



**43<sup>RD</sup> ASOIF GENERAL ASSEMBLY**  
**GOLD COAST CONVENTION AND EXHIBITION CENTRE, GOLD COAST, AUSTRALIA**  
**7 MAY 2019**

**PRESENTATIONS**

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# ASOIF Governance Task Force

James Carr

Head of Administration and Projects



# Background



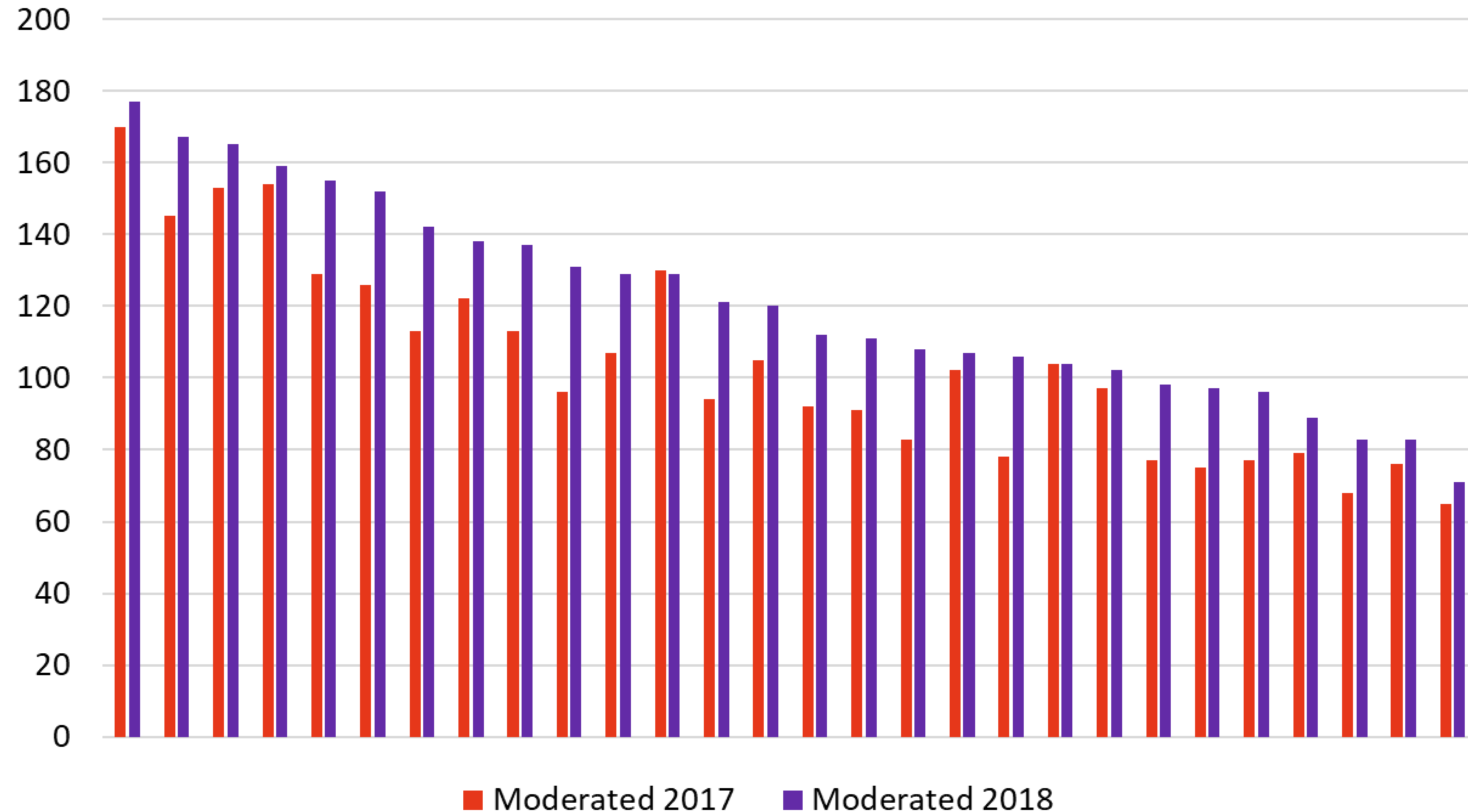
- ▶ Governance Taskforce established in 2015
- ▶ 50 indicators based around 5 key principles
  - Transparency
  - Integrity
  - Democracy
  - Development and Solidarity
  - Control Mechanisms
- ▶ Second report presented at 2018 General Assembly

# Improvement In Scores (28 IFs)

## 2017 - 2018



...





# 2020 Objectives

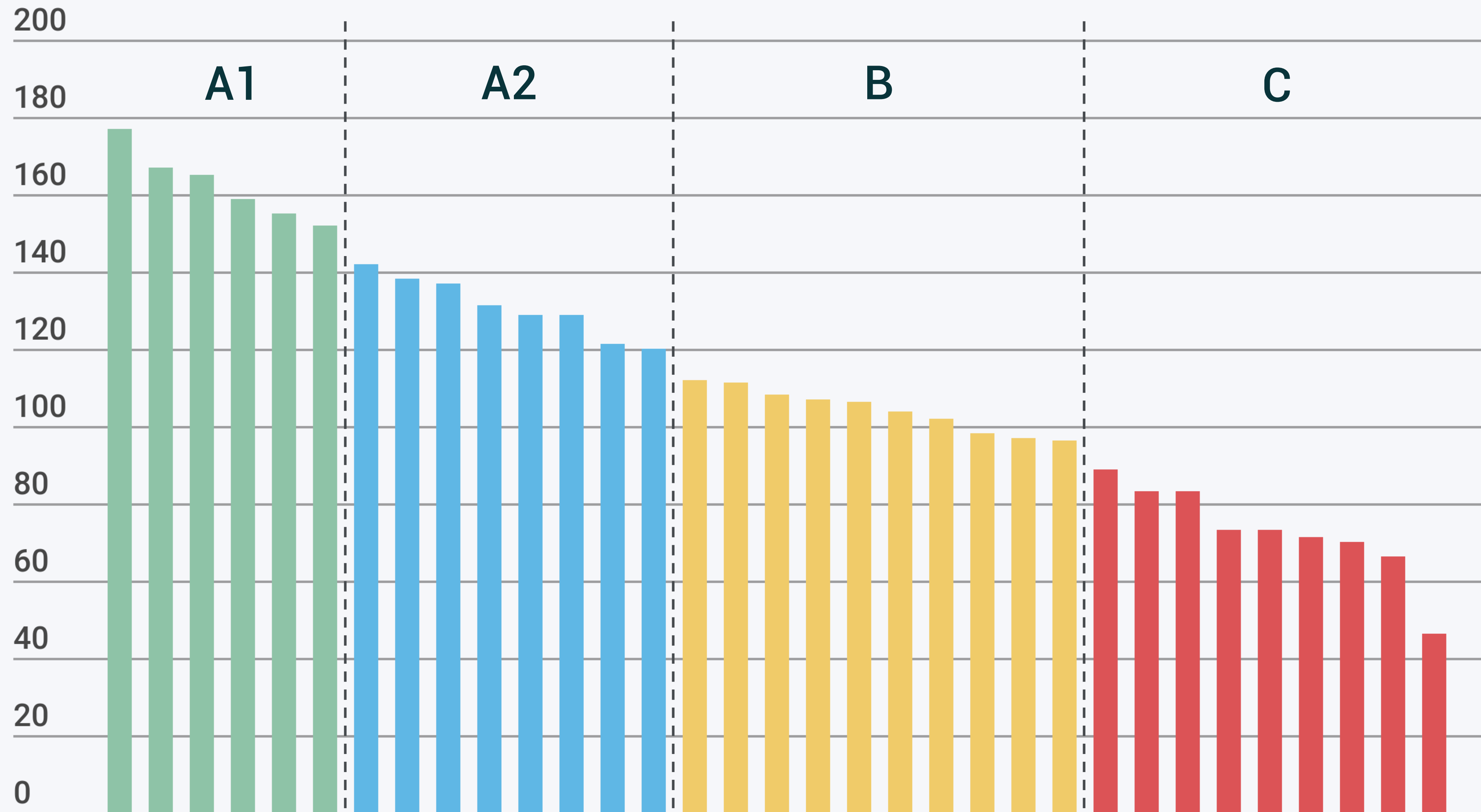
...

- ▶ At least 26 of the 28 ASOIF Full Members should score 120 or more in the third assessment
- ▶ The five ASOIF Associate Members should score 100 or more



# Moderated Scores (33 IFs) 2018

...





# Governance Support & Monitoring Unit



...

- ▶ Fully operational
- ▶ Provided support and advice on constitutional amendments, election and financial rules, harassment issues and term limits
- ▶ Produced list of best practices and governance “Quick Wins”
- ▶ Published guidance notes on Codes of Ethics and Ethics Committees



# Next Steps



- ▶ Governance workshop in late 2019
- ▶ Revise questionnaire to keep up to date and take account of feedback received and topical issues
- ▶ Request limited financial information regarding development investment
- ▶ Third self-assessment November 2019 – January 2020
- ▶ Third report published at 2020 ASOIF General Assembly
- ▶ Greater transparency around publication of results
- ▶ Continued involvement with International Partnership Against Corruption in Sport





association of summer olympic international federations  
**asoif**



asoif.com

# Thank you





# Future of Global Sport

43<sup>rd</sup> ASOIF General Assembly  
Gold Coast, Australia

Andrew Ryan, Executive Director





ASSOCIATION  
OF SUMMER OLYMPIC  
INTERNATIONAL FEDERATIONS

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## **FUTURE OF GLOBAL SPORT**

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2019 ASOIF

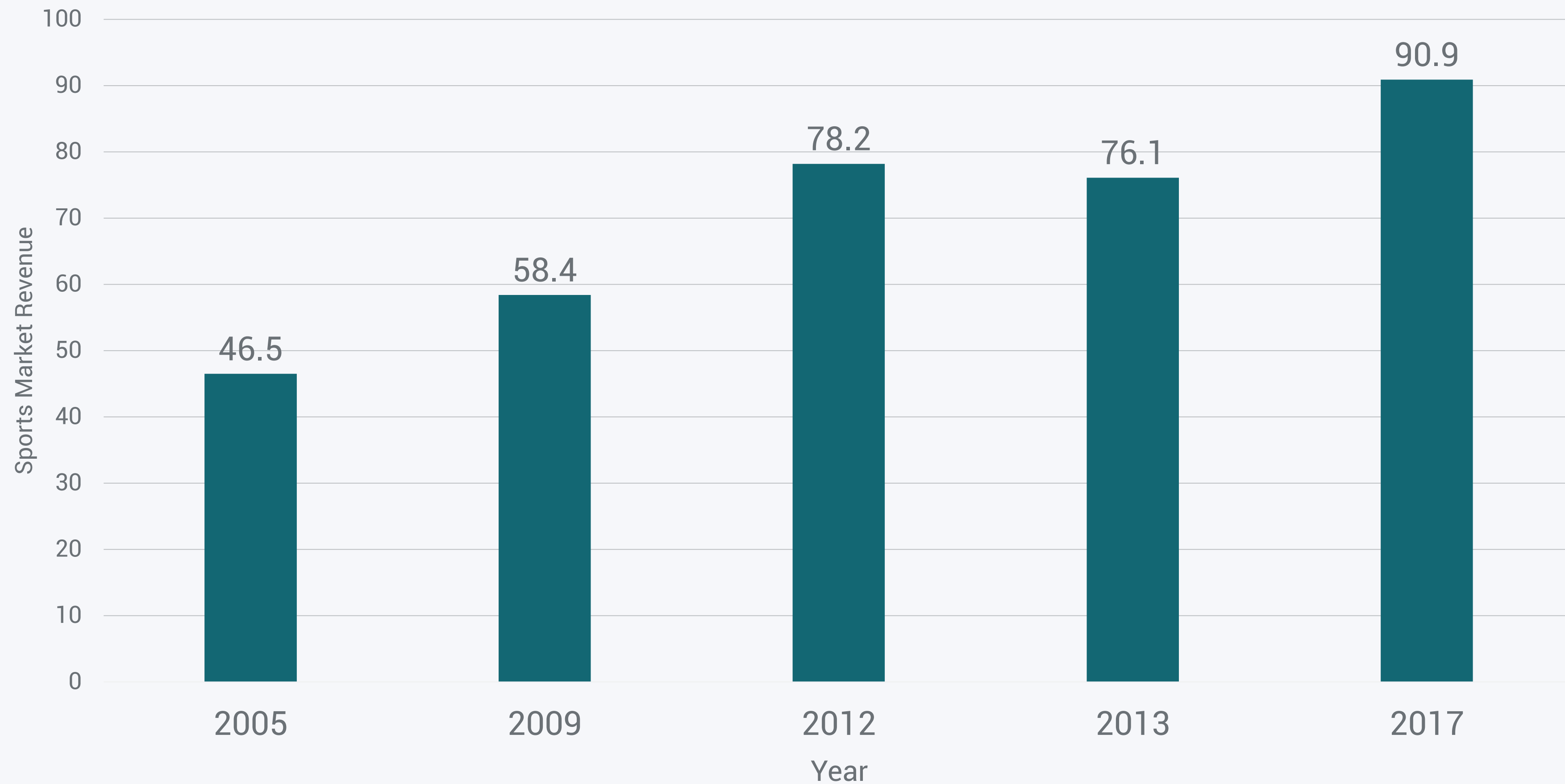
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# Global Sports Market



Total Revenue of Sports Market Worldwide 2005 – 2017  
(in USD billion)

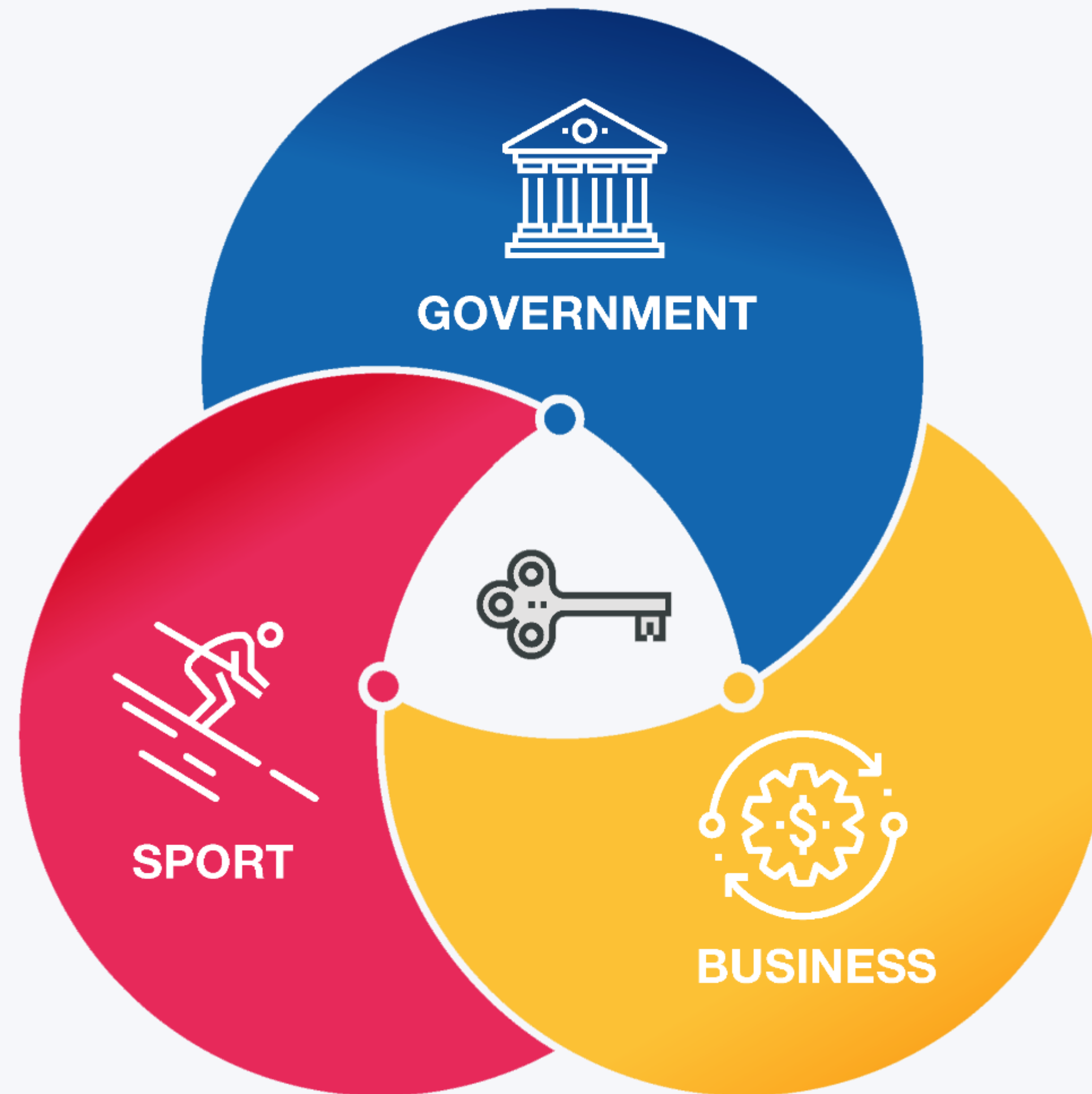


Source: A.T. Kearney, "Winning in the business of sports"



# Key Players in Sports Governance Ecosystem

...



# Interviews with Focus Group



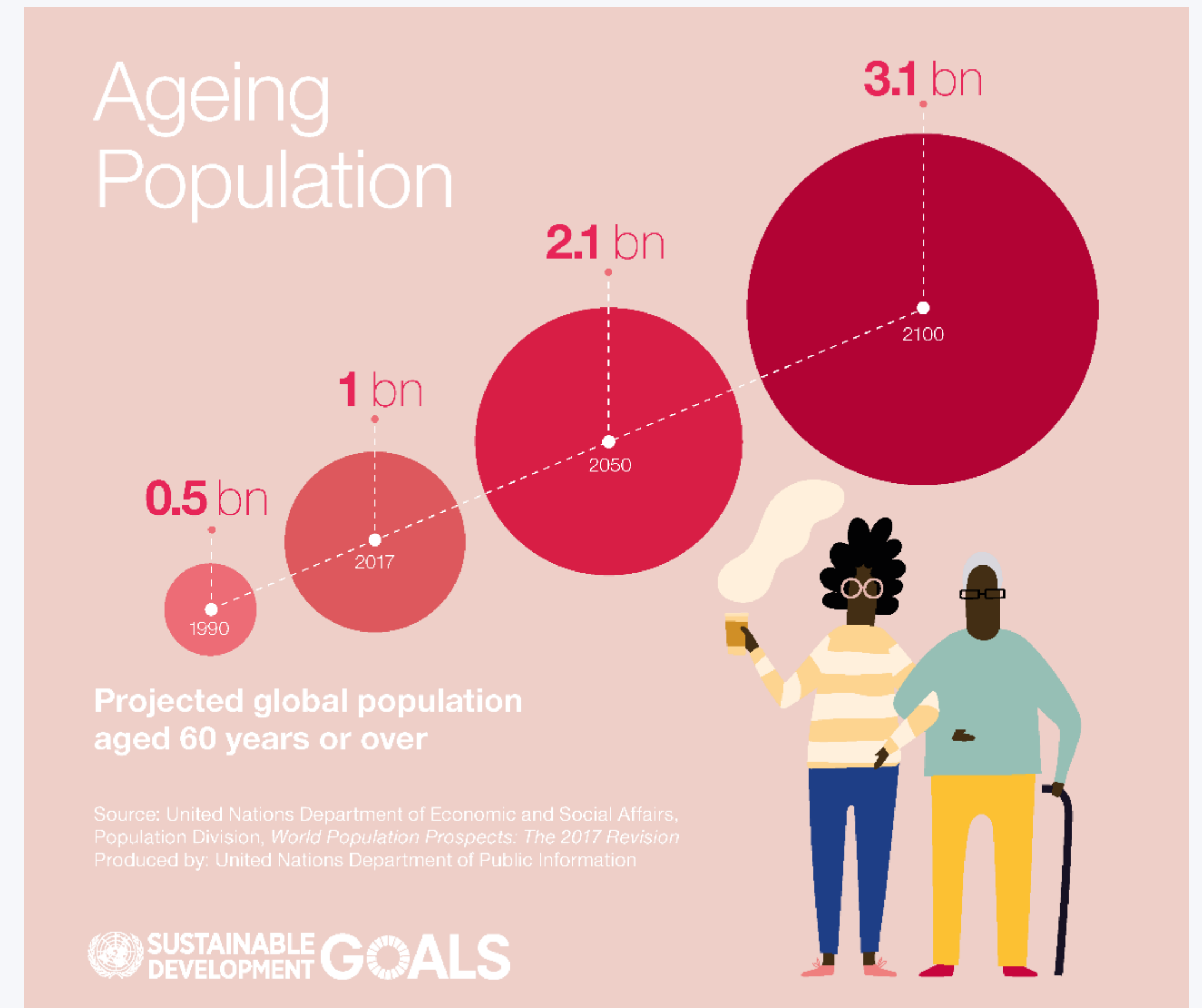


# Global Trends Impacting the Sports Sector



...

- ❑ Urbanisation, population growth, climate change and resource scarcity
- ❑ Shift in global economic power
- ❑ Demographic, social and technological change



# Current Challenges for the World of Sport



- ❑ Changing consumption behaviours
  - ▶ Engaging the modern fan
  - ▶ Digital transformation of media
  - ▶ Evolution of sponsorship
  - ▶ Esports as a means to engage younger fans
- ❑ Staging mega-events
- ❑ Athlete autonomy
- ❑ Private investment and public sector involvement in sports
- ❑ Governance/integrity



## Yiannis Exarchos – CEO, Olympic Broadcasting Services

“ There are misunderstandings around the concept of digital transformation. The big mistake is this: Digital transformation is not about embracing digital tools. We all have laptops and iPhones, we use 4G and data services, but this has nothing to do with digital transformation.

Digital transformation, at an organisational level, is about velocity, about early decision making, about empowering people to test things and learning from mistakes.

This is how the major digital technology disruptors of our world operate, and these are principles which are very difficult to digest for the sports administration community. But digital transformation is really understanding the importance of embracing disruption, before being disrupted, through empowering people, especially younger people, to take ownership of things. This goes against the way most of our sports are structured. And I think that sometimes it will be easier to see meaningful and effective change in smaller IFs where there is less cultural resistance.

# Role of IFs



Custody & Enforcement of the Rules of the Game





## Simon Morton – COO, UK Sport



**“If NFs and IFs don't assert themselves then business will naturally move in. They have to think more like businesses. A protectionist approach is not going to provide a solution. Federations cannot rely on a historical entitlement to regulate sport simply because they have a wider social objective. Their leadership position has to be earned in the face of commercial challenge.”**

# Future IF is the “Entrepreneurial IF”

...

Professionalism

Collaboration & Partnership



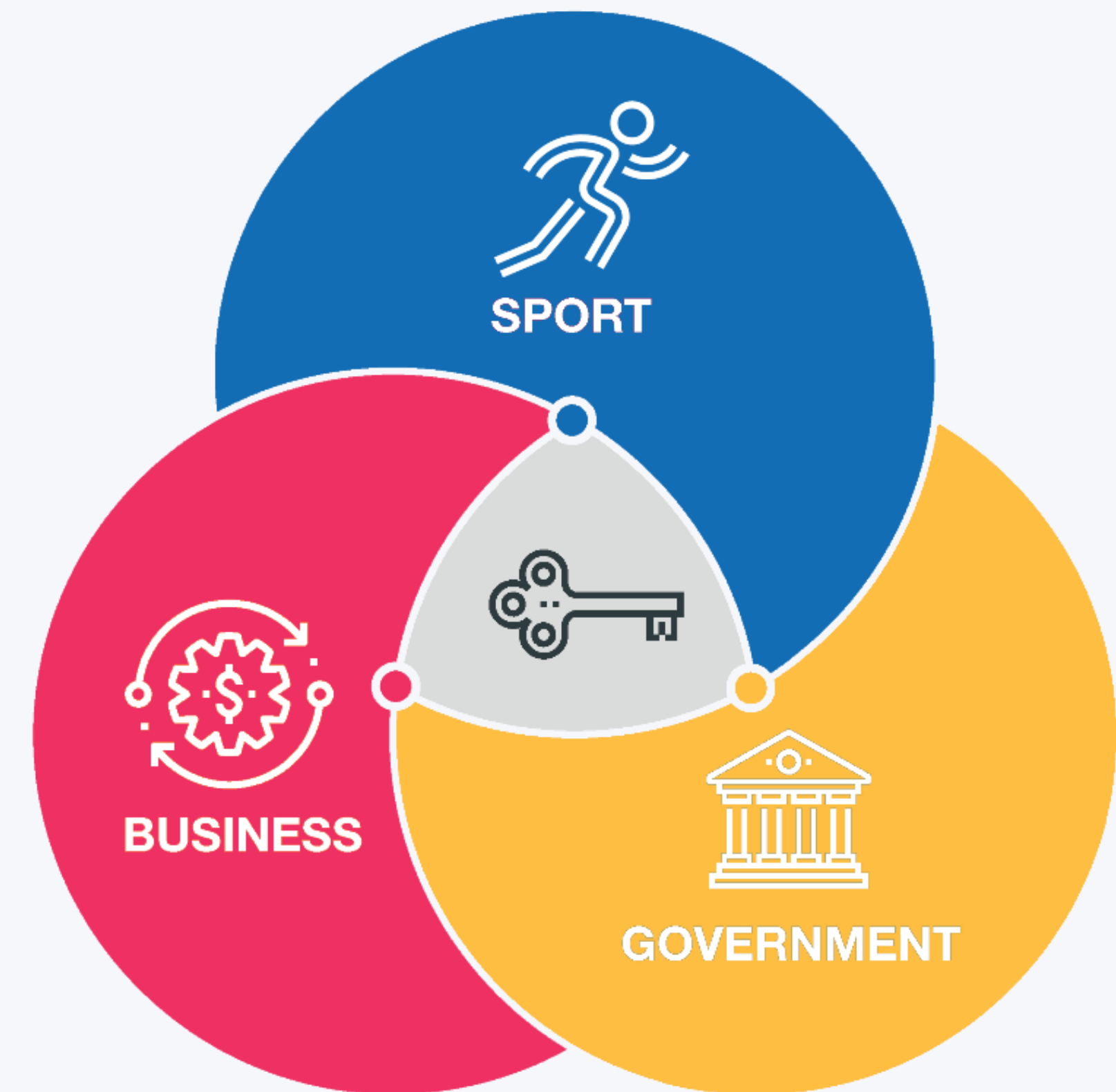
State of the Art Governance



# Cooperation & Partnership

...

- ❑ Recognising that the world of sport cannot tackle many new challenges alone, the IF should:
  - ▶ establish/improve interaction and cooperation with other two main actors of the sport ecosystem
  - ▶ make our partners aware of the importance of IF as an effective umbrella promoting both private and collective public interest in sport



# Professionalism



- ▶ Utilise technological advancements to grow global fan base
- ▶ Utilise data to enhance sporting activities
- ▶ Flexibility in innovating their competition and broadcast formats
- ▶ Adapt their culture to embrace creativity and experimentation
- ▶ Collaborate with private and public sector



# Governance



- ▶ Defend their right to establish world ranking, world championships and qualification pathways
- ▶ Defend role as administrators through exemplary governance
- ▶ Review constitutions to ensure compliance with laws
- ▶ Maintain and strengthen oversight roles in regard to global development of their sport

## Craig McLatchey – Lagardère Sports and Entertainment

**“Two of the three major actors in the growing sports space, governments and sport governing bodies are, as institutions, appropriately considered and relatively slow to act. This means that the evolution of the roles of IFs and NFs will be slower than many might predict. Nevertheless, this evolution will most surely come including as a result of the impacts of the third major actor, business. We, therefore, face a rapid evolution rather than a revolution but there will be winners and losers. ”**





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# Thank you!





# **Tokyo 2020 Presentation**

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**to the ASOIF General Assembly 2019**

**7 May 2019**





Koji Murofushi

Sports Director, Tokyo 2020





**One Year to Go**



**Convey the passion and inspiration of sport**

**Collaborate closely with the IFs**

**Deliver the Games safely and steadily**





**Convey the passion and inspiration of sport**

**Collaborate closely with the IFs**

**Deliver the Games safely and steadily**





TOKYO 2020

# Competition Schedule





**Completed**

✓ **Daily Schedule submitted to the IOC**

✓ **Session Schedule approved by the IOC**

✓ **Event line-up for each session announced to the general public**

**Coming up**

**Aug. 2019 Contingency Plan**

**Feb. 2020 Detailed Competition Activity Schedule**

**TOKYO 2020**

# **Competition Schedule**





**Ticketing – The Power of Spectators –**



## Residents of Japan

- ✓ TOKYO 2020 Official ticketing sales website opened
- ✓ The number of TOKYO 2020 ID registration exceeded 2 million\*

## Coming up

9 May – 28 May	Lottery application period for residents of Japan
20 June 2019	Lottery results to be made available
Autumn 2019	First-come, first-served sales for residents of Japan
Spring 2020	Last minute ticket sales worldwide

\*As of 31 March 2019

# Ticketing Timeline



## Overseas residents

- ✓ List of NOCs and Authorised Ticket Resellers has been announced
- ✓ The list will be updated accordingly

## Coming up

**Summer 2019\***      **Start of ticket sales by Authorised Ticket Resellers**

*\*The sales launch date in each territory may vary*

**Spring 2020**      **Last minute ticket sales worldwide**

# Ticketing Timeline





# Sport Presentation





**Become One to  
Achieve the Best**

**Sports Value / Essence**

**Social / Audience Insight**

**Tokyo / Japan Uniqueness**

**Sport Presentation**





**Convey the passion and inspiration of sport**

**Collaborate closely with the IFs**

**Deliver the Games safely and steadily**





TOKYO 2020

# IF Engagement



2019

2020

**ACM**

- March  
Accommodation Allocation Agreement  
(AAA)

**TRA**

- December  
Detailed Service Level  
Agreement (DSLAs)

**FNB**

- November  
IOC Approval of Menus

- February  
Service Level Requirements  
for IF and Athlete

**TKT**

- April  
Proposed Initial  
Allocation

- May
  - Confirmed Initial Allocation
  - Additional Request  
(Additional tickets for own sport and others)

- January / February  
Confirm Final Allocation

## IF Services – Key Milestones





**ANA InterContinental Tokyo  
(OFH2)**



**Hotel Okura Tokyo  
(OFH)**



**Tokyo Prince Hotel  
(OFH3)**

# Olympic Family Hotels



## Convenient transport services for IF Executives

- T1 privileges for IF Presidents and General Secretaries
- T3 privileges for IF Executive Board Members



## Transport Privileges



2019

2020

**ACM**

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## IF Services – Key Milestones





- In the Olympic Capital of Lausanne
- Autumn 2019
- Information session for IF working level staff
- IF Services-related FA members to attend
- Individual meetings can be arranged on request

More to come...

**Tokyo 2020 IF Seminar (TBC)**





**Tokyo 2020 Test Events**







# Test, Learn and Refine Games-time Operational Capabilities

2019						2020				
Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
WAVE 1  Focus on Outdoor sports			WAVE 2  Focus on Indoor sports				WAVE 3  Focus on Games Operational Flow			

Test Event Schedule





TOKYO 2020  
**Let's** Go! Go!  
**55**



# Sport Initiation



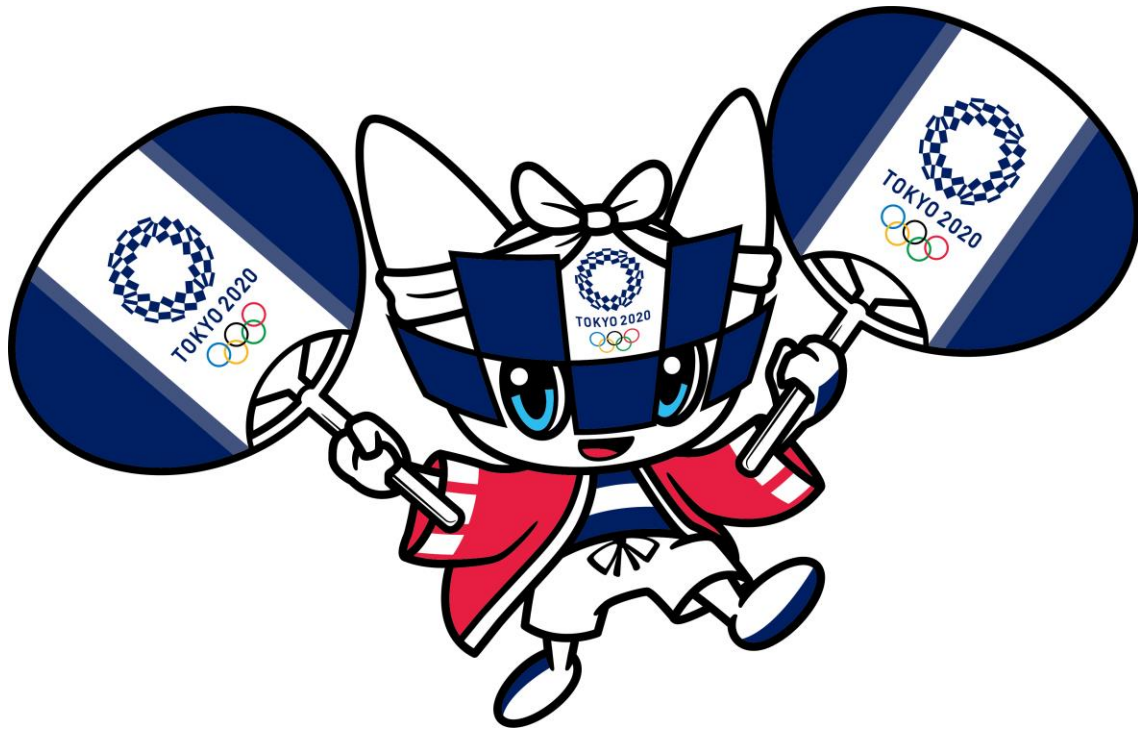


Convey the passion and inspiration of sport

Collaborate closely with the IFs

**Deliver the Games safely and steadily**

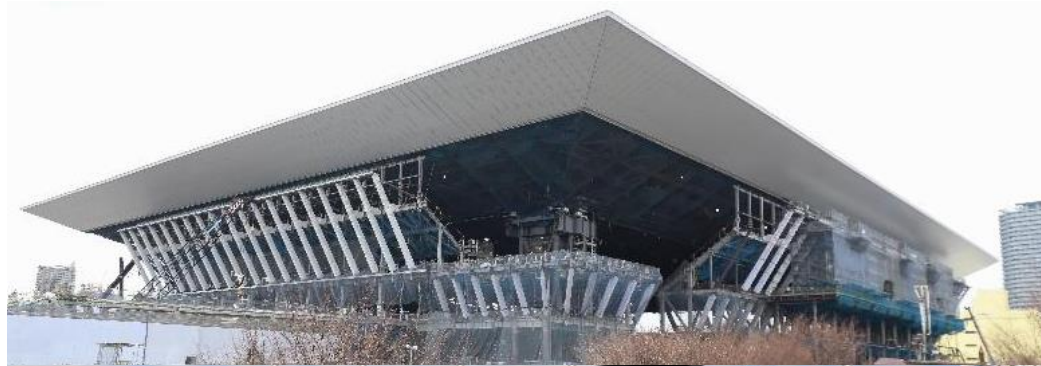




# Hide Nakamura

Games Delivery Officer,  
Executive Director of Sports Bureau  
Tokyo 2020





Planning phase

Readiness phase

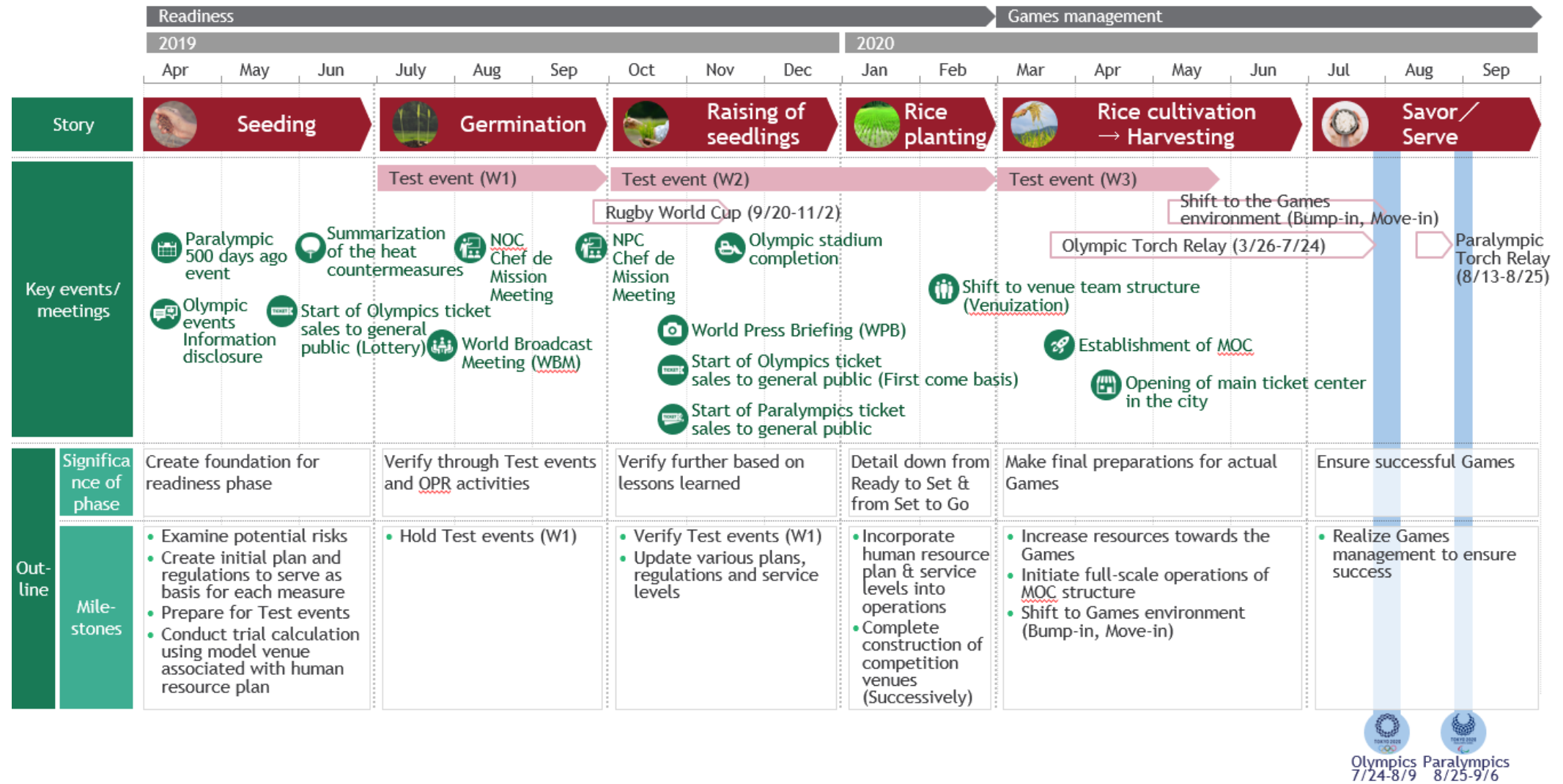
Execution phase



Transition to the Operational Readiness Phase



# Ready for the Games – Big Picture of Tokyo 2020 –



## Transition to the Operational Readiness Phase



## Other initiatives

- ✓ Appointment process of VGM was commenced in December 2018
- ✓ Games Delivery Office was created in January 2019
- ✓ Weekly MOC meeting and MOC Forum started in February 2019
- ✓ Special task forces for specific projects were created (e.g. counter heat measures, transport, urban sports etc.)





## 2019/2020 Key Milestones

### 2019

- |          |   |
|----------|---|
| June     | Test events to start in earnest                   |
| July 24  | One year to Go until the Olympic Games Tokyo 2020 |
| August   | Chef de Mission Meeting                           |
| October  | Tokyo 2020 IF Seminar in Lausanne (TBC)           |
| November | IF Forum in Lausanne                              |

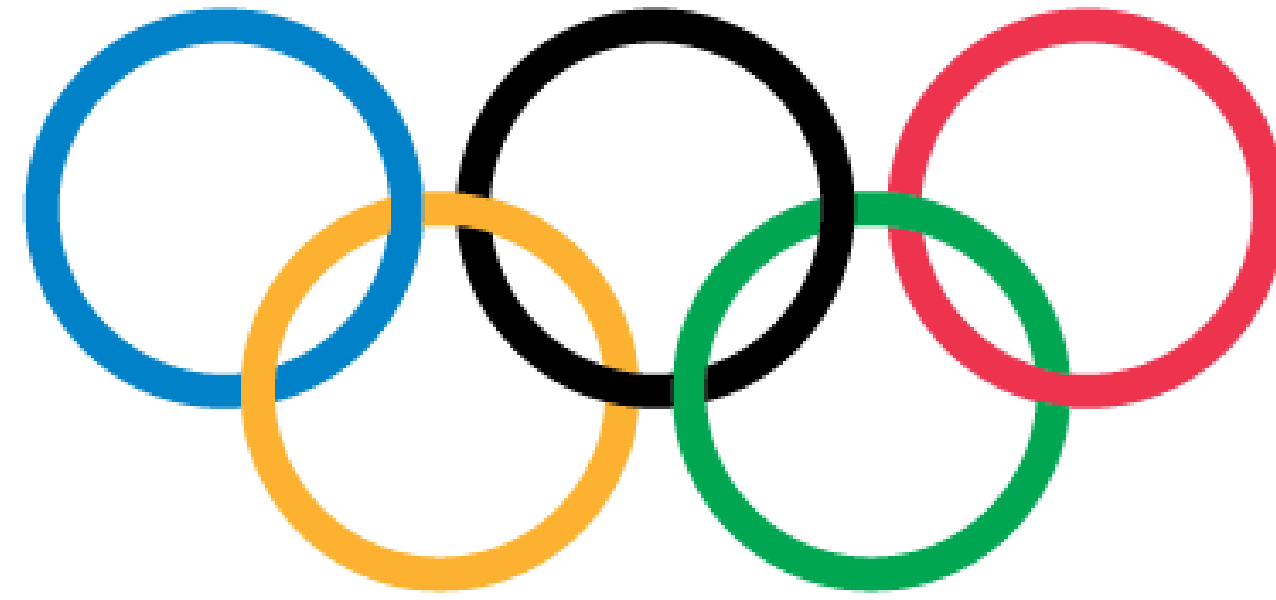
### 2020

- |         |   |
|---------|---|
| March   | Grand Start of Torch Relay in Japan (J-Village) |
| April   | ASOIF General Assembly 2020 in Beijing          |
| July 24 | Opening of the Olympic Games Tokyo 2020         |



Thank you



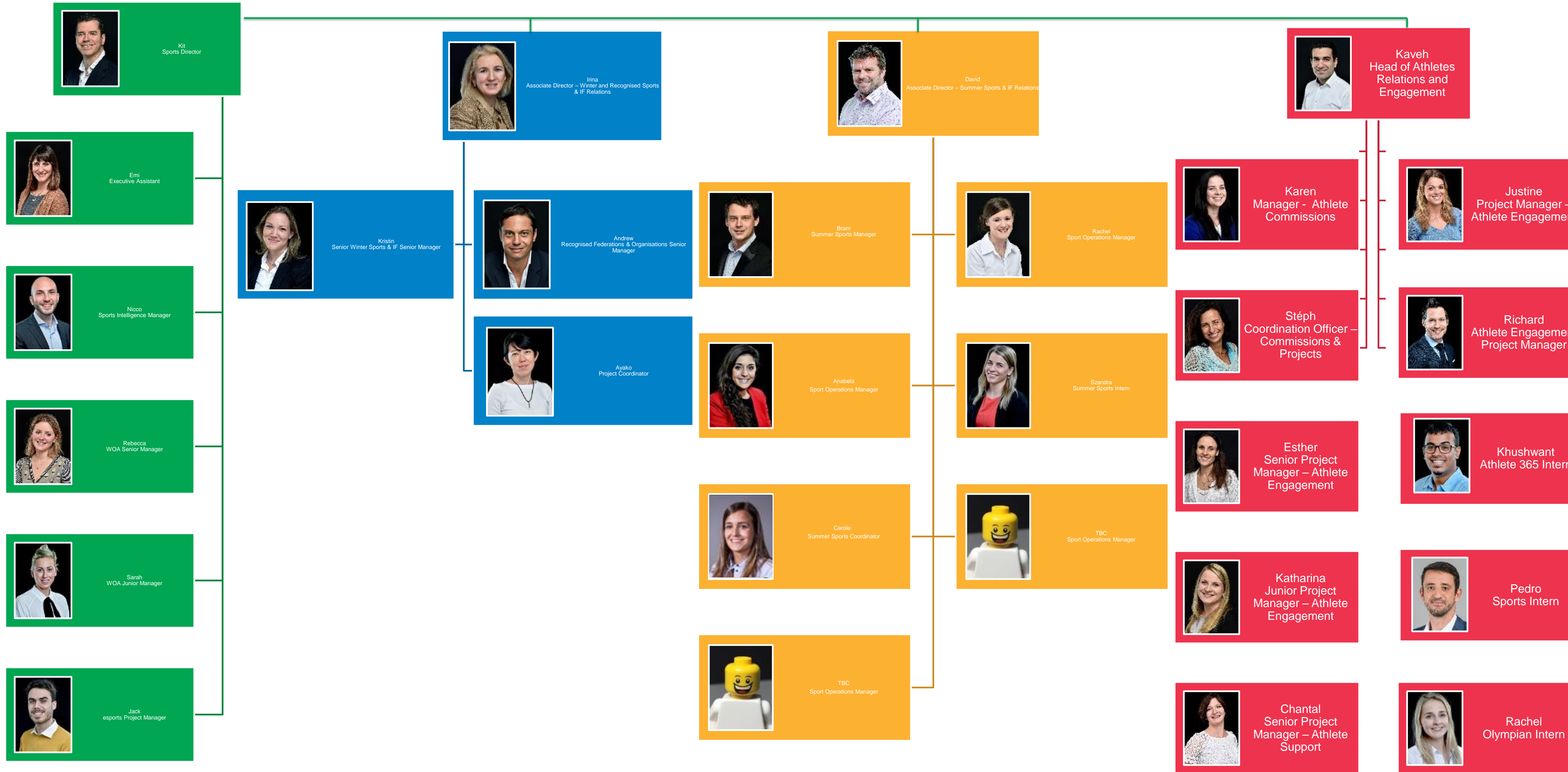
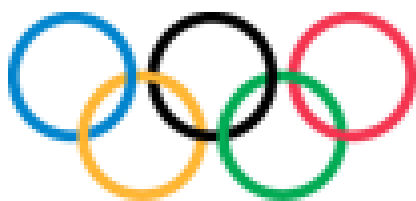


INTERNATIONAL OLYMPIC COMMITTEE

**ASOIF General Assembly**  
**IOC Sports**

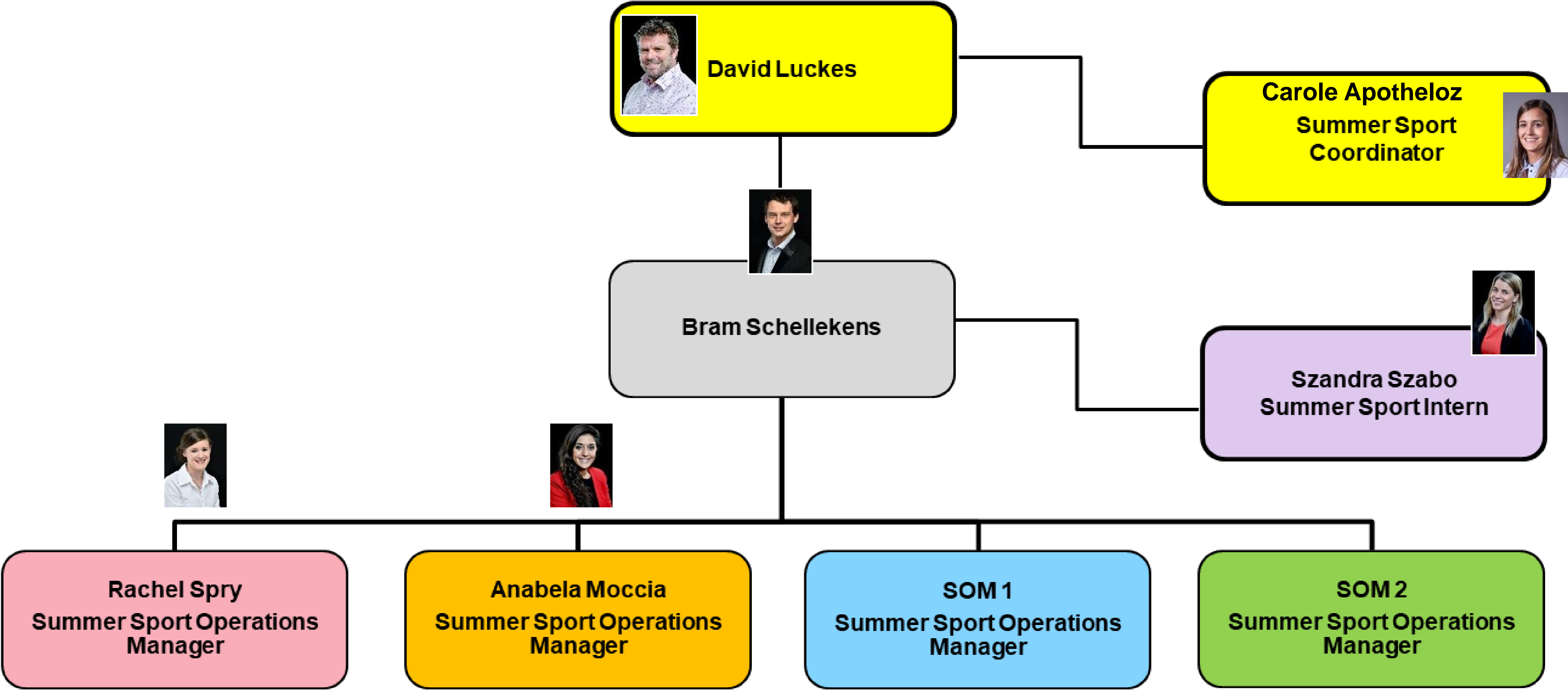
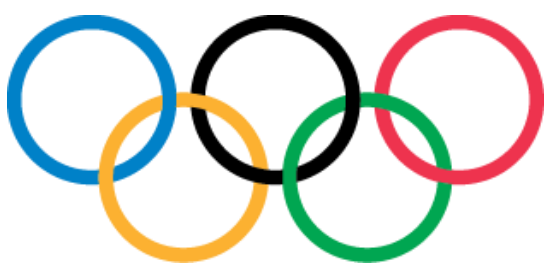
Thursday 7 May

# Meet the Sports Department

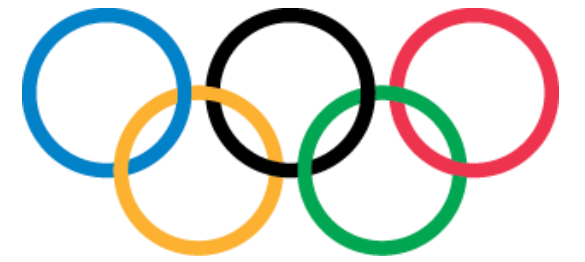




# Summer section



# Update on Youth Olympic Games Dakar 2022



- **Context**

- Re-election of President Macky Sall
- IOC & Senegal in discussion on the formation of YOGOC
- Revised event delivery model

## Dates of the YOG

- Dates identified clashed with many school exams
- Potential health issues if too close to rain season
- Senegal to come back with preferred option of either July or October

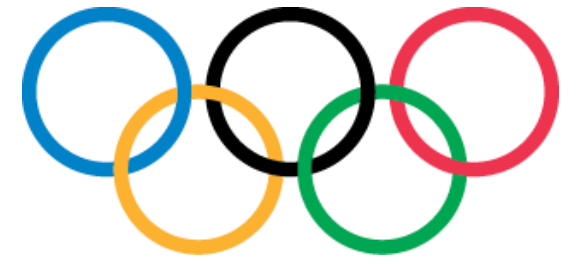
- **Next steps**

- Signature of host city contract by June 2019
- Finalisation of event programme by December 2019



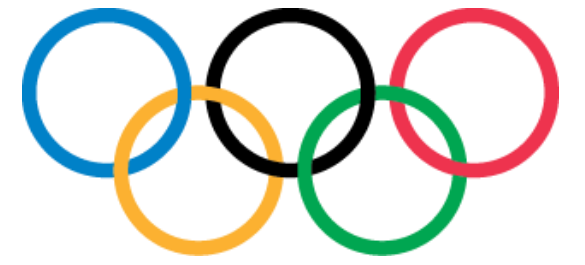


# Update on Olympic Games Tokyo 2020



- Test events and the transition to an event delivery organisation
- Issue resolution
- Empowerment of Sports Managers and wider venue level decision making
- Preparations for construction on track and progressing steadily (permanent ~60% completed)
- Adverse weather conditions

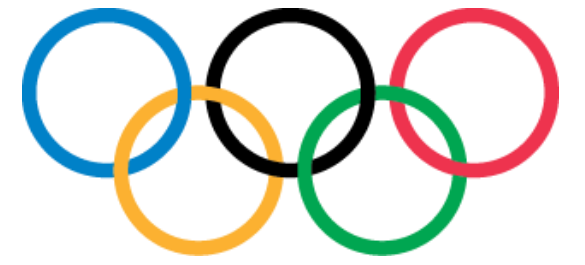
# Update on Olympic Games Paris 2024



- Event programme timelines:
  - October 2019 – IOC questionnaire released to IFs
  - February 2020 – Event proposals received from IFs
  - October 2020 – Tokyo 2020 Games-time research data provided to IFs
  - November 2020 – Olympic Programme Commission meeting and recommendations
  - December 2020 – IOC Executive Board decision on the 2024 event programme
- Paris 2024 OCOG proposal
- Event delivery approach



# Olympic Charter principle of non-discrimination

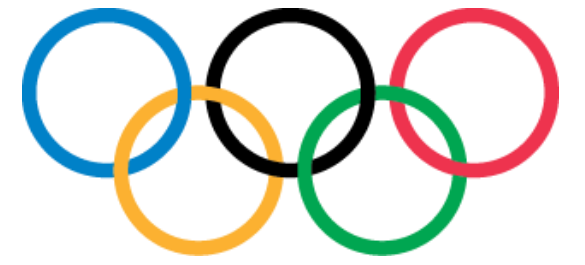


- Fundamental principles of the Olympic Charter relating to non-discrimination and integrity of competition
- Equal treatment must be guaranteed for all participating athletes and sporting delegations at international sports events, without any form of discrimination or political interference from the host country
- Clear written guarantees should be obtained from the local organiser/highest government authorities





# Gender Equality

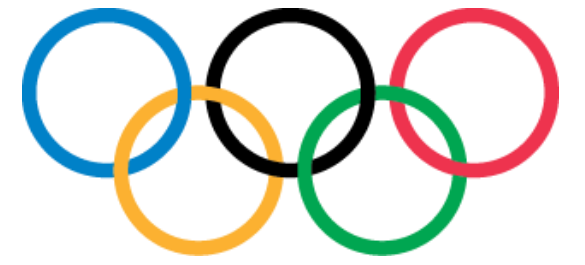


- Implement strategy to drive change across the Olympic Movement
- Sharing best practices at the 4<sup>th</sup> IF Gender Equality Forum co-hosted by AIOWF, ASOIF and the IOC
- There was a 100% survey response rate
- Each IF received key recommendations based on the feedback of the survey and suggestions for which IFs to work in order to facilitate the implementation of change





# OLY honours Olympians



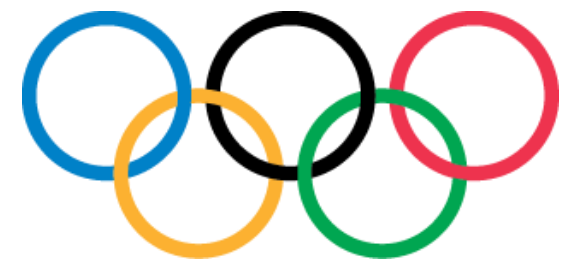
- Approx. **100,000** living Olympians
- **14,500** + Olympians globally, across all sports, have applied for OLY
- Targeting **20,000** by Tokyo 2020
- WOA is presenting OLY in collaboration with IFs







# OLY Use OLY to engage and inspire



Recognise and engage your Olympians through OLY

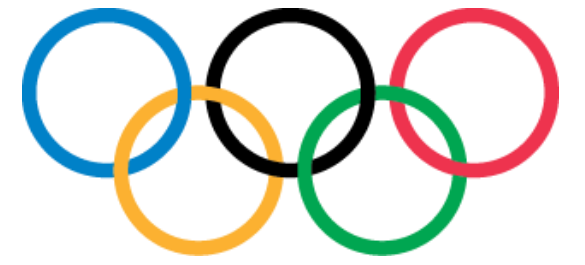
Brings an inspiring connection to the Olympic Games at domestic and international events

Receive support from the WOA administration within the Sports Department





# International Athletes' Forum





# Recommendations from the Forum 1/2

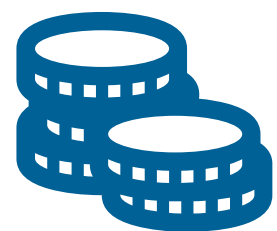
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1. To strengthen athletes' representation



2. To strengthen the solidarity funding model



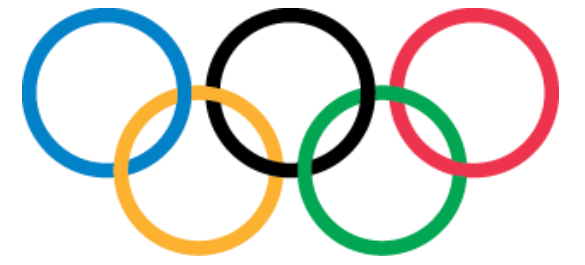
3. To strengthen direct financial support for NOC

Athletes' Commissions



4. To strengthen the support for career transition





# Recommendations from the Forum 2/2



5. To strengthen the protection of clean athletes and the fight against doping



6. To focus on athletes' mental health



7. Support for the Athletes' Declaration



8. To invite athletes to be ambassadors for the Olympic Movement



9. To foster engagement and communication among the Athletes Commissions' network

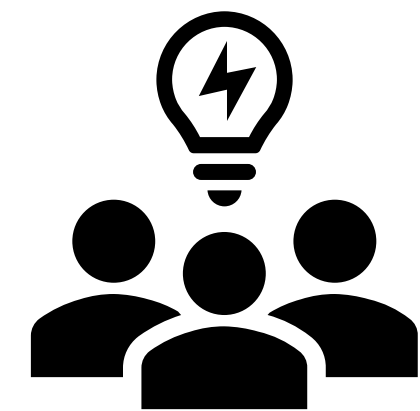


## Rec 2: Strengthen the solidarity funding model

Working group between  
IOC and ASOIF



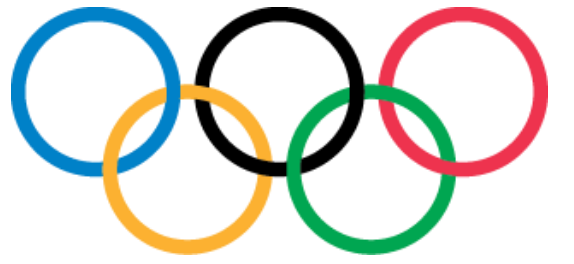
Develop the set of  
principles and guidelines



Understand the current landscape  
and defining athlete support







# Next steps and timeline

Engagement with IFs  
ASEDG seminar  
**May 2019**

Initial report  
**June 2019**

Presentation to the IOC  
**Jan 2020**

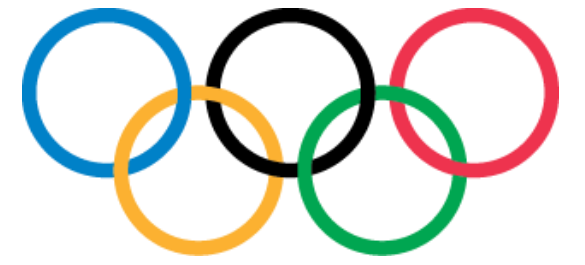
Mapping exercise of  
current work  
May and June 2019

Develop the set of  
Principles  
June to Dec 2019

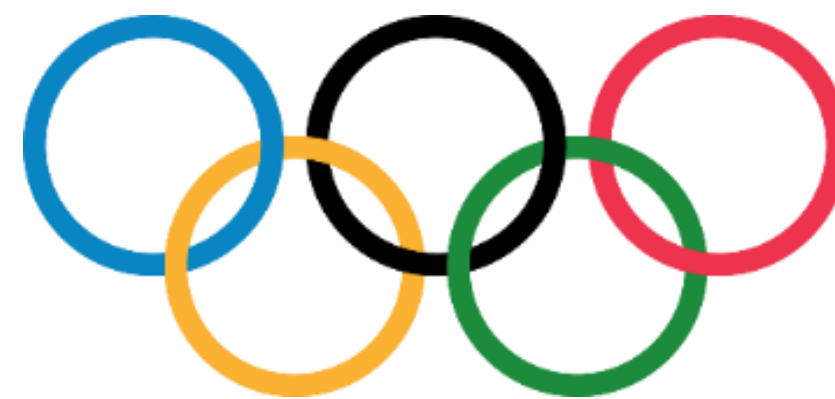
Implementation  
Tokyo onwards



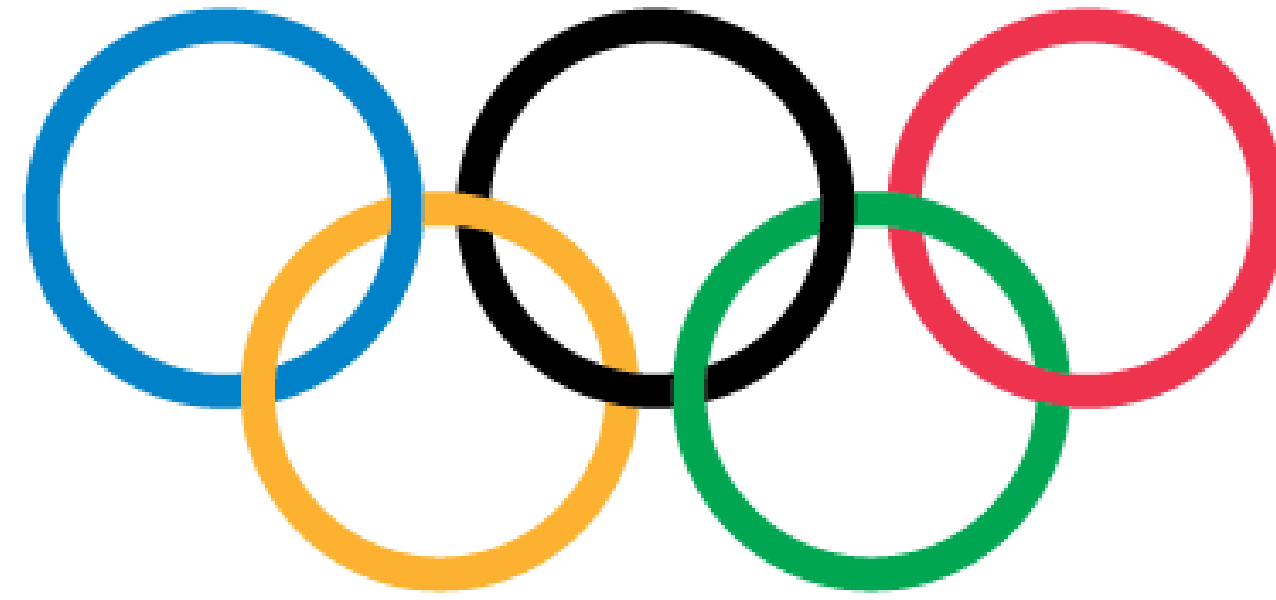
# Rec 7: Support for the Athletes' Declaration



Since its adoption by the IOC Session, a number of organisations have expressly endorsed and supported the Declaration



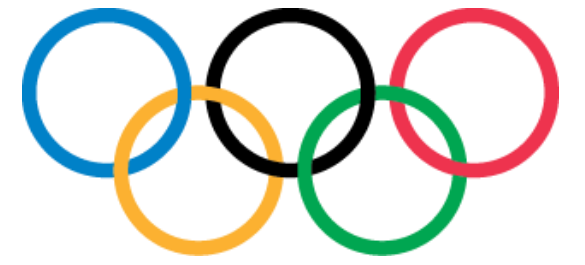




INTERNATIONAL OLYMPIC COMMITTEE

## **Migrants and Refugees**

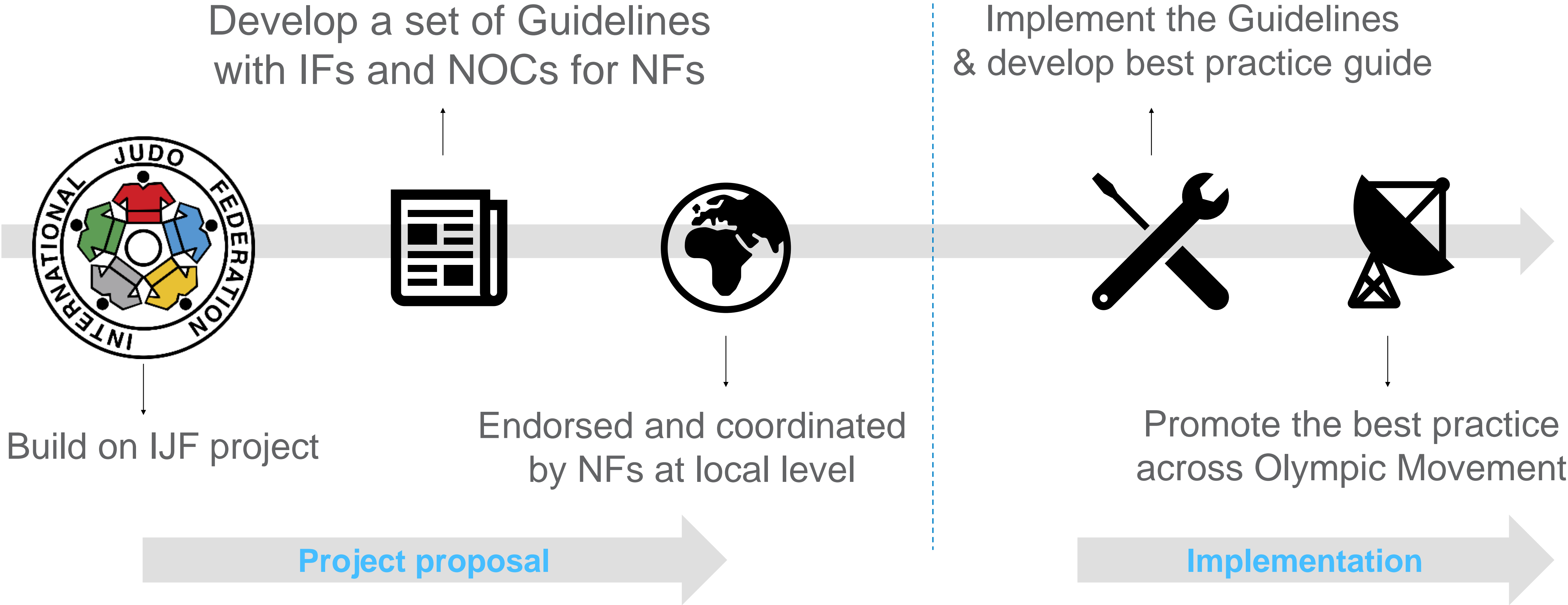
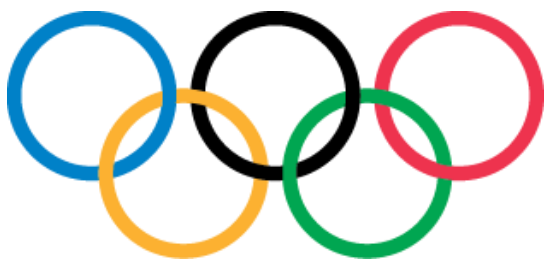
# Overview of different programmes



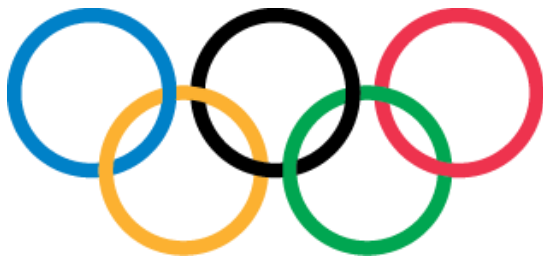
Migrant Athletes Project



# Migrant Athletes project



# Key timelines



## Institutional dates

22 May	IOC Extraordinary Executive Board
19-21 June	IOC Executive Board
23 June	Opening of the Olympic House
24-26 June	134 <sup>th</sup> IOC Session
3-5 December	IOC Executive Board

## Games dates

21-23 May	8 <sup>th</sup> Tokyo 2020 Coordination Commission
11-12 June	2 <sup>nd</sup> Paris 2024 Coordination Commission
30–1 November	9 <sup>th</sup> Tokyo 2020 Coordination Commission
3-4 September	Lausanne 2020 Chef de Mission Seminar
26-27 September	4 <sup>th</sup> Lausanne 2020 Coordination Commission
9-22 January	Lausanne 2020 Youth Olympic Games



# Paris 2024

ASOIF General Assembly

7th May 2019

.54  
.57  
.57 PB  
.61  
.63



## Etienne Thobois

—

Paris 2024

CEO

Olympian



## Aurélie Merle

—

Paris 2024

Associate Sports Director



## Denis Masseglia

—

French NOC

President

Paris 2024

Vice-President (Board)





# Vision for PARIS 2024

A  
Belief

—  
Sport changes lives

An  
Ambition

—  
Awaken the « athlete » within  
each of us

A  
Promise

—  
Inclusive Games : the  
energy of the Games  
for the benefit of all

A  
Desire

—  
Revolutionary Games :  
Spectacular & Sustainable

An  
Attitude

—  
Invent  
Excel  
Share



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# Games Delivery

.54  
.57  
.57 PB  
.61  
.63



# Aquatics Centre

## Construction to start in mid-2021





# Paris Arena II

## Construction to start in Nov. 2020





# Olympic and Paralympic Village

## Construction to start in 2021

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A man in a grey t-shirt, black pants, and a white cap is captured mid-jump over a dark concrete wall. He has tattoos on his left arm and is wearing dark sneakers. The background is a clear blue sky. The text "Event Delivery" is overlaid in large white font across the center of the image.

# Event Delivery



# Common vision and objective

—

Develop an optimal and cost efficient event delivery model and organisation, maximising use of existing expertise for each sport/discipline





# Additional Sports

A person with dark hair tied back, wearing a blue athletic jacket, is seen from behind, looking out over a city at dusk. The Eiffel Tower is visible in the background against a sunset sky. The text "Additional Sports" is overlaid in large white letters.

Bring to life  
the New Norm

---





Connect the Games with  
their time

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Reflect the  
Paris 2024 vision

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Complement the existing  
Program

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Promote  
gender equality







# Additional Sports Paris 2024 proposal





Cele  
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# Innovative Concepts

A photograph of a city street scene. In the foreground, a Black male sprinter is in a starting crouch on a paved surface, wearing a blue singlet and black shorts with the number 5. Two people, a man and a woman, stand behind him, watching. The background features modern buildings, trees, and a traffic light. The title 'Innovative Concepts' is overlaid in large white text.



# Mass events

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# Virtual and connected sports

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# Open Days







# Club Paris 2024





Fais les Jeux !





Cele  
bra  
tion

En  
gage  
ment

Le  
ga  
cy

Bring to life the new model of  
the Games set  
by the New Norm

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Put more sport  
in people's  
everyday lives

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A close-up, low-angle shot of a person's hands tying the laces of a black and white running shoe. The person is wearing dark athletic leggings. The background is a blurred, light-colored surface, possibly a track or a gym floor. The lighting is soft and focused on the hands and the shoe.

A trust fund : an entity to ensure  
a lasting legacy,  
long after the Games

---





**PARIS 2024**



**PARIS 2024**

PARALYMPIC GAMES



# The Right Way Together!

SportAccord – 5-10 May 2019, Gold Coast, Australia

Sir Craig Reddie, President, WADA





**Update on Russian doping crisis,  
WADA's response and how anti-  
doping is stronger as a result**



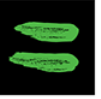
# WADA is managing outcomes of its various investigations related to Russia (McLaren, LIMS)



- On 10 January, WADA I&I gained access to the former Moscow Laboratory and retrieved the 24 terabytes of analytical data and an authentic copy of the LIMS
- Intelligence & Investigations Department is close to concluding the data authentication process
- Last month, WADA I&I returned to Moscow and extracted 2,262 samples from the Moscow Laboratory to strengthen cases against those who cheated
- I&I will provide support to IFs or other ADOs in bringing those cases forward



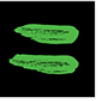
# WADA is strengthening its governance structure



- In early 2017, WADA formed a Governance Working Group to study what was working well and what might be improved to ensure greater independence
  
- A Working Group was assembled comprised of:
  - One Independent Chairperson
  - Five from the Public Authorities (one per region)
  - Five from the Sports Movement
  - Two from NADOs
  - Two Athletes
  - Two independent experts (appointed by WADA)



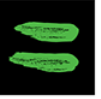
# WADA is strengthening its Governance Structure (2)



- In November 2018, the Board approved wide-ranging reforms that included:
  - An independent President and Vice-President with remuneration for the President
  - Formation of a Nominations Committee for senior governance roles
  - Addition of two independent seats – with full voting rights – to the ExCo
  - A limit of three, three-year terms (nine years in total) for all members of the Board, ExCo and Standing Committees
  - Formation of Independent Ethics Board
  - One seat each at a minimum for both athlete and NADO representation in all Standing Committees
- First in a series of reforms that are being implemented
- ExCo and the Board agreed with recommendation that the voice of the athletes be strengthened



# WADA is developing and maintaining a strong Compliance Monitoring Program



- In early 2017, WADA launched ISO-9001 certified Compliance Monitoring Program
  - Mainly Code Compliance Questionnaire (CCQ) and Signatory Audits
- In February 2017, WADA sent CCQ to 307 IFs and NADOs
- To date, WADA has:
  - issued Corrective Action Reports (CARs) to these 307 Code Signatories; and
  - conducted approx. 30 audits of Anti-Doping Organizations
  - There are 19 audits planned for 2019
- 10,000+ corrective actions were identified by the CCQ and the audits

# WADA is developing and maintaining a strong Compliance Monitoring Program (2)

- To date:
  - over 3,700 corrective actions have been implemented by Signatories re. CCQ
  - over 540 corrective actions have been implemented by Signatories re. audits
  - several countries have introduced/amended legislation
  - only five Signatories have been declared non-compliant and three have been reinstated
  - several Signatories have entered into partnerships with other Signatories





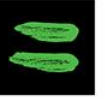
# CCQ – Where are we today?



IFs	103	CCQ CAR completed	CCQ CAR outstanding
ASOIF	28	21	3
AIOWF	7	5	1
ARISF	41	7	34
AIMS	17	1	16
IPC + IPC Members	10	1	9

*Note: for IFs that were notified of an audit before completing the CCQ CAR, the CCQ CAR process was suspended.*

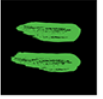
# CCQ and Audits – Where are we today?



- Amongst ASOIF Members
  - 417 Corrective Actions identified
    - 76 Critical
    - 253 High Priority
    - 88 Important
  - 98% implemented
- 7 IFs audited (handball, football, gymnastics, judo, wrestling, rowing and triathlon)
  - 3 have already completed their CAR
- 4 additional audits to be conducted in 2019

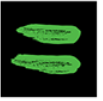


# WADA is developing and maintaining a strong Compliance Monitoring Program (3)



- When the Russian doping crisis erupted, there were no defined sanctions that could be applied nor clear delineation of responsibility
- In May 2017, the Board approved development of the new International Standard for Code Compliance by Signatories (ISCCS)
- This ISCCS, which was subject of a two-phase stakeholder consultation process, came into force on 1 April 2018
- The ISCCS:
  - Ensures strong, Code-compliant rules and programs are applied and enforced consistently/effectively across all sports and countries;
  - Outlines Signatories' rights and responsibilities; and, a process for determining non-compliance and consequences; and, a range of graded, predictable and proportionate sanctions
  - Provides anti-doping community with a robust tool to deal with major cases of cheating

# WADA is developing and maintaining a strong Compliance Monitoring Program (4)

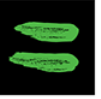


- There was no clear dispute resolution mechanism in place when the Russian scandal erupted
- Had the ISCCS been in place at the time:
  - The possible sanction would have been known to all
  - There would have been a mechanism for having an independent body, the Court of Arbitration for Sport (CAS), decide upon sanctions
  - CAS decision would have been recognized by all and applied to the Signatories
- ISCCS creates a lot more legal certainty around roles and responsibilities, sanctions, and mechanisms
- There is agreement from all that CAS deals with these matters and that CAS decisions will be recognized by all





# WADA is developing the 2021 Code and International Standards framework



- On 16 November 2017, WADA initiated a two-year 2021 Code Review Process, which has involved simultaneous review of International Standards
- 2021 Code and International Standards framework is primary focus of Symposium's agenda
- WADA's Athlete Committee is developing an Anti-Doping Charter of Athletes' Rights which will be referenced within the 2021 Code
- At the World Conference in November, the Board will approve the 2021 Code that will enter into effect on 1 January 2021

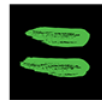
# WADA is developing the 2021 Code and International Standards framework (2)



- Third and final phase of consultation ended in March
- 615 comments received from 66 official submissions
- All stakeholder comments have been carefully reviewed and discussed by the Code Drafting Team
- 48 amendments to the Code are proposed. Main topics include:
  - Stronger emphasis on athletes' health
  - Added flexibility for minor/juveniles
  - Creation of the category of recreational athletes
  - Added flexibility for cases of substances of abuse
  - Enhanced protection for individuals reporting Code violations
  - Higher standards for fair hearings
  - New approach to manage clenbuterol cases and ensure consistency



# WADA is developing the 2021 Code and International Standards framework (3)



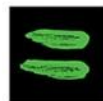
1. International Standard for Therapeutic Use Exemptions (ISTUE)
  2. International Standard for Code Compliance by Signatories (ISCCS)
  3. International Standard for Education (ISE) (**New**)
  4. International Standard for Results Management (ISRM) (**New**)
  5. International Standard for the Protection of Privacy and Personal Information (ISPPPI)
  6. International Standard for Testing and Investigations (ISTI)
  7. International Standard for Laboratories (ISL)
- As is the case for the Code Review, each Standard has dedicated drafting teams comprised of senior WADA staff and external experts that act as the review secretariat

# The Right Way Together!





# play true



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AGENCY