



Strategic Plan

2007 - 2012

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I. FOREWORD

The World Anti-Doping Agency (WADA) was formally established in November 1999. WADA is the collaborative organization created by the Sports Movement and Governments worldwide for the purpose of promoting and coordinating the global harmonized campaign against doping in sport.

WADA's initial Strategic Plan (Plan) was created in 2001 and revised in 2004. The 2007 revision has been developed to align its activities and resources over the next five years.

The Plan has eight Strategic Objectives. They are based on the World Anti-Doping Code (Code), the current environment and emerging trends in anti-doping, and WADA's governance and operational activities. The Plan outlines key objectives, major strategies, programs and performance indicators that focus WADA's strategic direction and enable it and stakeholders to assess its effectiveness.

Doping in sport results from a combination of individual, cultural, societal and physiological factors. Prevention of doping in sport must be based on a clear understanding of the complex nature of the problem and the comprehensive mix of strategies needed to address them successfully. The development of the Plan takes this into account.

The Code provides the basic framework for WADA's work: "To protect the Athletes' fundamental right to participate in doping-free sport and thus promote health, fairness and equality for Athletes worldwide." In addition, the current environment and emerging trends in the areas of education, science, medicine, international trafficking of doping substances, and investigations provide the context for the objectives and strategies of the Plan.

In all of WADA's work and the fulfillment of its Strategic Objectives, it will:

- preserve the integrity and value of sport and youth
- actively promote the "level the playing field" philosophy
- act independently, professionally and without bias or influence

"WADA is committed to eliminating all doping in sport. It is committed to creating a level playing field for all sportsmen and sportswomen worldwide. There will be zero tolerance for those who cheat." Richard W. Pound, Chairman

II. VISION, MISSION AND VALUES

Vision:

A world that values and fosters doping-free sport

Mission:

To promote, coordinate and monitor on an international basis, the campaign against doping in sport in all its forms

Core Values:

Independence

- We are impartial, objective, equitable and balanced
- We avoid improper influences or conflicts of interests that would undermine our independent and unbiased judgment

Ethical Approach

- We conduct our activities in accordance with the highest standards of ethical behaviour
- We develop policies, procedures and practices that reflect justice, equity and integrity

Accountability

- We are fully accountable to our funding bodies
- We conduct our activities in accordance with principles of transparency and accountability

Professionalism

- We adopt a professional approach when conducting business for and on behalf of WADA

Best Practice

- We benchmark off and apply best practice standards to all our activities

Innovation

- We develop innovative and practical solutions to assist countries and sport organizations to implement and comply with the Code

Integrity

- We act as the guardian of the values and spirit inherent in the Code

III. SUMMARY OF STRATEGIC OBJECTIVES

WADA's Plan is built around eight Strategic Objectives:

1. Provide leadership on current and emerging issues and in the communication of effective strategies and programs in the campaign against doping in sport
2. Achieve compliance with the Code by all anti-doping and international sport organizations
3. Generate universal involvement of public authorities and public leaders in the campaign against doping in sport
4. Promote an international framework for education programs that instil the values of doping-free sport
5. Promote universal awareness of the health risks of doping so that stakeholders, with a particular focus on medical practitioners and other members of the athlete entourage, use that knowledge in their interaction with and education of athletes for the purpose of preventing doping and protecting health
6. Implement an international scientific research program and foster an international scientific research environment that monitors (as well as predicts) trends in doping science and actively promotes reliable research outcomes in the development, improvement and implementation of detection methods
7. Lead, assist and perform oversight so that every accredited anti-doping laboratory performs at a level consistent with international standards
8. Be a respected organization whose corporate governance and operating standards reflect international best practice

The Strategic Objectives reflect the expectations of WADA's stakeholders. They form the cornerstones of this Plan. The Plan underpins the Annual Business Plan and Operating Budget.

IV. STRATEGIC OBJECTIVES

Objective 1:

Provide leadership on current and emerging issues and in the communication of effective strategies and programs in the campaign against doping in sport

Outcome:

WADA is recognized by the international community as the authority and the "thought-leader" in the campaign against doping in sport in all its forms

Strategies:

1. Continually promote and advocate to stakeholders and the public at large WADA's role, vision and core values
2. Collate and disseminate to stakeholders and the public at large information based on reliable research and/or about the campaign against doping in sport
3. Continue to develop and implement communications programs that promote WADA's strategic initiatives, advancements made in anti-doping and the importance of the global harmonized campaign against doping in sport
4. Continue to publish technical, best practices and other anti-doping material
5. Give presentations and represent WADA at conferences to deliver WADA's messages and leadership role in the anti-doping campaign

Performance Indicators:

1. Develop and implement a communications plan for each of WADA's Strategic Objectives, integrating resources and methods (Play True magazine, Web site, stakeholder and media communications, articles and op-eds submitted to trade journals and press) (Plans in place and implementation commenced by February 2008)
2. Develop and implement a communications plan for the Revised Code, integrating resources and methods (Plan in place and implementation commenced by April 2008)
3. Host a minimum of one press event per year in each of the five regions of the world
4. Collate and disseminate expert research and/or evidence to stakeholders and in trade journals and WADA publications (ongoing)
5. A minimum of two WADA-generated articles published in major newspapers or magazines in each of the five regions of the world

6. Give a minimum of 24 presentations each year, as prioritized by the Director General
7. Host a minimum of two forums a year

Objective 2:

Achieve compliance with the Code by all anti-doping and international sport organizations

Outcome:

Every anti-doping program is fully compliant with the Code

Strategies:

1. Continue to coordinate and manage the evolution and improvement of the Code through consultation with stakeholders
2. Continue to monitor (daily and substantive) stakeholder Code implementation and compliance and report on progress of same
3. Continue to build on and promote programs that inform anti-doping and sport organizations and athletes about their Code responsibilities
4. Continue to identify and promulgate best practices in anti-doping policies, programs, activities and research
5. Continue to encourage and assist anti-doping and sport organizations in anti-doping program development and implementation
6. To ensure that the integrity of the Code and its harmonized rules are consistently and equitably applied, continue to identify the evolving jurisprudential outcomes from the Court of Arbitration for Sport (CAS) appeals and/or from other related hearings as they apply to the principles and the application of the Code
7. Foster the sustainable development of Regional Anti-Doping Organizations (RADOs)
8. Continue to manage the out-of-competition testing program until all International Federations are compliant with the Code
9. Oversee the development and continued improvement of the ADAMS system and ensure it is functional and compliant with data protection regulations
10. Continue the ADAMS training and implementation program to ensure ADAMS is implemented by all anti-doping and international sport organizations
11. Continue to promote the engagement of professional sporting leagues worldwide in Code-compliant programs

Performance Indicators:

1. Report to the Executive Committee on stakeholder Code compliance and implementation (Every two years)

2. Annually review the effectiveness of anti-doping programs to inform stakeholders of their Code responsibilities and best practices
3. Monitor results and sanctions applied by CAS and related hearings and where appropriate, appeal non-compliant results and sanctions (ongoing)
4. As prioritized in the business plan, establish a minimum of three new RADOs each year with the goal of all countries being actively engaged in anti-doping by 2012
5. Annually review the ADAMS program, including stakeholder implementation, training and reports

Objective 3:

Generate universal involvement of public authorities and public leaders in the campaign against doping in sport

Outcome:

All governments actively committed to the campaign against doping in sport in all key areas of influence including education, scientific research and public health programs, as well as through the effective promulgation of rules and regulations enabling doping investigations and sanctions by enforcement agencies

Strategies:

1. Work with UNESCO and the Conference of Parties to encourage every country to ratify and fulfil its responsibilities under the UNESCO International Convention against Doping in Sport (UNESCO Convention)
2. Continue to facilitate the integration of anti-doping programs with government programs through education, scientific research, public health and related initiatives
3. Identify and, where appropriate, assist governments to develop their legal frameworks to meet the Code's anti-doping compliance requirements at national and/or regional levels
4. Develop model rules and protocols for public and sports authorities to coordinate activities in investigations and share information
5. Ensure that every country maintains its commitment to anti-doping through financial commitment to WADA
6. Ensure that every country has a Code-compliant anti-doping program, either through a national agency or a regional program

Performance Indicators:

1. With UNESCO, identify those governments that are non-compliant and encourage them to ratify the UNESCO Convention (ongoing)
2. Annually review the effectiveness of WADA's facilitation of the integration of anti-doping/government programs, with the purpose of annually increasing harmonization among their rules/regulations, the Code and the UNESCO Convention until all rules are harmonized
3. Increase of investigations led by public authorities and coordinated with sport
4. Increase of number of governments supporting Code-compliant national or regional anti-doping organizations (as appropriate) and timely fulfilling their financial commitment to WADA (*cf. Strategic Objective 2, Performance Indicator 4, and Strategic Objective 8, Performance Indicator 2*)

Objective 4:

Promote an international framework for education programs that instil the values of doping-free sport

Outcome:

A stakeholder culture that understands, promotes and practices the values of doping-free sport

Strategies:

1. Engage all stakeholders in integrating a values-based component into education programs and, where practicable and appropriate, placing particular emphasis on youth and younger athletes as primary targets
2. Facilitate and monitor stakeholder development, implementation and sharing of values-based education materials and programs
3. Continue to collect and make available to stakeholders current relevant information and education materials developed by stakeholders and others
4. Continue to develop and make available education tools and materials for customization and use by stakeholders as well as facilitate and monitor stakeholder development, implementation and sharing of such materials and programs
5. Continue to promote ongoing social science research focused on attitudes about doping including its risk factors as well as research about effective prevention strategies
6. Collect and make available to stakeholders reports of outcomes of current relevant social science research

Performance Indicators:

1. Annual increase in numbers of stakeholders developing, implementing and maintaining values-based anti-doping education programs
2. Annual increase in use of social science research outcomes to assist with the development of anti-doping education programs
3. Annual increase in numbers of governments or, as applicable, Ministries of Education, subscribing to and implementing teaching modules for the development of values of respect, self-respect and fair-play as an integral part of primary and secondary school curricula
4. Annual increase of regions, countries, communities and sports organizations reached with anti-doping education symposia, seminars or workshops
5. Stakeholder surveys to show satisfaction with the diversity and quality of anti-doping education materials made available by WADA and/or increase in

recorded use, by stakeholders, of materials that are developed by other stakeholders

Objective 5:

Promote universal awareness of the ethical aspects and health risks of doping so that stakeholders, with a particular focus on medical practitioners and other members of the athlete entourage, use that knowledge in their interaction with and education of athletes for the purpose of preventing doping and protecting health

Outcome:

All stakeholders, especially sport medical practitioners and other members of the athlete entourage, are aware of the ethical aspects and health risks of doping and are actively sharing that knowledge with athletes and youth so that they may be dissuaded from doping

Strategies:

1. Develop close relationships with international and national bodies addressing health (e.g., World Health Organization) and professional organizations (e.g., sport medicine practitioners) to promote education about the health risks of doping to practitioners, other members of the athlete entourage, athletes and youth
2. Develop educational tools and charters to help sport medical practitioners inform and educate athletes and coaches about the health risks of doping

Performance indicators:

1. Establish a priority list of a network of appropriate medical and health organizations that are to be the recipients of an education campaign on the health risks of doping
2. Develop an education campaign for implementation with these organizations for an annual increase in numbers of health care professionals reached

Objective 6:

Implement an international scientific research program and foster an international scientific research environment that monitor (as well as predict) trends in doping science and actively promotes research outcomes in the development, improvement and implementation of detection methods

Outcome:

The expansion of international anti-doping research programs increase the active monitoring and prediction of trends in doping science for the development of enhanced and new detection methods

Strategies:

1. Maintain the current funding level of WADA's Scientific Research Program to ensure high quality international anti-doping research programs
2. Develop partnerships and strategic alliances with external organizations and individuals in order to increase the resources dedicated to and amount of scientific research performed in anti-doping
3. Develop earlier assessments of the doping potential of new drugs in collaboration with external partners (e.g., drug agencies, and pharmaceutical and biotechnology companies)
4. Promote longitudinal follow-up (Athlete's Passport) to concomitantly improve anti-doping efficiency and reinforce health protection

Performance Indicators:

1. WADA Scientific Research Program funding no less than current (2007) level
2. Annual increase in international research programs
3. Annually review and prioritize partnerships and strategic alliances
4. Research outcomes analyzed and appropriate ones implemented; publication of outcomes as appropriate (ongoing)
5. Athlete's Passport pilot completed and program implemented

Objective 7:

Lead, assist and perform oversight so that every accredited anti-doping laboratory performs at a level consistent with international standards

Outcome:

WADA, stakeholders and public at large have confidence that every accredited anti-doping laboratory performs at a level consistent with international standards

Strategies:

1. Review and update existing—and develop and implement new—policies, standards and protocols for accreditation and reaccreditation
2. Strengthen the expertise and independence of the review development process

Performance Indicators:

1. Review/update existing policies, standards and protocols (ongoing)
2. Develop new accreditation/reaccreditation policies, standards and protocols as required (ongoing)
3. Develop and implement an improved process for independent review

Objective 8:**Be a respected organization whose corporate governance and operating standards reflect international best practice****Outcome:**

WADA is a highly respected organization capable of leading the international campaign against doping in sport and fulfills its fiduciary responsibility to stakeholders with respect to best practice governance and operational effectiveness

Strategies:

1. Implement best practice governance, management and administration standards at every level of its operations
2. Continue to expand its strategies and partnerships to ensure WADA's ongoing financial viability
3. Consistently review activities in relation to operational performance, including cost-effectiveness
4. Provide an adequate level of resources to enable WADA to achieve its Mission and key Strategic Objectives through its annual business plans and operating budgets
5. Implement good employer human resource policies and practices to ensure the recruitment and retention of qualified staff

Performance Indicators:

1. Best practice standards to be reviewed each year as part of the annual business plan and improvements implemented within six months of recommendation
2. To enable the effective implementation of annual program plans, 70 percent and 90 percent of levies to be collected by March and July respectively
2. Annual business plan objectives to be achieved within operating budgets
3. Human resource policies to be implemented and policies and manuals to be reviewed and updated annually to ensure that they are effective and enable the recruitment and retention of qualified staff