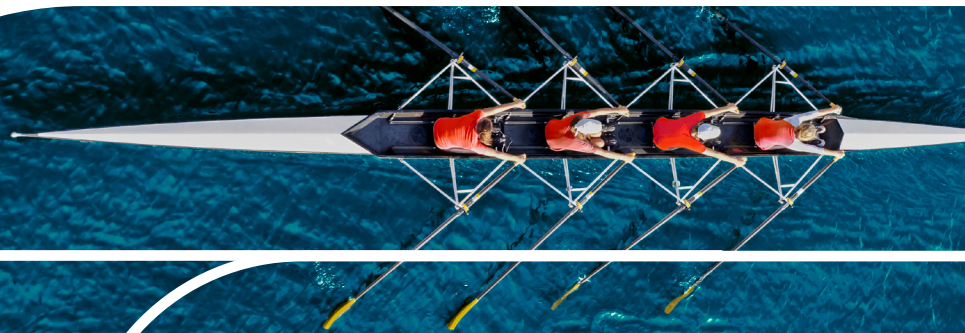




world  
anti-doping  
agency

# Strategic Plan

2025–2029



Going further  
together

# Contents

Page

	Introduction: Global anti-doping landscape and context	3
	Celebrating 25 years of existence	3
	Success stories from 2020–2024 Strategic Plan	4
	Ecosystem trends	5
	WADA's approach	6
	Strategic Plan purpose	6
	<b>Strategic priorities</b>	<b>7</b>
1.	Lead	8
2.	Grow Impact	9
3.	Be Athlete Centered	10
4.	Collaborate and Unite	11
5.	Perform	12
	Achieving our mission through the 2025–2029 strategy	13
	Delivering together	14
	Catalyzing innovation	14
	Incorporating sustainability	15
	Fostering an agile and dynamic global anti-doping system	16



Introduction:

# Global anti-doping landscape and context

## Celebrating 25 years of existence

WADA was founded in 1999 following a major doping scandal in cycling. The International Olympic Committee (IOC) convened the first World Conference on Doping in Sport that brought together all parties involved in the fight against doping to work towards a solution. That solution was an international regulatory body dedicated to protecting athletes, promoting the values of clean sport, and preserving the spirit of sport internationally.

Since then, we have worked diligently to develop a global anti-doping system, the groundwork for which started to be laid 10 years prior by the Council of Europe Anti-Doping Convention.

We have come a long way—where there used to be disjointed anti-doping frameworks, there is now an internationally harmonized set of rules as well as compliance and enforcement procedures. Athletes and sports organizations benefit from this unified approach, which is upheld through the collaboration of partners across the globe.

Since the first World Anti-Doping Code (Code) came into effect in 2004 and the UNESCO International Convention against Doping in Sport was adopted in 2005, there has been global buy-in for anti-doping, with approximately 750 Signatories to the Code and 192 state parties having ratified the Convention. In response to this evolution and in alignment with WADA's commitment to maintaining the Code as a living document, the Agency has ensured its continued effectiveness through a series of stakeholder updates. The fourth such update, which is ongoing, will conclude in December 2025 during WADA's sixth World Conference on Doping in Sport in Busan, Republic of Korea, with the revised Code and International Standards coming into effect on 1 January 2027.

The growth of the anti-doping system over the last 25 years is proof that sport, government and all stakeholders can work constructively together. There is still much more to be done for athletes worldwide and we have great confidence in the anti-doping community's ability to **go further together**.

## Vision

A world where all athletes participate in a doping-free sporting environment

## Mission

To lead a collaborative worldwide movement for doping-free sport



## Success stories from 2020–2024 Strategic Plan

In 2020, WADA set off to ‘lead anti-doping in a new era.’ We made significant headway in sharing insights, carrying out major projects, overhauling the Agency’s governance, and establishing key performance indicators for our strategic priorities featured in bold below. The following points highlight some success stories that we are particularly proud to have achieved over the course of the last five years:

1. **Lead:** Providing benchmarking insights through the [ADO Benchmarking initiative](#)
2. **Grow Impact:** Carrying out the [European Union Intelligence & Investigation Capability and Capacity project](#)
3. **Be Athlete Centered:** Establishing the [Athlete Council and enhancing athlete representation on governing bodies](#)
4. **Collaborate and Unite:** Completing wide-ranging [governance reform](#)
5. **Perform:** Delivering [Annual Reports that include performance indicators](#)







## Ecosystem trends

Understanding the trends in our ecosystem is crucial for identifying relevant priorities that respond to global changes. Multiple factors are at play, both globally and in the world of anti-doping, often overlapping:

- There are increasing costs due to global economic slowdown and record inflation, which compounds an overall lack of resources for Anti-Doping Organizations (ADOs).
- The consequences of climate change are complicating the logistics of events and doping control while climate catastrophes are forcing governments to reallocate resources.
- The increased capacity for laboratories to detect tiny concentrations of prohibited substances results in a greater challenge to distinguish between genuine or fabricated contamination scenarios, amplifying the difficulty of finding balance within the system that both protects innocent athletes and punishes and deters doping.
- Widespread calls for increased transparency and accountability within organizations suggest an overall higher standard for governance worldwide.
- The growing complexity of cyber security and data protection makes the fundamental need to protect athletes' human rights increasingly challenging.
- Opinions are increasingly polarized and publicized, which amplifies the challenge of leading a global collaborative movement forward.

We would be remiss to develop a strategic plan without acknowledging the current landscape, considering the increasing complexity of the world, and the implications for the anti-doping system.

## WADA's approach

To deliver on our mission with tangible and achievable outcomes, we collaborate closely with our diverse stakeholders worldwide.

By clearly defining our role within the ecosystem and distinguishing it from the roles of other stakeholders, we are positioning ourselves to strengthen our partnerships and bolster multilateral efforts to protect athletes.

We will continue to strategically allocate our resources to areas where we can make the most impact, focusing on significant growth and improvement. We will also continue to set realistic expectations and will develop an activity-based budget to enhance transparency and accountability in achieving our objectives.

## Strategic Plan purpose

The 2025–2029 Strategic Plan provides a clear framework through which WADA can deliver on its primary role of developing, harmonizing, and coordinating anti-doping rules and policies across all sports and countries.

While this Plan is a continuation of the 2020–2024 Plan, we felt it was important to refine our initiatives in a way that integrates the progress made and challenges faced since 2020 and ensures alignment across the goals outlined in the strategic priorities.



# Strategic priorities



# 1

## Lead

### Ensure harmonized standards that elevate the global anti-doping system

by proactively taking evidence-informed positions on key anti-doping issues; being at the forefront of data analytics while acting as a catalyst for anti-doping innovation; adjusting the regulatory framework as the anti-doping system evolves; and encouraging excellence in the community.

Examples of flagship projects include the Code and Standards update, the partnership strategy, and promoting the impact of WADA-funded research.

1.1

Highlight the importance of the doping issue in sport as it relates to broader societal issues with measurable metrics that demonstrate the effect of WADA's anti-doping efforts to tackle it.

1.2

Proactively take positions regarding challenges of the global anti-doping system by harnessing expertise and sharing insight.

1.3

Develop and deliver the Agency's anti-doping data and artificial intelligence strategy to gain internal efficiency and deliver insights to improve the effectiveness of the global anti-doping system.

1.4

Expand the network of research teams focusing on high-quality and impactful research to drive collaborative innovation.

1.5

Develop partnerships with leaders in respective fields to advance innovations in the global anti-doping system.

1.6

Design the regulatory framework to ensure policies and procedures remain achievable and manageable by all stakeholders.

1.7

Expand partner network and fund-raising efforts to grow the Agency's capabilities.

## Strategic indicators

Insight generation: Perception of WADA as leading the conversation in the space

Research: Research investment, publications, and impact

Regulatory framework: Participation in the Code update process and the World Conference on Doping in Sport



## 2

## Grow Impact

## Maximize the impact of anti-doping programs

by delivering targeted initiatives; consolidating requirements and resources; providing robust digital infrastructures; developing professional anti-doping capabilities; and leveraging stakeholders to expand development and delivery capacity.

Examples of flagship projects include the improvement of WADA's Anti-Doping Administration and Management System (ADAMS) and Anti-Doping Education and Learning platform (ADEL), the Code Implementation Support Program (CISP), and the Global Learning and Development Framework (GLDF).

- 2.1 Leverage anti-doping data to detect patterns of problem areas and address issues in a targeted way.
- 2.2 Provide robust digital systems for the anti-doping community to meet compliance requirements and enable organizations to transfer the required information to ADAMS.
- 2.3 Simplify World Anti-Doping Program support framework for the anti-doping community to optimize the resources required to deliver compliant anti-doping programs.
- 2.4 Continue to professionalize and enhance the capabilities of ADOs by providing ongoing professional development for different types and levels of anti-doping practitioners.
- 2.5 Ensure strong collaboration among WADA-accredited laboratories to promote the development of new and improved analytical methods, effective Athlete Biological Passport management, and advancements in scientific research.
- 2.6 Assist stakeholders in targeted regions to establish independent National Anti-Doping Organizations (NADOs), with appropriate legal frameworks, structures and resources.
- 2.7 Leverage stakeholders and existing networks to support and expand the delivery of development initiatives.

## Strategic indicators

Addressing problem areas: Reports on interventions, cases, and outcomes

Robust digital systems: User satisfaction on new developments

Simplified support framework: Code signatories' perception of the support framework offered

Professionalize ADO capabilities: Confidence in applying knowledge from practitioners who received training

3

Be Athlete Centered

Put athletes at the heart of anti-doping efforts

by encouraging athletes to participate in the development of new or better anti-doping programs, tools, and services; ensuring a fair and optimal anti-doping journey; delivering key athlete-focused projects; providing information to equip athletes and athlete support personnel to act as ambassadors of clean sport; and maximizing meaningful athlete engagement in decision making.

Examples of flagship projects include the Athlete Anti-Doping Experience Mapping Project, the Athletes' Anti-Doping Ombuds Program, and the Athlete Council Action Plan.

- 3.1 Develop and implement key projects for the global anti-doping system in consultation with the Athlete Council and other athlete representative bodies.
- 3.2 Design an optimal anti-doping athlete experience based on direct athlete feedback.
- 3.3 Promote neutral and confidential resources for athletes to request anti-doping information and raise concerns.
- 3.4 Assess key recommendations from the human rights impact assessment and implement as required.
- 3.5 Further expand the education framework to enable stakeholders to educate athletes and their entourage at scale.
- 3.6 Deliver a communication plan that provides the athlete community with information to equip them to act as ambassadors of clean sport.
- 3.7 Support and maximize meaningful engagement and contribution from the Athlete Council within the Agency.

Strategic indicators

Ombuds: Use and perception of the service offered

Education: Number of athletes and Athlete Support Personnel worldwide who received education

Athlete Council: Action Plan outcome



4

Collaborate & Unite

Engage all stakeholders to protect clean sport

by working with Code Signatories; Public Authorities; experts and other stakeholders for a unified and coherent global anti-doping system.

Examples of flagship projects include the Engagement Strategy and the I&I Capability and Capacity Building project.

- 4.1Strengthen the implementation of the regulatory framework through close collaboration with key stakeholders.
- 4.2Based on the mapping of stakeholders and existing networks, activate collaboration aimed at reducing overlaps, filling gaps, and leveraging synergies.
- 4.3Ensure that Public Authorities and Sport Movement representatives have access to the necessary information to enable them to strengthen anti-doping in their countries and for their sports.
- 4.4Deliver targeted communications aimed at informing and engaging key stakeholders on salient matters.
- 4.5Establish targeted partnerships with allies to promote synergies between anti-doping and public health priorities.
- 4.6Strengthen collaboration with law enforcement and investigative capabilities of ADOs to increase support and cross-border cooperation.
- 4.7Intensify collaboration with the pharmaceutical industry and other relevant international partners to identify new substances with doping potential.

Strategic indicators

Collaboration: Governance members’ satisfaction on collaboration

Law enforcement: Number of joint operations

Pharmaceutical industry: Report on new substances with doping potential



5

Perform

Strive for greater efficiency of the global anti-doping system and internal processes

by monitoring and measuring doping trends; improving cost-effectiveness; and reporting on the Agency’s performance and impact.

Examples of flagship projects include the deployment of a doping prevalence measurement initiative, the outcome of the Inadvertent Doping Taskforce, and the mapping of the doping control process cost distribution.

- 5.1 Develop and implement methods to estimate doping prevalence of targeted athlete populations to focus efforts where it matters most.
- 5.2 Develop an evidence-informed approach to reduce unintentional doping cases and protect athletes.
- 5.3 Collaborate with stakeholders to enable a more efficient doping control process.
- 5.4 Consolidate WADA’s digital transformation and enable collaboration with external parties to automate secure exchange of information.
- 5.5 Develop a process that helps us anticipate and mitigate high risks.
- 5.6 Report regularly to stakeholders and the broader anti-doping community regarding progress of strategic initiatives and performance against impact indicators.
- 5.7 Nurture and support employee talent, develop skills, and implement employee retention strategies to ensure WADA remains a high-performance organization.

Strategic indicators

Doping prevalence: Progress report and results

WADA talent: Employee engagement





# Achieving our mission through the 2025–2029 strategy

WADA's 2025–2029 strategy builds on the robust foundation established during the 2020–2024 period to provide multilateral solutions to protect clean sport. We intend to go further with our global anti-doping stakeholders to catalyze innovation, incorporate sustainability, and foster an agile and dynamic system.



## Delivering together

Protecting clean sport cannot be achieved by any single group or organization; it requires global collaboration. We are committed to leading the conversation on anti-doping and communicating effectively on salient issues while relying on our stakeholders to advocate for anti-doping in their own areas, deliver effective anti-doping programs, and support the evolution of the system.

Our commitment to delivering collaboratively entails WADA:

- Promoting excellence;
- Signaling new opportunities and threats;
- Scaling up effective solutions; and
- Approaching the protection of athletes as a shared responsibility.

## Catalyzing innovation

At WADA, we are dedicated to empowering our stakeholders to drive transformative change. We commit to serve as the trusted source of comprehensive, reliable, and actionable data, fostering an environment where ideas flourish and partnerships thrive.

By facilitating the implementation of leading methods and technologies, we aspire to convene diverse minds and resources to create a dynamic and responsive global anti-doping system.

Our approach to innovation centers around protecting athletes, with a particular focus on:

- Improving athletes' experiences with the global anti-doping system;
- Driving efficiency across the management of WADA and the anti-doping community; and
- Providing equal access to the benefits of data analytics.

## Incorporating sustainability

At WADA, achieving our mission means delivering impact in areas such as:

- Protecting athletes' health, notably through education and prevention;
- Enhancing public trust and confidence in sport;
- Reinforcing legal and ethical standards within the sport community; and,
- Advancing anti-doping science and implementing strategic technology.

We also understand that our activities may generate other social, environmental, and economic impacts. As WADA adheres to the United Nations Brundtland Commission's definition of sustainability: "meeting the needs of the present without compromising the ability of future generations to meet their own needs,"<sup>1</sup> we commit to considering and reflecting further on the environmental, social, and governance impacts of the decisions we make.

In the short term, we will strengthen our capacity to measure key sustainability metrics such as carbon footprint, supply chain management, diversity and inclusion, and governance practices for the organization and its governance groups.

We will also prioritize key initiatives of our strategic plan to maximize the positive impact related to the following United Nations (UN) Sustainable Development Goals (SDGs):

- Good health and well-being;
- Quality education;
- Peace, justice, and strong institutions; and
- Partnerships for the goals.

In 2024, the UN recognized sport as an important enabler of sustainable development. In the Declaration on Future Generations, they commit to "invest[ing] in accessible, safe, inclusive and equitable education for all, including physical education and sport."<sup>2</sup> WADA understands its responsibility to do its part for a sustainable future and intends to join forces with other players in the community to do so.

<sup>1</sup> Imperatives, S. (1987). Report of the World Commission on Environment and Development: Our common future. Accessed Feb, 10 (42,427).

<sup>2</sup> [https://www.un.org/sites/un2.un.org/files/soft-pact\\_for\\_the\\_future\\_adopted.pdf](https://www.un.org/sites/un2.un.org/files/soft-pact_for_the_future_adopted.pdf)

## Fostering an agile and dynamic global anti-doping system

We acknowledge the complexity and ever-changing nature of the World Anti-Doping Program and the broader global anti-doping system; and we commit to stakeholders that they will be well-informed of and able to contribute effectively to both. Some of the ways that we will achieve this are by:

- Facilitating an accessible and navigable 2027 Code and International Standard stakeholder update process;
- Rolling out a robust Code Implementation Support Program; and
- Working to simplify our information and communications, making it easier for our diverse stakeholders to understand and engage with the system.







**world  
anti-doping  
agency**

