

JAMAICA ANTI-DOPING COMMISSION



2011-12

Annual Report

Topic

Page

Letter from the Executive Director and Chairman.....
..... 3-4

About JADCO.....
..... 5

Leadership..... 6

Communication and Education.....
..... 7-11


Human Resource and Administrative Division.....
..... 12-16

Technical Services..... 17-24

Appendices..... 25-30

Finance.....
..... 31-37





It is with great pleasure that we present the Jamaica Anti-Doping Commission's 2011-2012 Annual Report, which outlines in detail the Commission's activities and achievements as at year end March 31, 2012.

As we commenced our fourth year of operations in 2011, the Jamaica Anti-Doping Commission (JADCO) continued its ritual of unwavering commitment to preserving the integrity of sport and to protecting the rights of clean athletes. JADCO made significant strides, particularly in its public education programme and the promotion of a doping free environment in Jamaica. In addition to the doping control programme through the testing of athletes, the emphasis throughout the year was on the public education programme and the promotion and encouragement of healthy lifestyle, ethical practices and fair play.

The target population for JADCO has always been the athletes, athlete support personnel, coaches, managers, teachers and members of sporting federations and associations. Special public service announcements and other messages were also publicised by the various media houses.

During the fiscal year, especially in the last quarter, greater emphasis was placed on creating a relationship with the athlete's parents as well as students through Parent Teacher Association (PTA) meetings. A partnership was also developed with the Ministry of Education for the introduction of anti-doping messages into the Physical Education programme in schools, from grades 4-9. JADCO participated in several workshops, collaborating with Education Officers from the Ministry of Education that are associated with the Core Curriculum Unit and the Senior Education Officer for Physical Education and Sports.

The Commission also commenced discussions with G.C. Foster College of Physical Education and Sport with a view of enhancing the anti-doping curriculum in sports which is now offered at the college. These efforts are critical sustainable activities which will ensure that the message of JADCO has a far reaching impact.

JADCO continued to strengthen its relationship with the national sport associations as well as maintaining an active relationship with the World Anti-Doping Agency (WADA), The United Nations Educational, Scientific and Cultural Organization (UNESCO) and other international bodies. The Communication and Education Director at JADCO, along with other representatives, were selected to be on the WADA International Anti-Doping Audit Team at the All African Games in Maputo, Mozambique in South Africa.

While the implementation of the programme activities remained robust, from an institutional strengthening perspective, the operation and administration of JADCO was significantly impeded as the institutional framework of the organisation remained weak. This was due to the continued absence of critical structures necessary for the efficient functioning of the Commission, particularly as it relates to its financial management and having full autonomy over its operations. To tackle the problem, JADCO sought approval from the Corporate Management Division (CMD) in the Ministry of Finance and received approval to operate six

additional posts, namely Finance and Accounts Manager, Accountant Technician, PR & Education Officer, Executive Secretary and Driver. Having a Finance and Accounts Manager and an Accountant Technician gives JADCO the autonomy to set-up its Accounting and Finance Division which is a requirement to be able to manage its own finances.

Notwithstanding, 2011-2012 brought about many advancements and opportunities to propel JADCO's mission, including the:

- Launch of its first annual Poster Competition in 2010, which was completed in 2011. Over 20 schools participated in the first competition.
- Launch of its first Electronic Newsletter - "**True Spirit**". The magazine is distributed to over 1500 persons electronically. This list includes persons from the World Anti-Doping Agency (WADA) and the United States Anti-Doping Agency (USADA).
- Distribution of over 5000 educational materials islandwide
- Execution of three of the six scheduled Cross-Island Workshops. These workshops were designed for athletes and athlete support personnel including parents and persons in the medical fraternity. The remaining three will be held in the 2012/2013 financial year.
- Administration of 120 tests which comprised both in-competition and out-of-competition tests. The Commission conducted testing on athletes competing in a total of 10 sports in Jamaica.
- Commencement of JADCO's training program which was designed to train representatives from national sporting federations on ADAMS.
- Detection of the use of prohibited substances by one athlete. A disciplinary ruling was made by the Jamaica Anti-doping Disciplinary Panel.

THE YEAR AHEAD

In the coming year, JADCO will continue to challenge the anti-doping paradigm as we work towards becoming the leading National Anti-Doping Organisation (NADO) in the Caribbean. This will be accomplished by identifying innovative opportunities to increase the effectiveness of our programme.

We will seek to have the Anti-Doping in Sport Act and other pieces of legislation revised, as well as develop relationships with international NADOs to encourage collaboration and sharing of information.

The Commission will be setting up its Finance Division with a view to have full autonomy over its finances and to become a fully independent Commission as required by the Anti-Doping in Sports Act (2008).

This year, we aim to have a more robust testing and educational programme. For the upcoming financial year, our aim will be to test 300 athletes from the thirteen national sports in our testing pool. We will also be increasing the number of whereabouts information workshops through the use of social media and other communication strategies used to converse with our athletes.

We keenly await the challenges and opportunities that 2012-13 will bring and look forward to working with all our stakeholders to achieve the best outcomes.

Mr. Alexander Williams
Chairman

As part of the Government of Jamaica's commitment to the fight against doping in sport, Cabinet, on November 17, 2003, approved the adoption of the World Anti-Doping Programme and the World Anti-Doping Code. On February 10, 2004, Jamaica became the 97th Signatory State to the UNESCO Copenhagen Declaration on Anti-Doping in Sports.

The Jamaica Anti-Doping Commission (JADCO) was formed in 2005 to establish, implement and oversee the National Anti-Doping Programme in line with the International Best Guidelines of the World Anti-Doping Code.

The main elements of the programme are:-

- The World Anti-Doping Code which is fundamental and a universal document upon which the World Anti-Doping Programme is based.
- International Standards which allow for harmonisation among Anti-Doping Organisations responsible for specific technical and operational parts of the Anti-Doping Programme.
- Models of Best Practice based on the Code, which will provide state-of-the-art solutions in different areas of anti-doping.

Mission

The Jamaica Anti-Doping Commission (JADCO) shall work towards fostering a doping-free environment in Jamaica that promotes the ethics and spirit of sports and deters the use of banned doping practices in sport through education, testing, advocacy and co-ordination of the Jamaica Anti-Doping Programme.

Vision

To promote excellent performance through doping-free sports

Values

- To develop the full potential of our Jamaican athletes
- To act with integrity and play fairly at all times
- To respect individuals and other fellow competitors
- To embrace healthy lifestyles and life-long personal professional development
- To encourage athletes to serve as role models and mentors for young Jamaicans

Key Mandates

- To promote excellent performance through doping-free sports
- Adopting and implementing Anti-Doping in Sport rules which are set out in the Anti-Doping in Sport Act and Rules (2008)
- Establishing the National Anti-Doping Testing Pool at the National Level Jamaican Athletes
- Establishing and directing the Jamaica Anti-Doping Programme

- Consulting and promoting Anti-Doping research that contributes to the development and implementation of efficient programmes within doping control and Anti-Doping information and education
- Cooperating with testing and educational initiatives of the World Anti-Doping Agency (WADA) and other Anti-Doping Organizations, and encouraging reciprocal testing between National Anti-Doping organizations.

JADCO BOARD OF COMMISSIONERS

As stipulated by the Anti-Doping in Sport Act (2008), JADCO is governed by an Eleven (11) member Board of Commissioners headed by Chairman Mr. Alexander Williams, and is responsible for providing guidance and advice on policies and procedures.

CHAIRMAN

Mr. Alexander Williams

VICE CHAIRMAN

Hon. Michael Fennell, OJ, CD

MEMBERS

Dr. Andrew Wheatley

Ms. Joan Brown

Dr. Marion Bullock-DuCasse

Mrs. Alveta Knight

Prof. Rainford Wilks

Mr. Drum Drummond

Mr. Aldrick "Allie" McNab

Mr. Peter Chin

Dr. Kanchana Bandara-Coore

In February 2011 the Most Honourable Portia Simpson Miller appointed a new Board of Commissioners. The Board of Commissioners is comprised of Dr. Herbert Elliott (Chairman); Prof. Winston Davidson (Vice Chairman); Dr. Marion Bullock-DuCasse; Hon. Molly Rhone; Hon. Michael Fennell, OJ, CD; Ms. Joan Brown; Ms. Cathy Rattary Samuel; Prof. Rainford Wilks; Bishop Peter Morgan; Dr. Marilyn Lawrence-Wright; Ms. Sophia Fraser Binns; Ms. Sonia Mitchell (Ex-Officio).

JADCO THERAPEUTIC USE EXEMPTION COMMITTEE (TUEC)

CHAIRMAN

Dr. Marjorie Vessel

VICE CHAIRMAN

Dr. Tomlin Paul

MEMBERS

Dr. Charlie Roberts

Dr. Aksai Mansingh

Dr. Alveston Bailey

THE SECRETARIAT

The Secretariat is headed by an Executive Director who is appointed by the Commissioners. The Secretariat has twelve (12) employees and is divided into three (3) divisions, namely Human Resource Management (HRM) and Administration, Communication and Education and Technical Services.

SENIOR STAFF

ACTING EXECUTIVE DIRECTOR COORDINATOR

Ms. Florette Blackwood

DOPING

CONTROL

RESULTS

MGMT

Ms. Cara-Anne Bennett-Sudeene

DIRECTOR OF HRM AND ADMINISTRATION EDUCATION

Ms. Peta gay Waugh

DIRECTOR OF COMMUNICATION &

Mr. Garfield Ellis

Communication & Education Division

The Communication and Education Division is the information arm of JADCO responsible for producing and coordinating messages for the various publics. The Division delivers a suite of education products and services based on input from athletes, athlete support personnel, National Sport Federations (NSFs) and the World Anti-Doping Agency (WADA). Our activities include:

- Face-to-face education tailored to the needs of particular categories of athletes and athlete support personnel,
- Publication of educational products
- Provision of regular information and updates through direct communication with athletes.

One of the main aims of the Division is to work with NSFs to improve their understanding and encourage adoption of their obligations under the Anti-Doping Code by holding a series of forums on the requirements. This ensures that

Jamaican national sport federations take a uniformed, coordinated approach to meeting their Code obligations.

The period 2011- 2012 saw a targeted approach to the Communication and Education programmes at the Jamaica Anti-Doping Commission. Significant effort was made to target high school student athletes, their parents and coaches. There was also a concentrated effort to get anti-doping into the curricula of the primary and secondary school system. The Communication and Education Division embarked on a rebranding process to ensure that the education materials created were attractive, enticing and refreshing. We rebranded our newsletter and created a new motivational themed booklet called **"I am Athlete"**.

JADCO successfully secured a grant from the UNESCO Fund for the Elimination of Doping in Sport, which fueled JADCO's communication programmes for federations, professional and semi-professional athletes through its Cross-Island Workshop series.

The Division is constantly seeking ways to improve our communication and education programmes and has therefore embarked on a strategic move to create an online education platform that provides all members of the Jamaican sporting community (particularly athletes and support personnel) with access to anti-doping education. Considering this, JADCO launched our social media efforts by creating and maintaining Facebook and Twitter Fan pages. We also started the re-development process for the website which will focus on interactive e-learning technologies.

OUTPUT

During the financial year 2011-2012, the Communication and Education Division conducted twenty-four (24) targeted outreach activities and over 60 workshops. These sessions reached a combined audience of approximately 3,635 persons. The beneficiary audience included secondary school students, coaches and parents, professional and semi-professional athletes, members and administrators of National Federations and Associations and the general public, see Appendix 1. The Communication and Education sessions were always interactive and focused on the following key components in anti-doping:

- a. Doping Control Process
- b. Anti-Doping Rule Violations
- c. Results Management
- d. Prohibited List
- e. Therapeutic Use Exemption

CURRICULUM DEVELOPMENT

The Division aimed at increasing the access to anti-doping information from a very early stage and initiated the development of the Anti-Doping curriculum in schools. With the adoption of the World Anti-Doping Agency's (WADA) curriculum guide, several meetings were held with Senior Education Officers and members of the Core Curriculum Unit of the Ministry of Education.

The sessions led to a final understanding of the elements of the WADA toolkit to be incorporated in both the primary and high school curricula. Each component of the toolkit was analysed for value, relevance, length and manner of presentation and delivery to students. Some of the key points of concern were:

- The present Physical Education workload for students in secondary schools
- The class size of primary schools.
- Time available to teach physical education per week
- The amount of materials already in the physical education curriculum
- The amount and complexity of materials that students are able to handle at each level
- The relevance of the various sections to the situation on the ground

- The need for localized stories and examples to be used to replace the international stories and examples in the WADA toolkit, to make them more relevant

CONCLUSIONS

- Anti-Doping would be included in the physical education programme in both primary and secondary schools from Grade Four through to Grade Nine.
- Most of the sections of the WADA toolkit's Youth and Teen modules would be used or modified for inclusion and used in the curriculum up to the level of the Doping Control Process.
- Grades Four and Five would use the *Spirit of Sport* module split between them - Grade Four lessons 1 & 2; Grade Five lessons 3 & 4
- Grade Six students would be exposed to: Youth Unit 1 and the first half of Youth Unit 2
- Grade Seven students would be taught the full Youth Unit 2 curriculum plus the History of Sports and card game form Teen Unit 1
- Grade Eight students would be exposed to the History of Sports module and Teen Unit 1
- Grade Nine students would be exposed to the curriculum in Teen Unit 2 Lesson 1 and the Health Consequences of Doping

JADCO is now on a strategic path to localise the content of the tool kit to make the information culturally relevant thereby enhancing the effectiveness. For the remainder of the 2011-2012 period, efforts were made to seek professional writers to localise the content. This will continue during the 2012-2013 period.

PRESERVING THE SPIRIT OF SPORTS CROSS ISLAND WORKSHOPS

At the beginning of this period, JADCO was successful in acquiring a grant of US\$ 13,500.00 from the UNESCO Fund for the Elimination of Doping in Sport to fund the Cross Island series of workshops. During this year, two Cross Island workshops were conducted on July 14 and November 12, 2011. The workshops covered the parishes of St. Elizabeth, Manchester, Clarendon, Hanover, Westmoreland and St. James. The presentations were conducted by Mr. Kerwin Clarke (Manager of Results and Legal Affairs, WADA), Dr. Michelle Russell (Chief Pharmacist, Mayfair Pharmacy), Dr. Paul Wright (Lead Doping Control Officer) and Mrs. Cara-Anne Bennett-Sudeene (Doping Control and Results Manager, JADCO). The workshops covered:

- a. Prohibited List of Substances and Methods
- b. Managing Medication and Managing Health
- c. Doping Control Process

Date	Parishes Covered	Location	Persons in Attendance
July 14, 2011	Manchester and Clarendon	Mandeville	117
November 11, 2011	St. James, Hanover	Montego Bay	90
Total			207

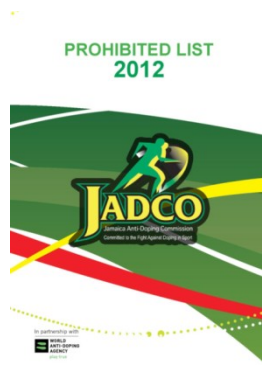


Jamaica Anti-Doping Commission 2011-2012

Publication and Education Material

Prohibited List

JADCO created 3 versions (Digital Version, Print Version and Full Version) of the **2012 Prohibited List** for distribution. Considering financial constraints, only the digital versions of the Prohibited List were distributed.



Newsletter

JADCO's newsletter went through an image change for the period 2011-2012. The change was to give the newsletter a more spirited and fluid look. This change was reflected in the content and layout of the newsletter. The name was changed from **JADCO News** to **True Spirit** and included personality interviews in featured areas called **Sports Hero** and **Spirit of Youth**. **True Spirit** provides important information about fitness and nutrition for athletes in the recurring **True Fitness** feature area. Two editions of the newsletter were published during the period and sent to our mailing list of approximately 700 persons.



Issue 2: Oct. - Dec. 2011

Media Coverage

JADCO continued to provide its weekly anti-doping tip during the programme Sports Nation Live on NationwWide News Network. A new tip covering various areas in anti-doping was read every week.

JADCO also made appearances on Newstalk 93 FM's 'In the stands' speaking about doping in sport and prohibited substances and on *Both Sides of the Story* with Michael Anthony Cuffe. During the period of the Cross Island Workshops, JADCO had articles in the Jamaica Gleaner,

Jamaica Observer and their affiliated newspaper, the Observer West. JADCO also made appearances on Television Jamaica's "Smile Jamaica".

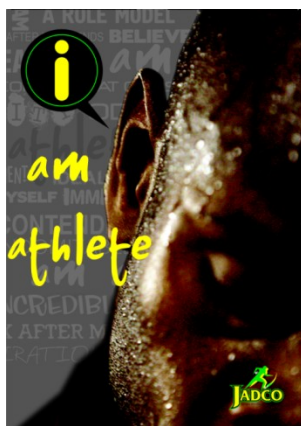
PUBLICATION

Complementing our efforts to target high school students, we worked closely with teen focused media outlets. An article was written for Interactive Media Solutions. This article was for their **Teen Zine** and was written with the theme "**Winners Play True**". The article was published on March 30, 2012 and can be found here: http://issuu.com/eazineslimited/docs/teen_spirit_ezine_-_27.3.2012

JADCO also established co-operation with Jamaica Observer to have our newsletter articles published in their Teenage Observer.

I Am Athlete

With the assistance from the UNESCO Fund for the Elimination of Doping in Sport, JADCO completed and printed 1200 copies of our motivational booklet *I Am Athlete*. The book contains 12 poems and inspirational quotes from top performing athletes.



INTERNATIONAL PARTICIPATION

JADCO is committed to maintaining an active voice in the international community. The then Director of Communication and Education, Mr. Garfield Ellis, was invited by WADA to be their representative at the All African Games in Maputo, Mozambique, South Africa, as part for their International Observer Programme. He was involved in the programme between August 28 and September 12, 2011.



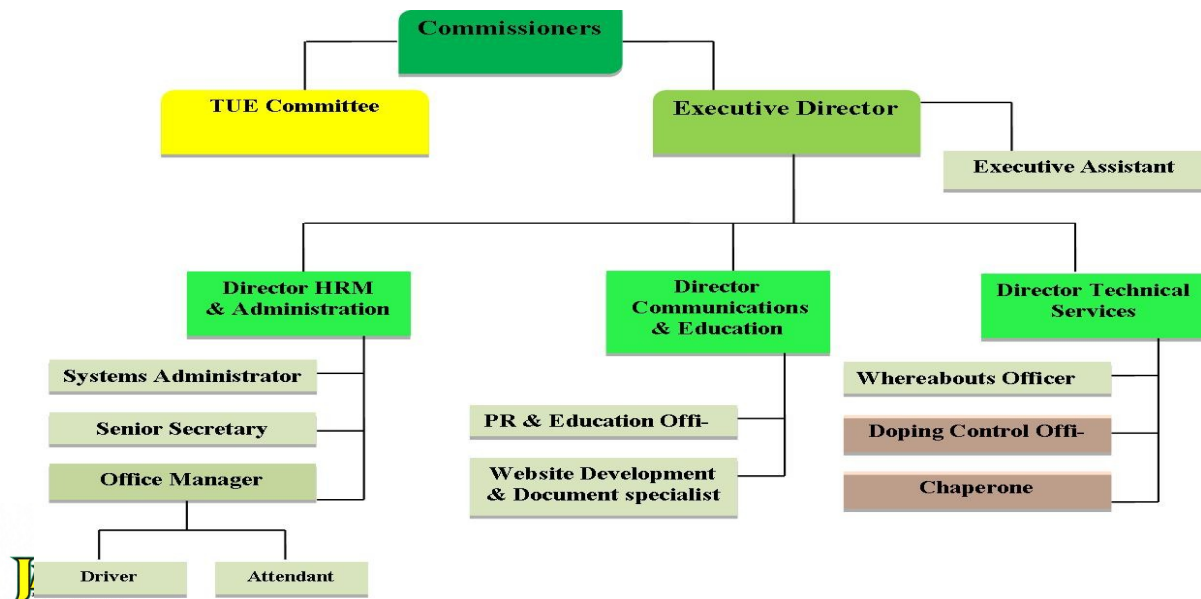
The Human Resource Management (HRM) and Administration Division continues to demonstrate high quality practices to ensure that the Commission is a well-regarded employer. This report presents information relating to the priorities and activities undertaken in the financial year 2011-2012 in the area of HRM and Administration. A preview of the Secretariat's staffing profile and the organisational chart as at March 31, 2012 can be found in *Appendix 1*.

The Division had invested in two major activities this year. The first was the compilation of JADCO's Policy and Procedural Manual. The establishment of the Policy and Procedural Manual is to ensure that the operation of the organisation does not deviate from its objectives or deteriorate over time. It will ensure that new employees are better able to adapt to the operations of the organisation and are made aware of what is expected of them while they are employed to the organisation. The manual was completed in September 2011 and was edited by the former Chairman, Mr. Alexander Williams.

The second major activity was the seeking of approval from the Corporate Management Division (CMD) in the Ministry of Finance for the classification of the posts of Finance and Accounts Manager, Accounting Technician and Doping Control Results Management Coordinator and for them to be added to the permanent structure of JADCO in order for the Commission to effectively execute its functions. Having reviewed the structure and the functions of JADCO, the CMD added six new posts to the structure, namely Executive Secretary, Finance & Accounts Manager, Accounting Technician, Doping Control Results Management Coordinator, Public Relations and Education Officer and Driver. The new posts come into effect on April 1, 2012.

Figure 1: JADCO's new organisational structure

KEY [REDACTED]



The Division continued to monitor the finances of the Commission and provide weekly and monthly reports to the Executive Director on the status of JADCO's financial affairs. It hopes that the process of setting up JADCO's Accounts and Finance Division will be finalised in the next financial year. This will give the Division the opportunity to invest more time in staff development and training.

STAFFING

The staff members in the Human Resource and Administration division assist the other divisional heads with all phases of the employment process. This includes conducting job analyses and finding practical means of filling gaps in the skills of employees.

Table 1: Total Number of Employee by Division

Technical Services	2
HRM & Administration	4
Communication and Education	3
Executive Office	2
TOTAL	11

Table 2: (2008-2011):

Total

Turnover

Summary

	Fiscal Year							
	2008-2009		2009-2010		2010-2011		2011-2012	
	%	Total	%	Total	%	Total	%	Total
Technical Services	0%	0	0%	0	0%	0	0%	0
HRM & Administration	0%	0	18%	2	9%	1	0%	0
Communication and Education	0%	0	9%	1	9%	1	18%	2

Executive Office	0%	0	0%	0	0%	0	9%	1
Total	0%	0	27	3	18	2	27	3
			%		%		%	

Facts and Figures:

- JADCO has 11 employees
- JADCO has 33 temporary employees (31 Chaperones and 2 Doping Control Officers)

As a new entity, staff continuity is paramount if JADCO wishes to grow and propel to the next level. The staff turnover at JADCO is relatively high for its size and for the years it has been in operation. Since 2008, eleven staff members which included the former Executive Director, Dr. Patrece Charles-Freeman had concluded their tenure at JADCO.

The Commission has had a 100% staff turnover since 2008. This has negatively impacted the entity’s productivity as the organisation is forced to continuously re-train new staff. Going forward, JADCO must work assiduously on staff retention as well as implement a cross training programme. A cross training programme will allow employees to become skilled at tasks outside the usual parameters of their job description and thus become greater assets for the Commission while gaining knowledge and skills that benefit them personally. This will reduce costs, improve employee morale, reduce turnover and increase productivity. It can also give the company greater scheduling flexibility, and may even lead to operational improvements.

Recruitment

For the reporting period the Division:

- Received and processed over 75 employment applications
- Published 7 advertisements for employment. Two were posted in the Jamaica Observer, Sunday issue (PR Officer and Website Development and Documentation Specialist), the other five were posted through the Office of the Services Commission (OSC).
- Filled three vacant posts - PR Officer, Website Development and Documentation Specialist and Office Manager.
The total cost for advertising to fill positions was **\$56,368.00**

Administration

At the commencement of the third quarter, the Division embarked on a mission to create an electronic records management database. The project was divided into three phases:

- Phase 1 - Creating a listing of all files in-house
- Phase 2 - Developing a code for each document in each file that was created
- Phase 3- Scanning each file and create an electronic file repository on the server

- Phase 4 - Linking the files in the repository to file listing

Upon the completion of the records management database, JADCO will be better able to effectively manage and control the record lifecycle. This process will allow easy storage, speedy retrieval of information, effective tracking of files as well as easy categorizing of files based on usage and timeline.

It must be noted that the records management project will be an on-going process, however it is anticipated that the records management database will be completed by the end of the next financial year (2012/2013).

Transportation

JADCO encountered several challenges with its fleet of vehicles, as for most of the year, its parent ministry - Ministry of Youth, Sports and Culture took control of one of our assigned vehicles the blue Pathfinder (Lic # 203891). Some of our activities had to be rescheduled as we did not have access to both vehicles.

System Administration

The Division continued to maintain and upgrade the Commission’s computer systems. It must be noted that the computer systems at JADCO are low powered small form factor computers that are not built for heavy memory processing. However, based on the workload performed by the staff at JADCO, the limited memory that is available in the operating system will soon be used up. The computers are regularly maintained on a monthly basis. The maintenance schedule entails disk clean-up, disc check and start up clean up, as well as removing any clutter found on the desktops.

The Commission had a service agreement with the Lutec Limited to service and maintain all the printers. Lutec Limited reported that the Commissions main printer was deteriorating and required new parts. However, based on the cost of repairing the printer compared to the cost of purchasing a new one, the Commissioners agreed not to purchase the required new parts but to do a trade-in of the Kyocera printer to a supplier that offers trade-in services and to pay the additional cost of procuring a new printer.

The Commission prepared and submitted an inventory listing of all the ICT assets owned by the Commission to the Central Information Technology Office (CITO) to be included in the Government’s ICT asset registry.

During the period, the Commission had solicited three suppliers to provide the entity with website hosting and maintenance services based on the following stipulations:

Services	Description
Server Access	SSH shell access FTP Access

<u>Web Services</u>	<ul style="list-style-type: none"> Web-based Control Panel SSL Secure Server Support Raw log files Full cgi-bin access
<u>FTP Services</u>	<ul style="list-style-type: none"> Anonymous FTP Unlimited non-anonymous FTP accounts Custom welcome messages
<u>VPS Add-ons</u>	<ul style="list-style-type: none"> Content Management Systems (Joomla!, Drupal, Mambo, e107)
<u>Web Development Tools</u>	<ul style="list-style-type: none"> Microsoft Frontpage 2002 extensions Java [™] PHP 5 and higher Perl 5 Server Side Includes
<u>Databases</u>	<ul style="list-style-type: none"> MySQL 5 MSQI
<u>Multimedia</u>	<ul style="list-style-type: none"> RealServer (http) Real Audio & Video Support MIDI File Support Shockwave Flash
<u>Mail Services</u>	<ul style="list-style-type: none"> POP mailboxes IMAP mailboxes Unlimited e-mail aliases Auto responder support Anti-spam features Web Mail

Proposals from all three suppliers were reviewed and the Gleaner Company was engaged to provide website hosting and maintenance services, as they were able to provide JADCO with all the stipulations requested.

Going Forward

The Commission will be looking at the possibility of adapting and implementing virtualization. If implemented, virtualization would allow the use of more servers without the need to purchase any new hardware. However, it must be noted that the Division is in the phase of testing the programme which will be greatly dependent on whether the servers can manage the programmes on a long term basis. This will be included in the 2012/2013 budget to be implemented once approval is received.



Technical Services Division

One of the core responsibilities of JADCO is to maintain a clean sporting environment through effective and efficient doping control testing. This will help to detect the use of prohibited substances and methods as well as ensure the application of sanctions for those who commit anti-doping rule violations. The Commission has delegated the responsibilities of detection and enforcement as well as all other

technical functions to the Technical Services Division. The Technical Services Division is generally responsible for:

- Athletes Whereabouts Information
- Doping Control Process
- National Registered Testing Pool (NRTP)
- National Athlete Database
- Test Distribution Plan
- Result Management
- JADCO TUEC secretariat support
- Scientific advice on the Prohibited List
- Research

The Technical Division aims to not only protect the health of Jamaican athletes but also the integrity of sport through a range of efficient and effective activities and strategies targeted at detecting doping practices.

The objectives of the Technical Division for this fiscal year were geared towards:

- A. Strengthening our already competent Whereabouts Information Programme
- B. Monitoring and streamlining the Registered Testing Pool (RTP) and updating our National Athlete Database
- C. Developing a strong and robust Test Distribution Plan as well as conducting an effective and rigorous doping control programme that adheres to International Standards.
- D. Conducting research that will seek to benefit anti-doping in Jamaica and protect the health of our athletes

The main objectives of the Technical Division were as follows:

- 1. To conduct an investigative research into the consumption of caffeinated energy drinks among secondary school athletes..
- 2. To improve the efficiency and effectiveness of the Whereabouts Programme, by expanding the methods or options used for athletes to submit whereabouts information.
- 3. To develop and execute the test distribution plan (2011/2012) for in and out-of-competition testing.
- 4. To strengthen relationships with organisers of sporting competitions which will ensure full cooperation for doping control to be conducted at the events.
- 5. To strengthen relationships with the national and international federations especially to conduct testing on their behalf at national and international events.
- 6. To continue the development of the Technical Manual in order to strengthen processes and procedures for the Technical Division
- 7. To manage and maintain the athlete database and the NRTP.
- 8. To initiate the design and development of the JADCO Technical Database

STRATEGIES AND ACTIVITIES

Whereabouts Information

Through past initiatives, the Division was able to develop, standardize and maintain an efficient whereabouts information programme which involved athlete notification, athlete and delegate education and ultimately athlete submission and updates of their whereabouts information. With the initiative which now requires all athletes to submit their whereabouts information themselves in the ADAMS database, it was necessary for the Division to improve on the means of

communicating with the athletes and their delegates as well as enhance the assistance provided to the athletes and their delegates by incorporating new technology into our existing programme. This included the use of Skype and text messaging through emails to widen the communication spectrum with various athletes.

An ADAMS SMS instruction card was also developed for the athletes, after several tests proved that the ADAMS SMS update feature worked for Digicel cell phones. Also, to aid in the awareness and distribution of information to the athletes, the Division initiated the development of ADAMS instruction cards, which will be made for three types of athletes - beginners, intermediate and advanced.

The Division continued to utilise the whereabouts submission reminder templates for athletes and delegates as it was proven over the period to be successful in reminding the athletes and delegates of their responsibility to update and submit their whereabouts information. The reminders were also sent to the athletes via text messages sent through emails.

The Division continued to conduct whereabouts information and ADAMS training workshops with athletes and their delegates. The Division also implemented an initiative where it engaged the federations with athletes in the testing pool to select a representative who will assist the athletes with their whereabouts information. This person would be trained on the ADAMS database and educated on the responsibilities of the athletes. The Division also thought it was important to execute its initiative of standardising the ADAMS Online Training Programme.

Athlete Database and Registered Testing Pool

The Division continued with its mandate to maintain an updated National Athlete Database and Registered Testing Pool. The information gathered for the National Athlete Database is imperative as it will provide JADCO with intelligence on athletes for possible target testing assist in making amendments to the Test Distribution Plan. The following were also employed as strategies for maintaining and monitoring the National Athlete Database and Registered Testing Pool:

1. Amending the listing of federations for placement in the National Registered Testing pool.
2. Conducting a review on all sporting federations in the country indicating overall athlete/team performance in national and international events. This information is to be used to revamp the NRTP where all sport that exhibit consistent success in international events are to be considered for placement.
3. Continuing the development of a database that will track athlete history and performance. This database facilitates the analysis of statistical data and charts gathered from information on athletes performances.

4. Attaining shared custodian relationships with international federations for Jamaican international athletes in the ADAMS database
5. Ensuring that all 11 Federations selected for placement in the National Registered Testing Pool were placed by conducting bi-annual notification periods.
6. Maintaining an up-to-date National Athlete Database by conducting quarterly updates with the national federations.
7. Enforcing quarterly registration periods for federations to register and update new and existing athletes to be placed in the athlete database.
8. Maintaining and frequently reviewing the National Registered Testing Pool on a quarterly basis
9. Registering all athletes who meet the criteria for placement in the National Registered Testing Pool by setting deadlines for submission of athlete lists.
10. Conducting daily research on the sports and athletes in the NRTP to formulate the database.
11. Developing and improving on forms to assist in tracking and making adjustments to the testing pool in order to facilitate better management of the testing pool.
12. Conducting frequent research on the performance of national and international athletes' for placement in or removal from the National Registered Testing Pool.

Doping Control

One of the most vital components of the Anti-Doping Programme is the Doping Control Programme. In addition to the IAAF World Athletics Championships 2011, the 2012 London Olympics and the ongoing CONCACAF World Cup qualifying matches, it was very imperative that the Technical Division conducted a robust and comprehensive testing programme aimed at conducting tests both in and out-of-competition.

With the tremendous success of the Jamaican athletes on the international scene, the Division thought it was prudent to develop and enforce a strategically vigorous and properly constructed testing plan that stood up to national and international scrutiny. As such, a robust and comprehensive Test Distribution Plan (TDP) was developed. It was geared towards testing athletes across the critical sporting disciplines that will be representing the country on an international scale. The Test Distribution Plan depicted a total of 200 tests to be conducted. The assignment of

tests across the sport in the test distribution plan was formulated based on the following criteria:

- History of doping in the sport
- International recognition of the sport
- Training periods and competition calendar
- Upcoming national and international competitions

The TDP also focused on an increased number of out-of-competition tests as evidence has proven that out-of-competition testing with no advance notice is a very effective method used to detect the use of prohibited substances and methods. The in-competition tests were mainly projected towards the National Senior Championships/Trials for the World Athletics Championships in 2011. Another strategy that the Division incorporated into the testing programme was the targeting of athletes. This was a means of strengthening the testing programme geared to detect the use of prohibited substances among a variety of suspected athletes.

To aid in developing the Test Distribution Plan, the various sporting federations were notified of their requirements to submit their 2011 and 2012 competition calendars. They were notified by email and phone.

The Division also continued to improve and update the Technical Manual, formally the Doping Control Procedural Manual, in order to streamline the management of the doping control process for both in and out-of-competition testing as well as incorporating procedures for the Technical Division.

Research

Due to the large influx of energy drinks on the Jamaican market, JADCO became especially concerned with the consumption of these beverages by the youth... The Division, in collaboration with the Communication and Education Division, therefore carried out an investigation into the consumption of these beverages among secondary school athletes and their attitudes regarding their consumption. Students in schools across the island were surveyed to identify whether there is an increasing trend of caffeine use that could negatively affect the athlete's health and tarnish the integrity of the young athletes. A detailed questionnaire was developed to determine:

- The types of energy drinks consumed by male and female secondary school athletes.
- The frequency of consumption of energy drinks among male and female secondary school athletes.
- The attitudes and behaviours of male and female secondary school athletes towards the consumption of caffeinated energy drinks.

- The reasons and factors which influence the consumption of caffeinated energy drinks among secondary school athletes.
- How knowledgeable the athletes were on the dangers of consuming caffeinated energy drinks

OUTPUT

Athlete Database and Registered Testing Pool

1. Thirty-two (32) federations were contacted to submit a list of their active members/athletes for the national athlete database. This was conducted by the distribution of packages consisting of a standard introductory letter and spreadsheet to all sporting federations via email and mail. The spreadsheet was included to assist the federations in providing all the required information.
2. Eleven (11) federations were contacted and provided with the criteria for placement of their athletes in the registered testing pool, and asked to submit a list of athletes who met the required criteria for placement in the National Registered Testing pool (NRTP).
3. The National Registered Testing Pool was updated on a quarterly basis
4. The performance of athletes in and outside of the National Registered Resting Pool was monitored daily using various media channels such as newspapers, credible websites, news reports etc, as well as collaborating with the national and international federations.. The statistics gathered was used to assist in creating the performance database aspect in the JADCO Tech database.
5. Research conducted on all national sporting federations to determine the overall success of their athletes/teams in international events as rationale for amending the current federations in the NRTP.

Doping Control

1. The Test Distribution Plan 2011/2012 for both in and out-of-competition testing was developed. A total of 200 tests were allotted, of which 121 tests were allocated for in-competition and 79 tests were allocated to out-of-competition for the fiscal year. A higher number was designated for in-competition tests due to the IAAF World Championships in 2011 and as such, the majority of the athletes who will be representing the country as a part of the national team would have to be tested at the National Trials. In addition, there were other competitions of national importance. The test distribution plan was reviewed

on a monthly basis depending on the budgetary allocations provided, change in competition schedules and the testing pool.

2. The Division continued to conduct testing on behalf of international and national federations such as the IAAF, as requested by the entities.
3. The Technical Manual was reviewed and amended to incorporate not just all aspects of both the in and out-of-competition process but other processes and procedures overseen by the Technical Division such as whereabouts information management, results managements, the test distribution plan, the national registered testing pool etc. In addition, various templates were developed to aid in the documentation process as well.
4. Eleven (11) Federations in the NRTP were contacted to provide their 2011 and 2012 event calendars.

Whereabouts Information

The output for whereabouts information is listed below:

1. Regular email and text message (SMS) reminders were scheduled using the Microsoft Office Platform and sent to the athletes in the NRTP, for which JADCO is currently their ADAMS custodian.
2. Quick Reference Instructional Cards for ADAMS 3.0 were created for the following users:
 - Athletes
 - Athlete Delegate
3. A Quick Reference Instructional Card for Whereabouts Update submission was updated to reflect the changes to ADAMS 3.0. This was done to assist athletes in updating their whereabouts information throughout the relevant quarters via ADAMS.
4. The Athletes Guide was reviewed, updated and issued to all athletes in the NRTP, especially those athletes who were newly placed into the NRTP.
5. To sensitise athletes about the changes to the ADAMS system, interactive PowerPoint slideshows mimicking the new ADAMS 3.0 were developed. The Division also offered workshops on weekends, until the final release of ADAMS 3.0 is unveiled.
6. The Skype software was installed on all the machines for the staff members that belong to the Technical Department. This was done to increase the current level of access and aid provided to the athletes and their delegates who required assistance or support to submit their whereabouts information.

7. An ADAMS SMS instruction card was developed to introduce the athletes to the new method which can be used to send their whereabouts updates via text messages to ADAMS from a mobile phone.
8. The initiated use of **Google Docs** solely as the means of scheduling whereabouts workshops to facilitate automatic notifications to the relevant persons within JADCO etc. whilst recording the workshop schedules.

OUTCOME

Athlete Database and Registered Testing Pool

The outcome was measured by the successful delivery of an Anti-Doping education programme, interaction with the athletes and athlete delegates and the timely distribution of information given to the major stakeholders. Also as at the end of the fiscal year, a total of 74 athletes were in the NRTP. See *Appendix 2*.

Doping Control

The following outcomes were observed:

1. A total of one-hundred and twenty (120) tests were conducted during the fiscal year. 65 in-competition tests were conducted among 4 competitions and 55 out-of-competition tests were administered. This was 80 tests less than the projected 200 tests which were allocated in the finalized test distribution plan. See *Appendix 3*.
2. The severe reduction in the number of tests completed during this fiscal year was mainly due to fiscal constraints facing the country, as well as by the increased number of tests conducted at the National Senior Championships in 2011. The testing conducted at the National Senior Championships in 2011 severely impacted the remaining budget allocated for doping control and, as such, harshly affected testing for the remainder of the fiscal year. In order to adequately conduct doping control to meet international standards for the World Championships in 2011, the Jamaica Anti-Doping Commission had to increase the number of tests for the Senior Championships held on June 23-26, 2011 from sixteen to forty-four (16-44). This increase caused a deviation from the budget which was allocated at **\$3,273,999.96** which would only be adequate to conduct approximately 100 tests. Testing at the National Senior Championships cost approximately **\$1,173,704.76**. This regrettably left a severe gap in the budget for doping control which resulted in a temporary halt being placed on testing as we were unable to pay outstanding bills.

3. Eight (8) out of eleven (11) federations supplied competition calendars to JADCO. It must be noted that only the eleven federations in the National Testing Pool were contacted to submit their 2011 and 2012 competition calendar, which were used to develop the Test Distribution Plan.
4. Two (2) Adverse Analytical Findings were reported in the 2011/2012 fiscal year for athletes representing the country in netball and track and field. The prohibited substances were Furosemide and Clomiphene Metabolites respectively. The case for the netballer was taken to the Jamaica Anti-Doping Disciplinary Panel and later a decision was rendered by the Panel. This decision, however, was appealed through the Jamaica Anti-Doping Appeals Tribunal and was later settled. In the case of the track and field athletes, the athletes took their appeal to the Court of Arbitration for Sport.

Table showing number of tests conducted and the Adverse Analytical Findings (AAF) recorded during the period April 2009-March 2012

Fiscal Year	IC	OOC	AAF	Total
2009-2010	121	54	9	175
2010-2011	46	104	0	150
2011-2012	65	55	2	120

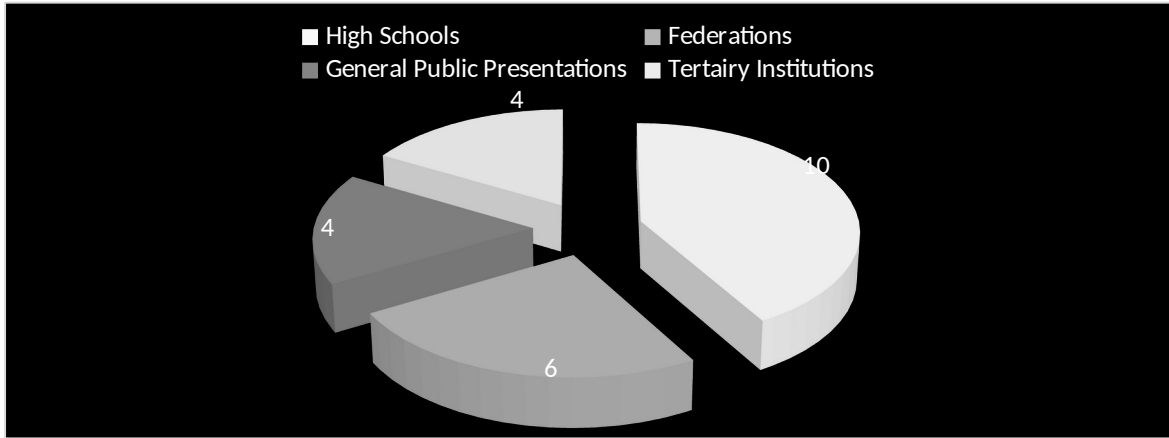
Whereabouts Information

1. The scheduling, tracking and management of whereabouts and ADAMS workshops was drastically improved by the utilisation of **Google Docs**.
2. One Hundred and twenty-eight (128) whereabouts workshops were conducted during 2011/2012. *See Appendix 5.*
3. Within each quarter, an increasing trend in the amount of timely whereabouts submissions was reported. *See Appendix 4.*
4. An individual from the Jamaica Football Federation (JFF) was trained on the use of ADAMS to assist the National U17 football team with submitting their whereabouts information as most of the players did not have access to the internet.
5. Tests were conducted and it was revealed that only Digicel customers would be able to utilise the ADAMS text messaging feature. As such, an ADAMS SMS instruction card was created and submitted to the Communication and Education Department for review.
6. Development of the JADCO tech database was initiated in order to improve the Division's ability to track changes to the National Athlete Database, the National Registered Testing Pool, the performance of athletes and provide evidence for placement into the N RTP.

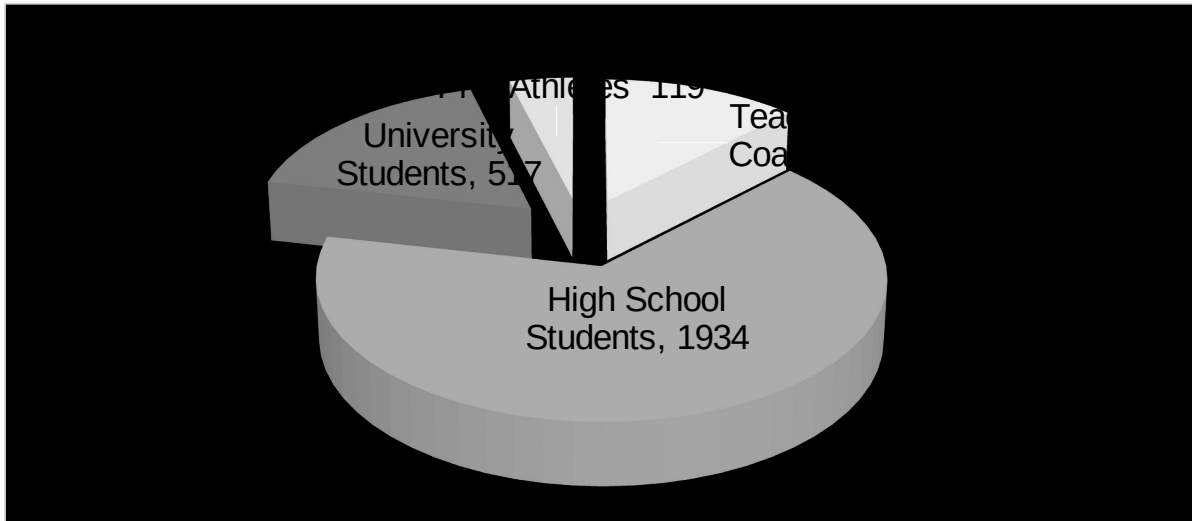
7. A Text Message Reminder system was implemented where the text messages were sent on a routine basis to remind athletes when to submit or update their whereabouts information. This proved to be very successful as there was an increase in the amount of athletes making timely whereabouts submissions and maintaining accuracy to their whereabouts information by making the necessary updates.
8. Three interactive PowerPoint presentations were made and distributed to the athletes in the NRTP to introduce them to the “**ADAMS 3.0**” upgrade. This enhancement saw an entire alteration to the physical layout of the database in order to improve the overall user friendliness of the database especially for athletes and their delegates.
9. Frequent use of Skype by athletes and delegates which enables the Whereabouts Officer to offer assistance in using ADAMS has resulted in successful updates and submissions.

Appendix 1

THE BREAK DOWN OF THE TARGETED SESSIONS ACHIEVED FOR THE 2011-2012 PERIOD.



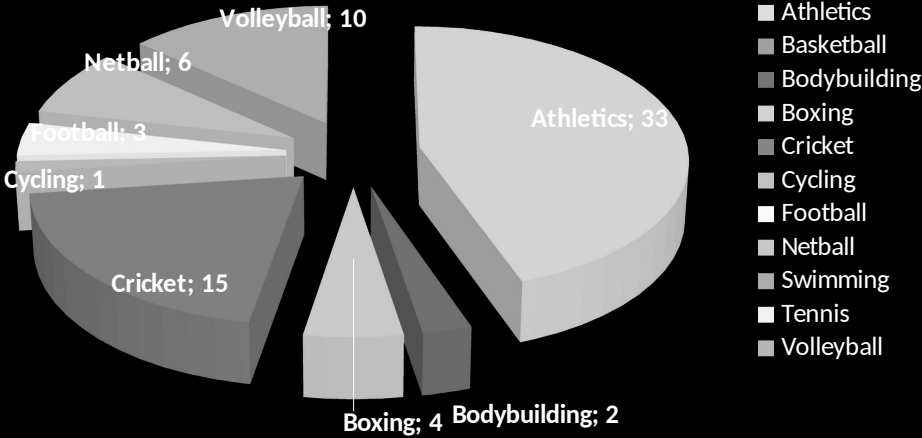
THE BREAK DOWN OF THE CATEGORIES OF PERONS THAT PARTICIPATED IN ALL OUTREACH ACTIVITIES IN THE 2011-2012 PERIOD



Appendix 2

Breakdown of Athletes in the NRTP by Sport

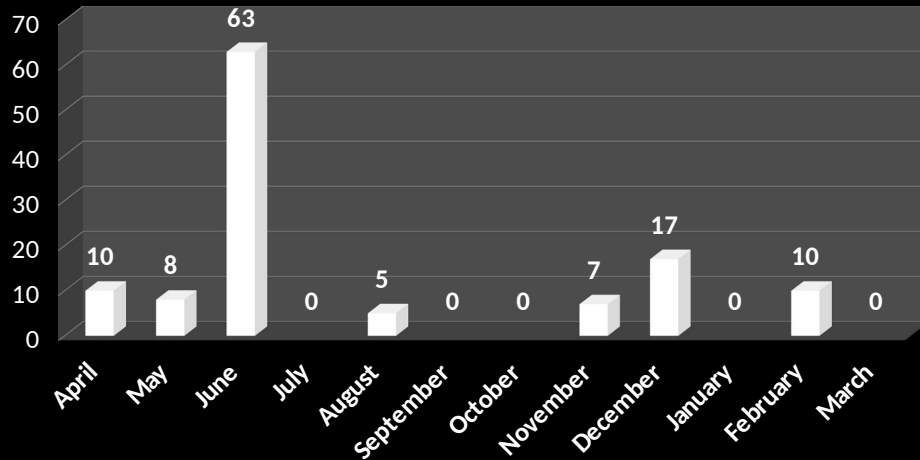
Total Athletes in the NRTP



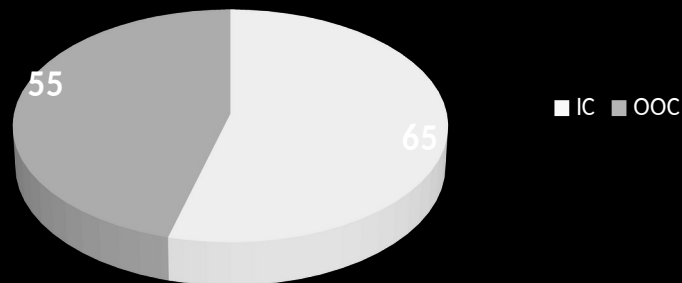
Appendix 3

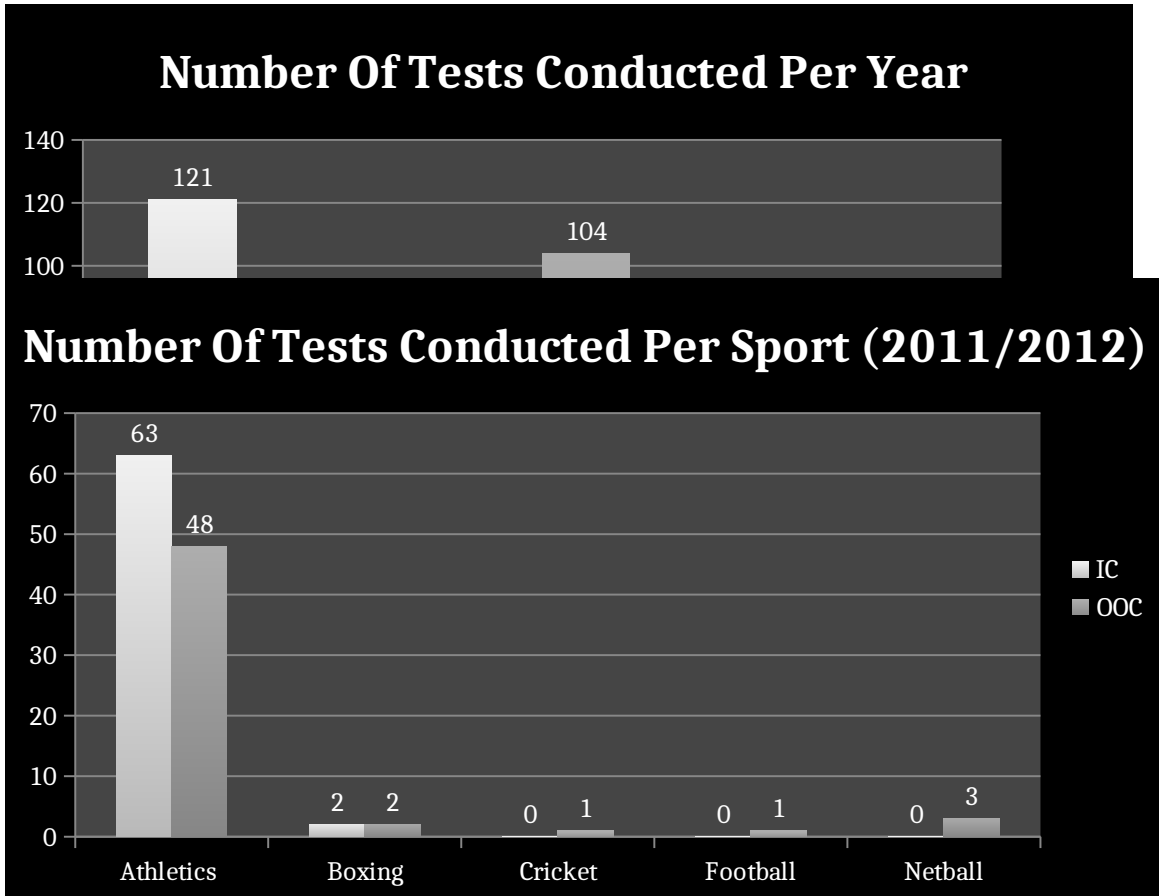
Breakdown of the number of tests Conducted

Total Number of Tests Conducted Per Month in 2011/2012



Total Number of In-Competition Tests vs Out Competition Tests conducted in 2011/2012

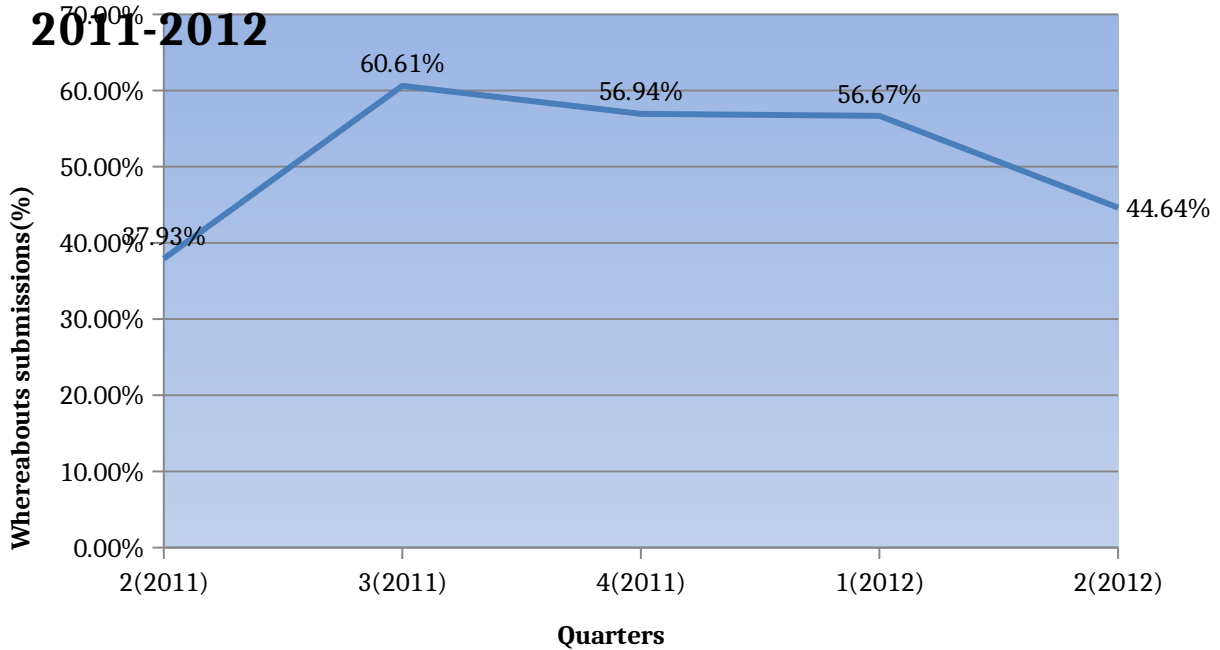




Appendix 4

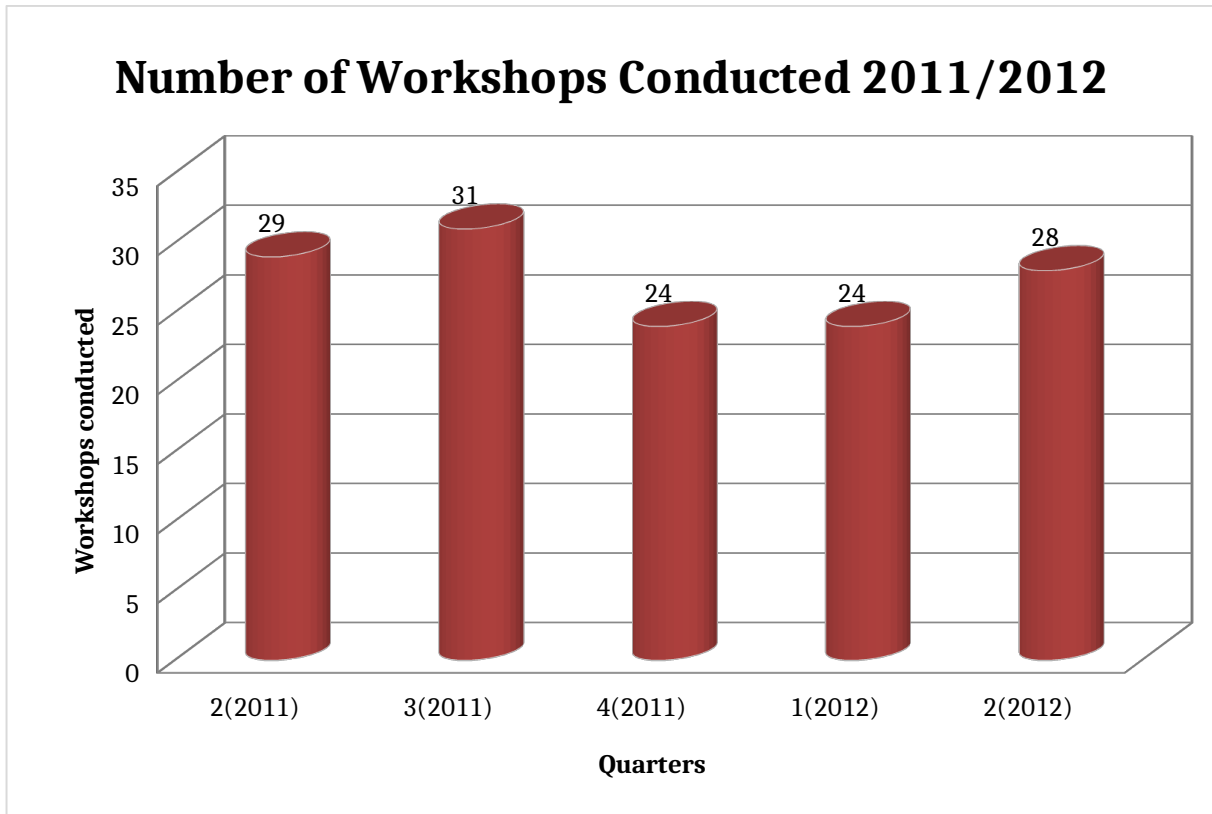
Breakdown of Whereabouts Submission

Timely Whereabouts Submissions during the period 2011-2012



Appendix 5

Breakdown of Total Workshops Conducted



FINANCE

For the financial year ending March 31, 2012, the Jamaica Anti-Doping Commission (JADCO) received an approved budget of **\$27,967,000.00**.

The finance subdivision's objectives were to:

1. Have proper utilisation and management of budget allocation.
2. Generate monthly expenditure reports and tracking sheets.
3. Reduce excessive usage of paper by staff.
4. Assist in funding all projects embarked on by the Commission.
5. Ensure that most of the Commission's bills are paid in a timely manner.
6. Ensure that the Commission is compliant with the GOJ procurement guidelines.

The following objectives were realised by the finance subdivision:

1. The acquisition of funding for all projects undertaken by JADCO.
2. Procurement breaches are prevented due to proper checks and balance based on monthly reports.
3. Reduction in paper usage.
4. Most of the Commission's bills were paid on time.

SENIOR EXECUTIVE COMPENSATION

Position	Salary (\$)	Gratuity or Performance Incentive (\$)	Travelling Allowance or Value of Assignment of M/Vehicle	Pension or Other Retirement Benefits (\$)	Other Allowances (\$)	Non-Cash Benefits (\$)	Total (\$)
Executive Director	3,772,364.00	-	796,500.00	-	-	-	4,568,864.00
Director, Technical Services	1,730,031.00	-	514,500.00	-	-	-	2,244,531.00
Director, Education & Communication	2,208,993.00	-	420,000.00	-	-	-	2,628,993.00
Director, Human Resource Management & Administration	-	-	-	-	-	-	-
GRAND TOTAL	<u>7,711,388.00</u>	-	<u>1,731,000.00</u>	-	-	-	<u>9,442,388.00</u>

Position of Director	Fees (\$)	Policy & Technical	Education & Communication	Finance & Audit	M/Vehicle Upkeep/Travelling or Value of Assignment of M/vehicle	Honoraria (\$)	All other compensation including Non-Cash Benefits as applicable (\$)	Total(\$)
Chairman	50,000.00	-	-	-	-	-	-	50,000.00
Deputy Chairman	28,500.00	-	7,000.00	-	-	-	-	35,500.00
Board Member	37,000.00	14,000.00	-	-	-	-	-	51,000.00
Board Member	26,000.00	-	-	-	-	-	-	26,000.00
Board Member	18,500.00	-	-	-	-	-	-	18,500.00
Board Member	30,000.00	10,500.00	-	-	-	-	-	40,500.00
Board Member	15,000.00	-	3,500.00	-	-	-	-	18,500.00
Board Member	15,000.00	-	-	-	-	-	-	15,000.00
Board Member	22,500.00	-	-	-	-	-	-	22,500.00
Board Member	26,000.00	-	-	-	-	-	-	26,000.00
Board Member	45,000.00	-	-	-	-	-	-	45,000.00
Chairman	62,500.00	12,500.00	-	-	-	-	-	75,000.00
Board Member	7,500.00	-	3,500.00	-	-	-	-	11,000.00
Board Member	37,500.00	-	10,500.00	-	-	-	-	48,000.00
Board Member	22,500.00	-	21,000.00	-	-	-	-	43,500.00
Board Member	30,000.00	7,000.00	-	-	-	-	-	37,000.00
Board Member	15,000.00	-	-	-	-	-	-	15,000.00
Board Member	15,000.00	28,000.00	-	-	-	-	-	43,000.00
Total	503,500.00	72,000.00	45,500.00	-	-	-	-	621,000.00

STATEMENT OF EMOLUMENTS FOR BOARD OF DIRECTORS



AUDITOR GENERAL'S DEPARTMENT
P.O. BOX 455
KINGSTON 10
JAMAICA
Email: audgen@auditorgeneral.gov.jm

**Auditor General's Report
To the Accounting Officer
of the Ministry of Youth and Culture**

Report on the Appropriation Account

I have audited the accompanying Appropriation Account of the Ministry of Youth and Culture – Head 4500 which comprise the Account by Objects, Activity/Projects and explanatory statement of the causes for variation between approved estimates and expenditure as at March 31, 2012.

Accounting Officer's Responsibility for the Account

The Accounting Officer is responsible for the preparation and presentation of the Account in accordance with the Financial Administration and Audit Act. This responsibility includes: designing, implementing and maintaining internal controls relevant to the preparation and presentation of the Appropriation Account that is free from misstatement, whether due to fraud or error; applying the requisite government accounting policies; and ensuring that transactions and events are executed in accordance with laws and regulations that are appropriate in the circumstances.

Auditor's Responsibility

My responsibility is to express an opinion on the Account based on my audit. I conducted my audit in accordance with the Financial Administration and Audit Act and the auditing standards issued by the International Organization of Supreme Audit Institutions (INTOSAI). Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the Appropriation Account is free from misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the Account. The procedures selected depend on the auditor's judgment, including the assessment of the risks of misstatement in the Appropriation Account, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Ministry/Department's preparation and presentation of the Appropriation Account in order to design audit procedures that are appropriate in the circumstances. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of the explanations provided by management, as well as evaluating the overall presentation of the Appropriation Account.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Opinion

In my opinion, the attached Appropriation Account is a fair representation of the financial transactions for the year ended March 31, 2012 in accordance with Section 24 I (1) (a)(b) of the Financial Administration and Audit Act.

Report on Additional Requirements of the Financial Administration and Audit Act

I have obtained all the information and explanations which, to the best of my knowledge and belief, were necessary for the purpose of the audit. In my opinion, proper accounting records have been maintained and the Appropriation Account is in agreement therewith and gives the information required in the manner so required.


Auditor General

2013/04/16
Date

Sub-programme 22: Anti-Doping in Sports

Activity 1830: Grant Anti-Doping Commission

21- Compensation of Employees Savings are due to the non-filling of posts on the establishment	Savings	\$1,004,613.86
22- Travel Expenses & Subsistence Savings are due to the non-filling of travelling posts and the reduction in local travel	Savings	\$591,440.00
23- Rental of Property, Machinery and Equipment Excess is due to the reduction in the Second Supplementary Estimates when commitments were already in place	Excess	\$14,870.00
24- Public Utility Service Savings are due to the delay in submitting utility invoices	Savings	\$369,991.33
25- Purchase of Other Goods and Service Savings are due to the late submission of invoices and prudent sourcing of goods and services	Savings	\$231,997.08
30- Grants and Contributions	NIL	NIL

Appropriation Account by Object
Head: 4500 Ministry of Youth, Sport and Culture

Function: 12
 Sub-Function: 01
 Programme: 501
 Sub-Programme: 22
 Activity: 1830
 Financial Year: 2011/12

Statement of Expenditure

Object	Approved Vote	Warrant Allocation to-date	Year-to-date (YTD) Expenditure	Balance on Warrant	Balance on Vote
	1	2	3	4=(2-3)	5=(1-3)
2 Compensation of 1 Employees	17,200,000.00	16,187,000.00	16,195,386.14	- 8,386.14	1,004,613.86
2 Travel Expenses & 2 Subsistence	2,303,000.00	1,739,000.00	1,711,560.00	27,440.00	591,440.00
Rental of Property, 2 Machinery and 3 Equipment	2,364,000.00	1,360,000.00	2,378,870.00	-1,018,870.00	- 14,870.00
2 4 Public Utility Service	1,100,000.00	902,000.00	730,008.67	171,991.33	369,991.33
2 Purchase of Other 5 Goods and Service	5,000,000.00	3,028,000.00	4,768,002.92	-1,740,002.92	231,997.08
3 Grants and 0 Contributions	-	-	-	-	-
Total	27,967,000.00	23,216,000.00	25,783,827.73	-2,567,827.73	2,183,172.27