

(PP) ORGANIZATIONAL CHALLENGES IN THE FIGHT AGAINST DOPING

Dag Vidar Hanstad

Norwegian School of Sport Sciences, NORWAY

Introduction

Anti-doping work developed strongly after the establishment of the World Anti-Doping Agency (WADA) in 1999. In the Olympic movement, where most testing is done, all of the 203 National Olympic Committees (NOCs) and all of the 35 international federations (IFs) have accepted (some with amendments) the World Anti-Doping Code (WADC) and are undertaking anti-doping work.

However, that does not mean that anti-doping work is always effective. Among the NOCs, fewer than half test their athletes for drugs. Moreover, if we define effective anti-doping organizations in terms of their having ISO-certification and conducting out-of-competition tests for WADA, only about twenty national anti-doping organizations (NADOs) worldwide can be characterized as effective (Hanstad & Loland, 2005).

The lack of well functioning anti-doping organizations at both national and international level is a critical question in current anti-doping work. Lack of cooperation between organizations at national level (NADOs) and international level (IFs) is also a problem. This paper examines these organizational challenges. Explanations of the development of anti-doping organizations and their communications are sought from Norbert Elias' perspective of figurational sociology.

Methods

The data are drawn largely from interviews with key figures in eight different anti-doping organisations (ADOs) and in WADA. In 2005, interviews with representatives of ADOs in South-Africa, France, China, USA and Norway, and the international athletics and rowing federations were carried out (Hanstad & Loland, 2005). A number of other sources have also been systematically examined, especially documents regarding the World Anti-Doping Programme (WADP).

Results

The number of anti-doping organizations (ADOs) in the world is increasing, partly because well functioning ADOs assist start-up organizations. This assistance is of technical and/or economic kind. Until now this cooperation has just taken place between ADOs at national level. The relationship between NADOs and IFs, on the other hand, has been characterised by a lack of trust. NADOs have suspected IFs of protecting their own sports and athletes in order to avoid doping scandals, because these can ruin a sport's image and scare off sponsors.

The same argument is used when discussing anti-doping work on a national level, particularly in countries where the NADO has strong formal and informal links to sport or government. Even though the use of sport for reasons of ideology and national prestige was more obvious in the 1970s and 1980s (e.g. in the Cold War, East Germany and the Soviet Union versus the West, in particular the US), sport is still very important politically. In this situation there are suspicions that some national bodies avoid using the most effective testing procedures in order to avoid precipitating their own doping scandals.

In addition, some IFs currently argue that NADOs are not operating effectively and there is a concern that some NADOs are not able to carry out no-notice tests in a satisfactory

manner. In order to overcome this problem, some IFs are recruiting their own doping control officers.

Discussion/Conclusion

The paper deals with the network of the anti-doping organisations, their interdependencies and relationships to other bodies. Norbert Elias' figurational sociology focuses on interdependencies and power (Elias, 1978) and in recent years his work has been increasingly used to analyse complex organisation (Newton, 2001a; Newton, 2001b; van Iterson, Masterbroek, Newton & Smith, 2002). His game models will be used to make sense of recent developments in anti-doping.

WADC requirements concerning registered testing pools and whereabouts information for athletes can only work effectively if there is better cooperation between IFs and NADOs, and better communication with athletes. Athletes' goodwill for these procedures depends in part on efficient procedures. For example, it would be a waste of resources and very annoying for an athlete to be tested by the IAAF, by WADA and by the NADO in the course of two to three days. This has actually happened quite often.

Correspondingly, it is a waste of resources for both the ADOs and the athletes to provide whereabouts information to more than one ADO. Currently there are NADOs that do not know how many athletes there are in their own pool, and athletes who are also in a pool organised by others. There is a clear need for greater coordination here. Further problems focus on the Anti-Doping Administration & Management System (ADAMS) which is currently only used by a limited number of IFs and NADOs.

It will be argued that these problems of lack of cooperation and coordination between anti-doping organisations can best be analysed in terms of Elias's game models, which point up some of the complexities and difficulties of policy development and implementation.

References

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E-mail: dag.vidar.hanstad@nih.no