#### Annex B – Project Plan for the Development of Anti-Doping Structure and Programs within an Anti-Doping Organization (ADO) Partnership

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# 1.0 Introduction

With reference to the Memorandum of Understanding (MoU) between the Mentee Anti-Doping Organization (ADO 2)[[1]](#footnote-1) and the Mentor Anti-Doping Organization (ADO 1)[[2]](#footnote-2), this Project Plan identifies responsibilities, tasks and milestones to be carried out in the Project period. The Project Plan covers the development of anti-doping structures and programs as per the requirements of the World Anti-Doping Code.

# 2.0 Project Personnel

## 2.1 Project Group – Mentee ADO (ADO 2)

One person shall be appointed as the Project Manager, responsible for carrying out the project for the Mentee ADO (ADO 2).

Operational project personnel shall be recruited for carrying out the project in accordance with the time schedules, responsibilities and tasks described in this Project Plan. These shall be organized in a Project Team consisting of persons with multidisciplinary competence representing different levels and functions for the anti-doping work to be carried out in the Mentee ADO (ADO 2).

## 2.2 Project Personnel – Mentor ADO (ADO 1)

Mentor ADO (ADO 1) should appoint the Project Mentors, who shall be driving the project forward as per this Project Plan. The number of Project Mentors may be decided based on the scope of Project Plan.

The Project Mentors shall advise on the international requirements and the development of the anti-doping structure and programs carried out by Mentee ADO (ADO 2).

Additional experts may participate for the purpose of advising at the project meetings depending on the topic.

## 2.3 Steering Group

A Steering Group shall be established and shall ensure that the Project is carried out in accordance with this Project Plan.

The Steering Group shall review the progress reporting and adjust the Project Plan accordingly. Typical review shall take place once per year.

If WADA is engaged in the cooperation project, then one person from WADA should be appointed as a member of the Steering Group.

The Chief Executive Officer (CEO) (or designate) of Mentee ADO (ADO 2) and the CEO (or designate) of Mentor ADO (ADO 1) should represent their respective organizations on the Steering Group.

# 3.0 Description and schedules

The Project shall be carried out based on three main elements:

* Project Meetings
* In-between Working Periods
* Guidance and Support

Within the project period of the MoU, {insert number} Project Meetings will normally be held each year for a total of {insert number} Project Meetings, to be adjusted and agreed by the Steering Group if required.

The main topics to be covered during the project period will be:

* Organization, legal framework, structure, budgets and rules
* Doping Control Program[[3]](#footnote-3)
* Intelligence and Investigations Program
* Education Program
* Strategies and Communication
* Others identified based by the ADOs.

# 4.0 Milestones and periods

Milestones for the in-between periods shall be identified enabling the Mentee ADO (ADO 2) project team to review and organize the workload and carry out the tasks for the upcoming in-between period (see example Project Plan for details[[4]](#footnote-4)).

|  |  |  |
| --- | --- | --- |
| Project Meetings {Insert Year} | In-between period | Goals and milestones |
| {Insert Month} | {Insert timeframe} | {Insert Month} |
| * Opening of the Project * Frame Conditions * Establish an Anti-Doping Organization (ADO) * NADO operational independence (if applicable) * Legislation and jurisdiction * Funding and budgets * Principles of the World Anti-Doping Code (Code) * Anti-doping rrules and regulations * Staff and competence * Other stakeholders * Conflict of interest policies   Initial education program | * Work towards an independent Anti-Doping Organization * Securing required funds and budgets * Develop rules and regulations * Further the Therapeutic Use Exemption (TUE) systems to be compliant with the Code * Develop Results Management system * Develop an education plan and initiate the program | 1. The current Anti-Doping Organization to become an independent body compliant with the Code and International Standards.  2. Terms of reference and organizational structure are in place, including a Governing Board.  3. Funds and budgets are brought to a level enabling the organization to carry out its responsibilities as per the requirements of the Code and International Standards.  4. Therapeutic Use Exemption Committee complies with the Code and the International Standards.  5. Results Management Process is in place, including independent first instance and appeal panels in line with the International Standard for Results Management (ISRM).  6. Administrative staff is sufficient to satisfy the required work capacity.  7. Anti-doping rules are developed to be approved by WADA and enforced by the ADO.  8. Basic requirements of the Code and International Standards are understood by administrative staff and the Board.  9. Conflict of interest policy or code of conduct is developed and adopted.  10. An education program is established and initiated in line with International Standard for Education (ISE) |
| {Insert Month} | {Insert timeframe} | {Insert Month} |
| * International Standard for Testing and Investigations (ISTI) * Risk assessment * Test Distribution Plan (TDP) * Registered Testing Pool (RTP) and whereabouts * Doping Control Planning * Doping Control Personnel * Anti-Doping Education personnel * Urine and blood collection * Doping Control Program * ADAMS | * Develop a Doping Control Program, including risk assessment, TDP, RTP, whereabouts and conducting doping controls * Educate staff to be able to plan and carry out doping control * Develop procedures for carrying our urine and blood collection * Continue carrying out the initial education program | 11. Support is given, enabling the ADO to develop processes to meet the required criteria necessary for compliance with the Code.  12. A doping control program is established and implemented covering planning and conducting doping control testing as per the requirements of the Code and the International Standards.13. Requirements of the Code and International Standards relating to doping control are understood by staff.  13. Doping Control testing is being carried out.  14.The initial education program has been carried out in compliance with ISE. |

|  |  |  |
| --- | --- | --- |
| Project Meetings {Insert Year} | In-between period | Goals and milestones |
| {Insert Month} | {Insert timeframe} | {Insert Month} |
| * Practical view of the organizational structure of an ADO * Intelligence and target testing * Athlete Biological Profiles * Investigations | * Continue to develop a Doping Control Program using Athlete Biological Profiles and target testing * Identify the initial requirements of an investigations program * Educate staff on all areas of anti-doping. | 15. The doping control program is extended and is including Athlete Biological Profiles and target testing.  16. Staff is educated and able to understand and carry out the programs developed.  17. Intelligence and investigation capacities are in place |
| {Insert Month} | {Insert timeframe} | {Insert Month} |
| * Investigation programs and procedures * Anti-doping education program/plan * (International Standard of Education) | * Develop an Investigations Program and Procedures * Further develop an Education plan/ Program in line with ISE | 18. An Investigations Program is established  19. An Education Program is established |
| {Insert Month} | {Insert timeframe} | {Insert Month} |
| * Further doping control * Exchange of doping control personnel and/or staff * Exchange of Anti-Doping education personnel and/or staff | * Further Doping Control Programs * Carry out Education Program * Train Anti-Doping educators | 20. Developed doping control programs are operational, self-sustained and in accordance with the requirements of the World Anti-Doping Code  21. Education Program is carried out |
| {Insert Month} | {Insert timeframe} | {Insert Month} |
| * Data Privacy * Education Programs * Investigations and information sharing * Good governance | * Develop Data Privacy policies and programs * Assessments of education programs * Help to establish Intelligence and investigation sharing programs * Good governance practice | 22. Data privacy policies are established and applied  23. Assessment of education program is developed, and outcomes used for further program development  24. Investigation and information sharing programs are in place and implemented  25. Good governance principals are established and applied |

|  |  |  |
| --- | --- | --- |
| Project Meetings {Insert Year} | In-between period | Goals and milestones |
|  | {Insert timeframe} | {Insert Month} |
|  | * Further Education Programs * Carry out Intelligence Gathering and Investigations * Exchange experience on good governance | 26. Education program is operational and self-sustained  27.Intelligence Gathering and Investigations are carried out  28. Good governance and accountability processes are in place |
| {Insert Month} | {Insert timeframe} | {Insert Month} |
| * International collaboration * Results Management and hearing processes * TUE * RTP, whereabouts and failures | * Identify international partners * Strengthen TUE, RTP, whereabouts failures and results management and hearing processes | 29. Investigations program is operational and self-sustained  30. Continue developing the Doping Control Programs  31. Strengthen results management and hearing processes. |
| {Insert Month} | {Insert timeframe} | {Insert Month} |
| * Strategic Planning * Research and Development Communication * Exchange of doping control personnel | * Identify strategic issues * Identify research issues and collaboration partners * Identify a plan of action relating to communication, including use social media | 32.The outline of a Strategic Plan is developed  33. All programs are operational, self-sustained and in accordance with the requirements of the World Anti-Doping Code |
| {Insert Month} |  |  |
| * Quality Systems and Quality Management (if desired) * Outstanding issues * Project End, including final report | * Should the ADOs agree to include the development of a Quality Management System into the Project Plan, further details can be outlined here. |  |

1. Mentee – a less experienced ADO who requires assistance in strengthening its anti-doping structure and/or programs. [↑](#footnote-ref-1)
2. Mentor – a more experienced ADO (or entity) who may provide support and advise a mentee ADO with the development of its structure and/or programs. [↑](#footnote-ref-2)
3. As defined in Code Doping Control includes all steps and processes from test distribution planning through to ultimate disposition of any appeal and the enforcement of Consequences, including all steps and processes in between, including but not limited to, Testing, investigations, whereabouts, TUEs, Sample collection and handling, laboratory analysis, Results Management, hearings and appeals, and investigations or proceedings relating to violations of Article 10.14 (Status During Ineligibility or Provisional Suspension). [↑](#footnote-ref-3)
4. Please note that ADOs may use different formats for the Project Plan such as Excel, project management software, etc. This table is to provide an overall picture of what should be considered in a Project Plan. It should be adjusted based on the specific needs within the collaboration. [↑](#footnote-ref-4)