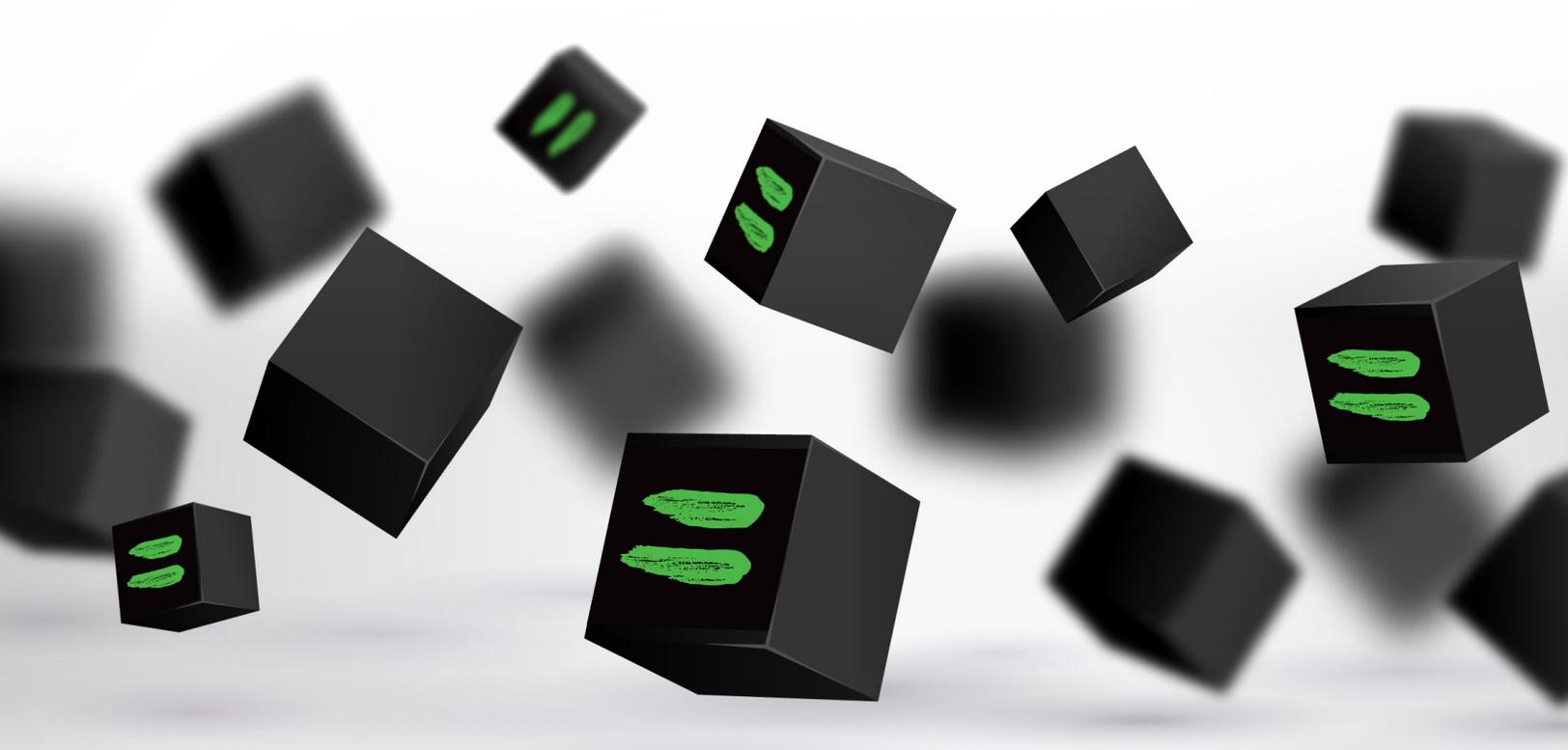


STRATEGIC PLAN 2015–2019

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I. FOREWORD

The World Anti-Doping Agency (WADA) was formally established in November 1999. WADA is the international organization created by the Sports Movement and Governments worldwide for the purpose of promoting, coordinating, and monitoring the global harmonized movement for doping-free sport, and to protect the rights of the clean athlete.

WADA's initial Strategic Plan (Plan) was created in 2001. It was revised in 2004, 2007, 2011 and this revision in 2014 has taken place in order to align its activities and resources over the next five years.

The Plan has nine 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 convey WADA's strategic direction and allow for an assessment of WADA's 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";* and *"To ensure harmonized, coordinated and effective anti-doping programs at the international and national level with regard to detection, deterrence and prevention of doping".*

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. Advances in collaboration with international partners such as the United Nations Educational, Scientific and Cultural Organization (UNESCO), International Criminal Police Organization (INTERPOL), World Customs Organization (WCO), the International Laboratory Accreditation Cooperation (ILAC), the International Federation of Pharmaceutical Manufacturers & Associations (IFPMA), and other governmental bodies have contributed greatly to this anti-doping effort.

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 a "level playing field" philosophy
- act independently, professionally and without bias or influence

"WADA is a unique partnership between the Sports Movement and Governments, with its main aim being to protect the clean athlete and provide a level playing field for all. This unique partnership underlines the fact that if we, the anti-doping community, are to succeed in levelling the playing field, it will require the will of everyone who wants, and believes in, pure and fair sport."

- Sir Craig Reedie, WADA President, 2014

II. VISION, MISSION AND VALUES

Vision:

A world where all athletes can compete in a doping-free sporting environment.

Mission:

To lead a collaborative worldwide movement for doping-free sport.

Core Values:

Integrity

- We are the guardian of the values and spirit inherent in the Code.
- We are impartial, objective, balanced and transparent.
- We observe the highest ethical standards and avoid improper influences or conflicts of interests that would undermine our independent and unbiased judgment.
- We develop policies, procedures and practices that reflect justice, equity and integrity.

Accountability

- We govern and manage in accordance with the values and spirit of the Code.
- We are accountable to our funding bodies, while maintaining appropriate independence from undue influence.
- We respect the rights and integrity of clean athletes.

Excellence

- We conduct business professionally.
- We develop innovative and practical solutions to assist with stakeholder Code implementation and compliance.
- We benchmark off and apply best practice standards to all our activities.

III. SUMMARY OF STRATEGIC OBJECTIVES

WADA's Plan is built around nine Strategic Objectives:

1. **Leadership:** Lead a comprehensive strategy to protect the rights of clean athletes.
2. **Development/Implementation:** Partner with and assist stakeholders in the implementation of quality anti-doping programs.
3. **Compliance:** Maintain the integrity of doping-free sport through Code signatory compliance.
4. **Sports Movement and Public Authorities:** Strengthen the engagement of the Sports Movement, the Public Authorities and their leaders to uphold clean sport.
5. **Information and Data Management:** Provide a global clearinghouse (IT platform) to facilitate the fight against doping worldwide.
6. **Education:** Promote, advocate and lead anti-doping education initiatives.
7. **Research:** Lead, implement and promote international research.
8. **Laboratories:** Lead, monitor and assist WADA-accredited and WADA-approved anti-doping laboratories.
9. **Governance:** Govern and operate effectively and efficiently in accordance with core values.

The Strategic Objectives reflect the expectations of WADA's stakeholders and will ensure that athletes will be appropriately included and engaged in their implementation. They form the cornerstones of this Plan. The Plan underpins the Annual Business Plan and Operating Budget.

IV. STRATEGIC OBJECTIVES

Objective 1: Leadership

Lead a comprehensive strategy to protect the rights of clean athletes.

Outcome:

WADA is recognized by the international community as the authority and the “thought-leader” in the movement for doping-free sport in all its forms.

Strategies:

1. Develop and implement a communications plan to promote and advocate WADA’s leadership role, vision, core values, initiatives and advancements.
 - a. Ensure quality participation at events to deliver WADA’s messages.
 - b. Encourage two-way communication with stakeholders through dynamic tools and technologies.
2. Continue to publish technical, best practices and other anti-doping material and engage the clean athlete in all programs and activities.
 - a. Collate and disseminate reliable anti-doping research to stakeholders and the public.
 - b. Share best practices and provide guidance to stakeholders as they implement athlete targeted anti-doping activities.
3. Continue to build strategic alliances to expand the anti-doping capabilities/ knowledge/proficiency.
 - a. Partner and collaborate with signatories and other stakeholders to develop and promote anti-doping strategies, alliances and awareness.
 - b. Encourage and foster collaboration between signatories and other stakeholders to share knowledge, resources and information that enhance global anti-doping programs and Code implementation.

Performance Indicators:

1. Annually review the effectiveness of WADA's communications plan as it applies to each of its Strategic Objectives, integrating resources and methods.
2. Annually align communications activities to Agency priorities taking into account world coverage and events-based objectives.
3. Collate and disseminate expert research and evidence to stakeholders and in trade journals and WADA publications. Annually review the process with the goal of expanding the network.
4. Annually produce and promote globally a number of substantive WADA-generated articles for publication in specialized magazines or journals as well as a number of WADA message-based articles for publication on WADA platforms and in major publications (online and paper).
5. Give presentations and represent WADA at conferences and events to deliver WADA's messages and leadership role in the anti-doping movement as prioritized by the Director General.
6. Hold an annual Anti-Doping Organization (ADO) symposium and other applicable forums linked to the needs of stakeholders and the sharing of better practices. Conduct a stakeholder survey before the symposium to determine areas of interest and a post symposium survey to gain stakeholder feedback.
7. Publish annually a compilation of anti-doping testing figures by laboratory, sport and testing authorities, as well as other statistical data that will identify trends in doping and assist stakeholders in the implementation of more effective programs.

Objective 2: Program Development/Implementation

Partner with and assist stakeholders in the development and implementation of quality anti-doping programs.

Outcome:

The quality of anti-doping programs is improved worldwide.

Strategies:

1. Build and promote anti-doping programs that inform ADOs, athletes and their support personnel about their Code responsibilities.
2. Support and work with National Anti-Doping Organizations (NADOs), Regional Anti-Doping Organizations (RADOs), International Federations (IFs), National Olympic Committees (NOCs), and Major Event Organizations (MEOs) – including the International Olympic Committee (IOC) and the International Paralympic Committee (IPC) – to develop and promote effective anti-doping programs.
3. Provide the necessary financial and training support to ensure the development and implementation of RADO anti-doping programs.
4. Encourage Governments, NOCs and regional bodies to foster the sustainable development of RADOs and independent NADOs.
5. Promote the engagement of non-signatory sports organizations in Code-compliant programs.
6. Partner with identified MEOs – including the IOC and the IPC – in advance of and during major events through the Independent Observer (IO) program to assist in the preparation and implementation of effective anti-doping programs leaving a legacy of anti-doping experience and knowledge in the country/region that hosted the event.

Performance Indicators:

1. As required, update existing and develop new tools such as guidelines, protocols, models of best practice and other resources (e.g. webinars) to assist signatories in the implementation of the Code and International Standards.
2. Annually review WADA's various programs that support effective anti-doping programs to ensure they remain best practice, and to identify areas of improvement. This includes but is not limited to the Athlete's Biological Passport program and the Technical Document for Sport Specific Analysis.
3. Increase in the number of governments, NOCs and regional bodies supporting Code-compliant National or Regional ADOs.
4. Actively support all RADOs to facilitate the achievement of agreed targets and outcomes each year.
5. Engage with non-signatories to improve the manner in which they conduct their anti-doping programs including the collection of samples in accordance with the International Standard for Testing and Investigations and having result management rules in line with the Code.
6. WADA's IO program to be involved in at least two major events annually, including Olympic Games and Paralympic Games every other year.
7. Through regular meetings and communication, engage and support established and developing NADOs in the development of anti-doping programs.
8. Regularly assess the needs of and provide support to IFs.
9. Inform, educate and assist NOCs through attendance at IOC Sessions, Continental NOC meetings and cooperation with the Association of National Olympic Committees.
10. Encourage the independent professional sporting leagues to progress closer to Code compliant anti-doping programs through open and regular meetings.
11. Where applicable, work with identified MEOs (minimum of two years) in advance of major events to assist in the preparation of key anti-doping programs, identifying and addressing any potential issues in advance of the event.

Objective 3: Compliance

Maintain the integrity of doping-free sport through Code signatory compliance.

Outcome:

Every anti-doping program is fully compliant with the Code.

Strategies:

1. Provide legal review of signatories' rules to ensure they are in line with the Code and provide guidance to signatories where rules are not compliant.
2. Monitor stakeholder Code implementation and compliance activities, to ensure the integrity of the Code and associated International Standards are consistently and equitably applied, and report to the WADA Foundation Board on progress.
3. Develop a compliance assessment program that is International Standard Organization (ISO) certified.
4. Assist signatories in achieving compliance where shortfalls are identified through structured and monitored development programs.
5. Coordinate efforts with the IOC, the IPC, as well as umbrella organizations representing IFs, NADOs and NOCs to support ADOs under their jurisdiction to achieve Code compliance.
6. Appoint and coordinate an independent compliance review group to oversee compliance matters and provide recommendations to WADA and report non-compliance matters to the Foundation Board.
7. Implement a limited targeted out-of-competition testing program that is driven by information and intelligence and used to assess compliance where necessary.
8. Continue to coordinate and manage the evolution and enhancements of the Code through consultation with stakeholders.
9. Continue to identify the evolving jurisprudential outcomes from the Court of Arbitration for Sport (CAS) appeals and from other related hearings.

Performance Indicators:

1. Review signatories' rules and provide critical and helpful comment back as soon as is practicable. Publish biannually those signatories that have rules in line with the Code and those that do not.
2. Develop a set of compliance guidelines to outline the criteria for compliance and the process for measuring signatories.
3. Publish annually the criteria and assessment methods adopted by the WADA Executive Committee and Foundation Board to measure compliance of signatories.
4. Seek ISO 9001:2008/2015 certification for the manner in which the compliance monitoring and measurement program is conducted.
5. Conduct a compliance program in accordance with the required ISO procedures.
6. Regularly assess the needs of and provide support to the IOC, the IPC, as well as umbrella organizations representing IFs, NADOs and NOCs to achieve Code compliance.
7. Review and monitor the effectiveness and quality of anti-doping programs and provide stakeholders with corrective actions to meet any shortfalls in their Code responsibilities and best practices.
8. An independent Compliance Review Committee to be established consisting of a mix of external experts as well as anti-doping experts that will work closely with WADA on compliance matters and that will provide recommendations to report to the WADA Executive Committee and Foundation Board on stakeholder Code implementation and compliance (as defined in the Compliance Program).
9. Assess information and intelligence received from third parties and pass on credible information to the appropriate signatories or authorities to act on or where applicable coordinate testing either directly or in partnership.
10. Actively monitor results and sanctions applied by signatories, CAS and related hearings and where appropriate, appeal non-compliant results and sanctions.

Objective 4: Sports Movement and Public Authorities

Strengthen the engagement of the Sports Movement, Public Authorities and their leaders to uphold clean sport.

Outcome:

All sports and governments are actively committed to doping-free sport in key areas of influence including in particular:

- For sports: education, scientific research, testing programs, as well as through the promulgation of rules and regulations that enable doping investigations and sanctions.
- For governments: education, scientific research and public health programs, as well as through the promulgation of rules and regulations that enable doping investigations and sanctions by enforcement agencies.

Strategies:

1. Work with the IOC and the IPC in enhancing anti-doping work in the Sports Movement.
2. Collaborate with the IOC, the IPC, other MEOs and individual IFs to ensure athletes and their entourage are informed and educated on all matters relating to clean sport.
3. Interact with IFs and collective sports bodies to ensure that regulatory frameworks are in place to support the Code and that proper information-sharing and investigations can be conducted.
4. Work with the United Nations Educational, Scientific and Cultural Organization (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).
5. Work with individual countries and intergovernmental organizations to encourage implementation of legislation and, where appropriate, assist governments to develop legal frameworks to ensure Code compliance at national and/or regional levels.
6. Interact with governments to ensure that regulatory frameworks are in place to support the Code, particularly in the areas of trafficking and distribution of prohibited doping substances, and ensure that proper investigations can be conducted.
7. Facilitate the integration of anti-doping platforms with government programs through education, scientific research, public health and related initiatives.

8. Develop model rules and protocols for public and sports authorities to coordinate activities and share information during anti-doping investigations.
9. Work with INTERPOL and other international law enforcement bodies to ensure appropriate sharing of evidence and information.
10. Ensure that every country and the IOC maintain and promote their commitment to anti-doping through financial commitments (including any additional contributions) to WADA.

Performance Indicators:

1. Enhanced level of information and education delivered by sports organizations to athletes and entourage.
2. Increase in the level of information-sharing between sports organizations and between sports organizations and public authorities.
3. Identify those governments that are failing to implement adequately the WADA-identified priority UNESCO Convention Articles, and actively encourage UNESCO and its Conference of Parties to implement a strategy accordingly. Develop a list of governments to review for compliance with identified Convention Articles.
4. 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.
5. Revise the Model Rules and Protocols for information sharing and investigations.
6. Annual increase in level of investigations led by public authorities and coordinated with sport.
7. Annually review the working strategy and practice with INTERPOL and other international bodies.
8. Annual increase in the number and in the amount paid by governments fulfilling their financial commitment to WADA. The increase should at a minimum compensate the cost of living increase.
9. At all intergovernmental meetings and forums, where appropriate, deliver priority messages to encourage anti-doping in government education, scientific research and public health programs.

Objective 5: Information and Data Management

Provide a global clearinghouse (IT platform) to facilitate the fight against doping worldwide.

Outcome:

A world class information and data management system that will help athletes, their support personnel and WADA to combat/prevent doping in sport.

Strategies:

1. Develop and maintain a system that is helpful and user-friendly to athletes and ADOs.
2. Ensure that the system is secure and meets data protection requirements to facilitate the collection, storage, sharing and use of anti-doping information, including whereabouts and Therapeutic Use Exemptions (TUEs), among designated stakeholders.
3. Design the system so that WADA is able to perform its monitoring role and allows for the establishment of reliable statistics/testing information.
4. Provide a system that allows for the collection, storage and sharing of other relevant information in the fight against doping.
5. Educate/inform end users about its availability and how to use it, in particular through the conduct of training courses.

Performance Indicators:

1. Annually review the platform to ensure it is maintained, fully secured and if necessary, altered to meet current or new requirements.
2. Ensure that the system is used by providing regular training courses which meet the needs of the audiences.
3. Ensure that IT platform developments are pursuant to time requirements and are within budget.
4. Regularly consult with all users and user groups for the purposes of maintaining quality and responsiveness for consumers of the IT platform.

Objective 6: Education

Promote, advocate and lead anti-doping education initiatives.

Outcome:

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

Strategies:

1. Create an international framework for education programs that instills the values of doping-free sport.
2. Promote awareness of the ethical aspects and health, legal and social consequences of doping so that stakeholders use that knowledge in their interaction with and education of athletes to prevent doping, protect health and uphold the integrity of sport.
3. 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.
 - a. Facilitate and monitor stakeholder development, implementation and sharing of values-based education materials including interactive tools and outreach programs directed at youth and that can be run and adapted by stakeholders to fit their specific needs.
 - b. Continue to collect and make available to stakeholders current relevant information and education materials developed by stakeholders and others.
 - c. Continue to enhance and make available education tools and materials for customization and use by stakeholders as well as to facilitate and monitor stakeholder development, implementation and sharing of such materials and programs.
 - d. Facilitate the accessibility of information and materials through relevant communication channels, in particular targeting the young athlete.
4. Develop close relationships with international organizations to promote education and raise awareness of the health risks of doping to athletes, support personnel, practitioners and youth.
5. Raise awareness on anti-doping matters among members of the medical profession, in particular sports medicine practitioners, sport physiotherapists, athletic therapists, but also general physicians.

Performance Indicators:

1. Annual increase in the number of stakeholders developing, implementing and maintaining values-based anti-doping education programs.
2. Increase in the number of Governments/Ministries of Education each year, that are moving from providing information to 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.
3. Anti-doping education symposia, seminars or workshops conducted in countries where communities and sports organizations have not been reached before.
4. Review annually the priority list of the network of appropriate medical and health organizations that are recipients of WADA's education programs on the health risks of doping by athletes.
5. Review annually WADA's current education programs for implementation with these organizations to increase the number of health care professionals reached.
6. Increase in the number of stakeholders receiving WADA's assistance in the implementation of their programs.



Objective 7: Research

Lead, implement and promote international research.

Outcome/s:

Anti-doping science is strengthened by:

1. International anti-doping research programs enhancing the ability to monitor and predict doping trends. This enhanced ability results in the development of new and improved detection and prevention methods and strategies.
2. Early identification of the doping potential of illegal/designer/counterfeited drugs that is available to athletes.

Strategies:

1. Foster an international anti-doping research environment and expert network that monitors and predicts trends in doping science, extends scientific and social science knowledge in support of anti-doping objectives and actively promotes the development, improvement and implementation of those research outcomes into effective detection strategies, methods and tools.
2. Inform the IOC of WADA's research activities in order to optimize coordination between the IOC's Research Fund and WADA's Research Programs.
3. Generate alternative sources of funding to ensure resources are available to support high quality international anti-doping research programs, while maintaining funds for the WADA Research Programs.
4. Develop partnerships and strategic alliances with external organizations and individuals to increase sharing of knowledge and resources dedicated to anti-doping research.
5. Strengthen WADA's influence and involvement in groups/organizations which sponsor anti-doping research in order to optimize resources and objectives.
6. Maintain and support regular and ad hoc expert working groups that guide the development of programs and research.
7. Promote earlier identification and assessment of the doping potential of new drugs in collaboration with external partners (e.g. drug agencies, and pharmaceutical and biotechnology companies).
8. Continue to promote ongoing social science research focused on understanding doping behaviours.

Performance Indicators:

1. Encourage and promote innovative anti-doping research.
2. Maintain WADA's Scientific Research Program funding and identify and approach potential sources of external funding to supplement the annual research budget.
3. Upon receipt of IOC Research Fund outcomes, integrate where appropriate into the anti-doping research framework managed by WADA.
4. Annually review and prioritize partnerships and strategic alliances in the areas of scientific anti-doping research with other funding agencies.
5. Research outcomes are analyzed and implemented regularly.
6. Communicate/disseminate research outcomes to relevant experts and forums (i.e. Laboratory/Prohibited List/Health, Medical and Research groups) and promote publication in peer-reviewed scientific journals.
7. Strengthen partnerships with the biopharmaceutical industry and drug agencies, establishing collaborative agreements to facilitate the exchange of information and knowledge.
8. Through the attendance at conference and publications, annually increase interest across all regions/continents in the use of social science research outcomes to assist with the development of anti-doping education programs.
9. Collect and make publicly available reports of outcomes of current relevant WADA funded research.
10. Implement a standardized social science research survey across stakeholders to improve education programs and enable cross cultural studies.

Objective 8: Laboratories

Lead, monitor and assist WADA-accredited and WADA-approved anti-doping laboratories.

Outcome:

In order to instil confidence to all stakeholders and the public at large, every Laboratory performs consistently and in agreement with the rules so that consistently valid and reliable test results and evidentiary data are produced.

Strategies:

1. Review and update standards and protocols for accreditation and re-accreditation in line with best practice.
2. Maintain a high level of expertise and independence in the review process of laboratory performance.
3. Foster the continuous development and implementation of novel technologies for anti-doping testing leading to more efficient and effective doping control programs.
4. Collaborate and promote the further development of partnerships with international organizations operating in relevant fields (e.g. International Laboratory Accreditation Cooperation, ILAC; International Standards Organization, ISO; and International Bureau of Weights and Measures, BIPM).
5. Further strengthen the WADA External Quality Assessment Scheme (EQAS) (in particular the double blind and educational programs) and maintain the laboratory site visit program.

Performance Indicators:

1. Regularly review the current accreditation/re-accreditation policies, standards and protocols.
2. Annually monitor and evaluate laboratory performances.
3. Regular involvement/participation of new leading experts as members or consultants to the Laboratory Expert Group.
4. Work constantly with the laboratory experts and the anti-doping laboratories to integrate new research outcomes in routine anti-doping testing.
5. Maintain regular (at least annually) and active relationships with international partner organizations involved in assessment/accreditation of laboratories (i.e. ILAC, BIPM, ISO).
6. At least three double blind EQAS samples released per annum to be integrated as part of the global EQAS program.
7. At least two site audits, in the network of WADA accredited laboratories, annually triggered on WADA's initiative.



Objective 9: Governance

Govern and operate effectively and efficiently and in accordance with WADA's core values.

Outcome:

WADA is a highly respected organization capable of leading the international movement for doping-free 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. Consistently review activities in relation to operational performance, including cost-effectiveness.
3. Practice sound employer human resource policies and protocols to ensure the recruitment and retention of qualified staff.
4. Implement IT and privacy policies to ensure the highest standards are applied.
5. Continue to expand strategies and partnerships to ensure ongoing financial viability. Adhere to a sound investment policy to minimize financial risk to WADA.
6. 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.
7. Promote WADA as a respected and highly ethical brand which is regarded as a leader within the broader sport and anti-doping community.

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 are collected by March and July respectively.
3. Annual business plan objectives are achieved within operating budgets.
4. Agency policies and protocols are implemented and are reviewed and updated biannually.