consistent set of rules in every sport and every country.

WADA has, and continues to, conduct an enormous amount of quality work through our many employees. Work we can be proud of.

However, we need to evolve if WADA is to be fit for the future. Like you, I have an unquenchable thirst for fair, honest sport, and for changing and modernising WADA so that it becomes an organisation that is fit to tackle today’s challenges, and one that commands the confidence of athletes as well as the public.

Athletes are the very people whose lives are directly affected by doping. We must look at ways of involving more partners, not least across the athlete community.

WADA’s ability to survive and thrive depends on the confidence of its two funders: the sports movement and governments. We must ensure that there is full, unwavering commitment from both sides to fight doping. There can be no hesitancy, no half-measures, as we move forward with our clean sport vision, together. As President of WADA, I will do my utmost to support the One Voice Platform and assist governments in finding ways to establish robust anti-doping systems in their countries.

A top priority under my leadership would be the governance reform. I believe we all acknowledge that there’s real work to do to modernise WADA so that it becomes a more accountable, transparent and properly independent organisation.

But as we embark on this new, transformative chapter for anti-doping, we must never forget the importance of day-to-day monitoring and compliance of the World Anti-Doping Code. The Code, as it is more commonly known, is the bedrock of the clean sport cause, and we can be proud of the progress we have made to date.

With strong rules in place, I want to build the capacity and competency of anti-doping organisations. These organizations do so much, from detecting doping to running education programmes, from conducting investigations to overseeing the judicial process for athletes.

We rightly expect a great deal from our anti-doping organisations, but if we are to continue to do so WADA must be there to properly equip and support them.
Like all other members of society, athletes have rights. WADA must become the body that ensures those rights.

• Human rights – we must ensure that no matter who they are, where they come from or which sport they play, all athletes’ basic human rights are upheld, above all the right to compete in clean, ethical and fair sport.

• Rule of law – the principle that all athletes are subject to a consistent, commonly understood set of global clean sport rules as articulated in the World Anti-Doping Code and International Standards.

WADA, as the world’s regulator, must be the organization that ensures athletes can compete clean without any complicated or unclear rules.

• Compliance with The Code should be easy for clean athletes. We must strengthen initiatives like the WADA clearinghouse system - Anti-Doping Administration and Management System, or ADAMS as it is known. Initiatives like the phone app, make it easier for athletes and others to manage anti-doping.

• The doping control process must be easy to understand. It must be unambiguous, without grey areas.

We must empower athletes to speak up, to voice their opinions and become the change they want to see. I would be proud to champion amplification of the athlete voice, improve athlete representation on WADA’s boards and committees and enhance the power of the WADA Athlete Committee. I want to see athletes front and centre of a reformed WADA as we enter a new age of anti-doping. For the benefit of all.

Anti-Doping Charter of Athletes’ Rights
As an athlete-centred president, I will prioritise the implementation of the Charter’s core principles in the 2021 World Anti-Doping Code. This would include:

• Right to justice
• Equitable and fair testing programmes
• Protection of health
• Freedom of expression
• Right to education

Athlete Ombudsman
Independence is an essential ingredient in restoring athlete trust in the anti-doping system. That is why I will ensure that athletes can appoint an independent ombudsperson with the power to advise, report and make recommendations. A person who represents athletes and protects their rights and interests impartially and fairly.

Athletes are highly dependent on their coaches, and we must ensure that an athlete’s entourage is held responsible for its actions.

WADA Global Athlete Forum
The athletes need avenues to discuss issues and concerns so that they can contribute to the development of anti-doping policy. WADA under my presidency would hold the Global Athlete Forum regularly, and aspire for the event to become an annual fixture on the clean sport calendar, with athletes, athlete groups and other organizations all invited. This would also be an opportunity for athlete elections to take place, with nominations and elections of athlete representatives to WADA’s Boards and Committees.

1.Athletes First
"ATHLETES MUST BECOME THE BEATING HEART OF ANTI-DOPING"

I AM PLEASED TO DECLARE MY FULL SUPPORT FOR LINDA HELLELAND TO BECOME THE NEXT PRESIDENT OF WADA. IN HER ROLE AS VICE PRESIDENT, SHE HAS PROVEN TO BE THE LONE WOLF SPEAKING THE ATHLETES’ MIND I, AND MOST OF THE OTHER ATHLETES, APPRECIATE HER TOUGH STANCE AGAINST DOPING AND HER STANCE OF PRINCIPLE ABOVE POLITICS.

Sebastian Simmelsson
Swedish biathlete.
Winner of gold & silver 2018 Winter Olympics.

PHOTO CC: JANDREAZE, WIKIPEDIA
To secure confidence from all stakeholders, WADA must modernize, diversify and become a more human and less bureaucratic organization. WADA needs to be “in-touch” with athletes, sports fans and other stakeholders. It needs to be a more open organization that listens to different opinions and agile enough to be able to adjust to stakeholders’ needs and requirements.

New governance standards should include:

**ACCOUNTABILITY**

As president, I would ensure that WADA listens to stakeholders in all decision-making processes.

We need:

- More engaging Executive Committee and Foundation Board meetings with focused and dynamic discussion on important issues. Greater opportunities for members to bring issues forward for consideration at upcoming meetings.
- The vice president should be more involved in all decision-making and operations.
- Robust consultation on key issues, including compilation of stakeholder feedback to be made available to all members.
- Results of hearings should also be made public.
- A highlighting of the financial and administrative consequences for WADA and stakeholders of WADA board decisions.
- More emphasis on diversity in WADA, be it diversity by gender, geographical representation, age or background.
- The organization should be interactive with the media and the public, including social media.

**TRANSPARENCY**

I believe WADA should become a model example for modern best-practice of openness and transparency.

This includes:

- An open and public decision-making process as a matter of principle.
- Granting World Anti-Doping Code and UNESCO Convention signatories full access to WADA Foundation Board papers.
- Open distribution of board papers to stakeholders and the media.
- Q&A sessions at each Foundation Board meeting, where board members can raise any issue outside the agenda and where the president, vice-president and director general respond.

**INDEPENDENCE**

Ensuring WADA’s various governing bodies and committees are free of undue influence from both governments and sport.

- Create a more representative WADA Foundation Board with the capability to make decisions in areas ranging from budget to strategy.
- Continue to develop a more independent WADA Executive Committee.

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2. New Standards of Good Governance

“MODERNISING WADA SO THAT IT BECOMES A MORE ACCOUNTABLE, TRANSPARENT AND INDEPENDENT ORGANIZATION FIT FOR PURPOSE IN TODAY’S WORLD”
The World Anti-Doping Code is the bedrock of the clean sport cause. Great progress has been made since this ever-evolving “rule-book” was introduced in 2004. Monitoring and compliance with the rules is essential if we are to be effective.

A rigorous monitoring and compliance programme is essential.

Strengthen Code Compliance

WADA must continue to strengthen its monitoring programme, ensuring high quality anti-doping programmes. This must be done in collaboration with intergovernmental institutions such as the Council of Europe, UNESCO and in partnership with anti-doping organizations.

Improve the World Anti-Doping Code and International Standards

The Code and Standards must evolve in line with sports and society.

Strengthen intelligence and investigations

The investigative arm of anti-doping has proven successful in recent years, and shows how far we have come since the reliance on science only in WADA’s early years. We must further strengthen on our investigative capacities, at WADA and across all anti-doping organizations.

Emma Coburn
American middle distance runner.
Olympic Medalist & World Champion.

“I SUPPORT LINDA HELLELAND FOR PRESIDENT OF WADA. SHE HAS A PASSION FOR TRANSPARENCY, OPEN COMMUNICATION, AND RESPECT. THROUGH MY INTERACTIONS WITH LINDA, I HAVE FOUND HOPE THAT CLEAN SPORT CAN BE A REALITY, NOT JUST A DREAM AS AN ATHLETE HOPING TO COMPETE AT THE HIGHEST LEVEL FOR YEARS TO COME, I WOULD FEEL AT EASE KNOWING SOMEONE LIKE LINDA IS PROTECTING CLEAN SPORT AND FAIR PLAY”

“RAISING THE BAR OF ANTI-DOPING QUALITY ACROSS ALL SPORTS AND ALL COUNTRIES”
4. Strengthen Anti-Doping Organizations

“EQUIPPING ANTI-DOPING ORGANIZATIONS WITH THE TOOLS AND SUPPORT TO DO THEIR JOB”

Anti-doping organizations are valued partners in the fight for clean sport. To continue to build on their achievements, anti-doping organizations must be supplied with the tools and support they need to do their job effectively.

A. Build a WADA support programme to develop, assist and strengthen national anti-doping programmes.

B. Foster greater independence for bodies responsible for detecting doping.

C. Improve the anti-doping judicial process, ensuring fair trials and natural justice, including access to jurisprudence.

D. Ensure objective and thorough investigations of potential anti-doping rule violations.

E. Strengthen education programmes in collaboration with national and international sports federations, major event organizations and national anti-doping organizations.

F. Give organizations the right to access quality WADA-accredited laboratories that can detect all forms of doping.
Concluding remarks

Together, we need to create a WADA that is accountable to athletes. We must never compromise on our integrity, and we must ensure that all our stakeholders at all times have full confidence in everything we do. As the World Anti-Doping Agency, the world expects us to be beyond reproach.

I have been a member of Parliament since I was 23 and the last 3 years a member of the Norwegian government, as a cabinet minister. Throughout these years I have learned how important it is to be a complementary and strong team in order to achieve our goals.

Developing a culture within the organization where each member can contribute and state their opinions before a decision is made is crucial, and if everyone is to stand behind decisions being made by the majority.

As your president, I will ensure real and efficient leadership, and I will commit to involving all stakeholders to a much larger extent – we are all in this together, and athletes are counting on us. I will be completely dedicated to my role as the leader of this great organization and will make the changes required to deliver our number one goal: fair and clean sport.

You will always know which values I stand for.

I am convinced that my four point plan will deliver a WADA the world wants to see. For the clean sport. For the athletes. For the sport fans all around the world.

As president, I will ensure that WADA becomes an organization that is relevant, representative and reflective of athletes’ views across the world.

I hope you will join me in creating a WADA fit for purpose. A WADA fit for the future.