



2021- 2025

NADO Program Strategy

Version: October 2020

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INTRODUCTION	3
VISION STATEMENT	3
NADO PROGRAM OBJECTIVES WITH STRATEGIES.....	4
1. Development and Capacity Building	4
2. Compliance	5
3. Independence.....	5
4. Relations and Engagement	6
NADO PROGRAM MONITORING AND EVALUATION	7
ANNEXES	8
1. Annex I: NADO Development Prioritization Process.....	8
2. Annex II: Capacity Building.....	9
3. Annex III: NADO Partnership Program	11
4. Annex IV: NADO Development - Building a National Anti-Doping Program	12
5. Annex V: WADA NADO Expert Advisory Group	13
6. Annex VI: Co-operation with iNADO	13
7. Annex VII: Athlete Engagement by NADOs	14

INTRODUCTION

One of WADA's core activities is to establish and maintain effective relations with National Anti-Doping Organizations (NADOs) and to implement development and capacity building programs for NADOs who require support. The overall strategy related to these core activities is the responsibility of the Program Development and NADO/RADO Relations Department (PDNRR), developed and implemented in close cooperation with WADA's Regional Offices (ROs).

The anti-doping environment is becoming increasingly complex and fast developing, and therefore it requires a lot of knowledge and resources. The legitimacy of the anti-doping system and the athletes' perception of it is often influenced by the quality of an anti-doping program. WADA provides daily assistance to NADOs through all Departments/programs/activity areas. However, to date, overall NADO development has not generally been strategically planned; it has been more ad hoc and reactive. This new NADO Program Strategy is meant to ensure WADA's NADO relations and development activities are planned and delivered in an effective and coordinated way.

The NADO Program Strategy and the Regional Anti-Doping Organization (RADO) Program Strategy are closely linked and coordination between the two strategies is critical to their success.

The purpose of the NADO Program Strategy is to have a structured framework for NADO development and relations in place. PDNRR will work together with each RO to guide NADOs towards delivering harmonized, coordinated and effective anti-doping programs that are compliant with the World Anti-Doping Code (the Code) in order to build overall trust in the global anti-doping program.

VISION STATEMENT

For all NADOs to implement Code compliant anti-doping programs with full operational independence.

NADO Program Objectives

- 1. Development and Capacity Building.** To assist and support NADOs in building capacity towards the implementation of harmonized, coordinated and effective anti-doping programs.
- 2. Compliance.** To support NADOs with compliance to the Code and International Standards and adherence to the requirements of WADA's Compliance Monitoring Program.
- 3. Independence.** To assist in strengthening NADO independence and governance by providing guidance and tools that are in-line with the principles of the Code.
- 4. Relations and Engagement.** To establish and further develop collaborative relations with NADOs and other stakeholders.

NADO PROGRAM OBJECTIVES WITH STRATEGIES

1. Development and Capacity Building

To assist and support NADOs in building capacity towards the implementation of harmonized, coordinated and effective anti-doping programs.

- 1.1. Identify specific NADO needs and common areas/issues and elaborate plans and resources for program development and/or training delivery through internal engagement with the ROs and other WADA Departments.
- 1.2. Develop a priority list of NADOs who require focused support and guidance in the establishment and development of their anti-doping programs.
- 1.3. Enhance NADOs' anti-doping expertise and facilitate development through a planned training and capacity building program.
- 1.4. Manage the NADO partnership program, identifying NADOs who require formal assistance as well as NADOs who can provide this assistance and monitoring the implementation of the partnership projects.
- 1.5. Engage other stakeholders, including the Institute of National Anti-Doping Organizations (iNADO), International Federations (IFs) and Regional Anti-Doping Organizations (RADOs) in NADO capacity building.

What will be measured (Key Performance Indicators – KPIs)

- Development of one overall NADO priority plan per region/RO per year.
- Number of trainings/capacity building activities (i.e. webinars, workshops, etc) received by NADOs.
- Number of NADOs that received direct support (through letters, meetings, etc) from WADA in anti-doping program development.
- Number of NADO partnerships.
- Number of other stakeholders (iNADO, IFs, RADOs, etc.) involved in NADO capacity building.

2. Compliance

To support NADOs with compliance to the Code and International Standards and adherence to the requirements of WADA's Compliance Monitoring Program.

- 2.1. Analyse level of NADO programs and activities for compliance with the Code and International Standards (IS) worldwide.
- 2.2. Proactively identify challenges that NADOs may face and provide support in implementing and maintaining Code compliant, effective anti-doping programs.

What will be measured (KPIs)

- Percentage of NADOs address their required corrective actions in accordance with WADA's compliance monitoring program.
- Percentage of NADOs anti-doping programs are compliant with the Code and IS.

3. Independence

To assist in strengthening NADO independence and governance by providing guidance and tools that are in-line with the principles of the Code.

- 3.1. Develop guidelines and tools to provide the foundation to develop and enhance NADO independence with good governance principles in-line with the Code.

- 3.2. Gather best practices of anti-doping legislation, policies and regulations to help NADOs equip themselves with the necessary legal framework to operate effectively and in accordance with the Code.
- 3.3. Work with countries where NOCs are acting as NADOs to encourage and assist them in establishing an independent NADO.

What will be measured (KPIs)

- Development of the WADA Guide on Operational Independence of NADOs.
- Development of new guideline “NADO Development – Building a National Anti-Doping Program”.
- Percentage of NADOs with established independence in-line with the Code.
- Percentage of NADOs that have a legal framework to operate independently and in-line with the Code.
- Number of newly established independent NADOs.

4. Relations and Engagement

To establish and further develop collaborative relations with NADOs and other stakeholders.

- 4.1. Manage the WADA NADO Expert Advisory Group and engage it in relevant anti-doping issues for NADOs.
- 4.2. Cooperate closely with iNADO in aligning respective strategic priorities.
- 4.3. Collaborate with other external partners (i.e. RADOs, IFs, International Testing Agency, National Olympic Committees (NOCs), National Paralympic Committees, Major Event Organizers, ad-hoc NADO structures, governmental bodies) to ensure effective relationships with NADOs.
- 4.4. Provide guidance to NADOs on athlete engagement.

What will be measured (KPIs)

- Number of meetings per year of the WADA NADO Expert Advisory Group and the submission of meeting outcomes to the WADA Management.
- Enhanced collaboration with iNADO (i.e. attendance at iNADO events, conference calls, projects, etc).

- Number of other stakeholders engaged in NADO activities.

NADO PROGRAM MONITORING AND EVALUATION

Based on the overall NADO Program Strategy, PDNRR, in close cooperation with the ROs, will develop specific and measurable annual (internal) operational plans and allocate the required budget. The Department and the ROs will work together to develop these plans and monitor their implementation. Continuous evaluation of the NADO Program Strategy will also take place in order to assess if the program strategies correspond to the specific needs and results in the desirable outcomes.

ANNEXES

The annexes presented in this section have been developed to provide guidance on how to implement the strategies for each objective of the NADO Program. Although other guidelines and processes may be used, the annexes and processes laid out here have been specifically designed to help achieve the program's objectives.

Annexes:

- Annex I. NADO Development Prioritization Process
- Annex II. Capacity Building
- Annex III. NADO Partnership Program
- Annex IV: NADO Development - Building a National Anti-Doping Program
- Annex V: WADA NADO Expert Advisory Group
- Annex VI: Co-operation with iNADO
- Annex VII: Athlete Engagement by NADOs

1. Annex I: NADO Development Prioritization Process

PDNRR works together with the ROs to identify a priority list of NADOs (and/or countries) that require focused support and guidance in NADO establishment and/or development of their anti-doping programs. The NADO priority list will be developed on annual basis and will be reviewed regularly (at a minimum every six months).

The NADO Development prioritization process will be in-line with WADA's Prioritization Policy and Compliance Monitoring Program as outlined in the International Standard for Code Compliance by Signatories (ISCCS). In addition, the following criteria/resources will be taken into consideration:

- In-depth knowledge of individual country/NADO needs by the WADA Regional Offices;
- Information provided by other WADA Departments (i.e. Compliance Unit, Intelligence & Investigations, Standards & Harmonization, Legal, Science, Education, etc);

- Information obtained through WADA tools/programs: Code Compliance Center (CCC), ADAMS¹, etc;
- Other sources (e.g. external stakeholders, media, etc).

The process for developing the annual NADO Priority List will be:

- ROs will develop their NADO development priority list based on their needs analysis and share it with PDNRR.
- PDNRR will review and provide comments to the priority list based on any additional information it is aware of.
- RO together with PDNRR to identify the list of NADOs who can assist with development, including any specific areas of expertise.
- PDNRR and each respective RO agree on the NADO development priority list, the planned approach and required budget.
- PDNRR and ROs closely cooperate and coordinate the implementation of the NADO development program according to the priority list.
- The priority list and implementation progress will be reviewed on a regular basis (at a minimum every six months) and revised as necessary.

To ensure effective coordination of activities throughout WADA, the NADO development priority list, including planned NADO visits, will be shared with all WADA Directors and the Compliance Unit. This will ensure that any relevant information can be taken into consideration during the development plan and activities.

2. Annex II: Capacity Building

WADA possesses a large amount of information on NADO capacity, both in terms of needs as well as expertise. Despite having this information, WADA has never conducted a detailed analysis to determine capacity building needs and develop a plan to address these needs. This will facilitate the availability of program development and capacity building for newly established

¹ Anti-Doping Administration and Management System (ADAMS) is the Web-based database management system developed by WADA and offered to all stakeholders

and developing NADOs, as well as for established and developed NADOs where they may need to improve in a specific program area (e.g. investigations, education, etc).

A number of guidelines and tools available on the WADA website and through ADEL² were developed to assist NADOs in program development, but still many NADOs need support and assistance in human capacity building and in enhancing their anti-doping expertise. The areas for improvement can be identified through an analysis of all available data in WADA (both individually and collectively). Then, depending on the issues identified, a plan can be developed to assist in addressing these needs through existing or new training materials, guidelines, workshops, etc. At the same time, this analysis will help identify specific areas of expertise of each NADO, which can then be used to 'match' these NADOs with those NADOs who have needs in these specific areas.

In order to ensure a planned and coordinated approach to capacity building, the following process will be implemented:

- PDNRR, together with ROs, to analyse internal resources and information: Code Compliance Center (CCC)³, Audit Reports, ADAMS, PDNRR and RO's previous and current experience with NADOs;
- PDNRR and the ROs, in cooperation with Standards & Harmonization and the Compliance Unit, will identify commonalities and trends in NADO challenges, including through the information collected from the Compliance Monitoring Program, to develop collective solutions.
- RO together with PDNRR to identify the list of NADOs who can assist with development, including any specific areas of expertise.
- PDNRR and the ROs to engage internally with the other Departments to identify needs and coordinate capacity building activities;
- PDNRR to also engage other stakeholders, including iNADO, NADOs, IFs, ITA, Continental Associations of NOCs and other potential partners in NADO capacity building:
 - iNADO has good knowledge of the individual situation of each of its member NADOs (both in terms of needs and capacity) as well as access to the expertise and the communication channels amongst their members.

² Anti-Doping Education & Learning Platform

³ PDNRR will use the CCC to identify the gaps where NADOs need to improve their programs; not for compliance monitoring purposes.

- NADOs can share experiences and expertise through training programs with other NADOs.
- IFs have good knowledge of their sport in specific countries and IFs may have interest in helping NADOs in these specific countries enhance their anti-doping capacity, build good working relations and have common projects.
- Continental Associations of NOCs have a direct link to the NOCs in their respective continents and can assist in facilitating buy-in from the sport movement.
- WADA to encourage, where possible, IFs and Major Event Organizations, to engage the local NADOs in countries where their events are held as this can assist in building capacity of the NADOs in those countries.
- PDNRR to work closely with the WADA Education Department and the relevant program area Departments, primarily through the 2021 Code Implementation Support Project⁴, to supplement the current materials available (both internally and externally) and develop new training programs and tools for NADO capacity building.
- Training programs will be elaborated based on the identified specific issues: Education, Intelligence and Investigations, Testing, Result Management, Therapeutic Use Exemptions (TUE), Data Privacy, etc;
- Training can be delivered using different tools: online training (e-learning, webinars), regional and global workshops, training and assistance provided to specific country, etc;
- PDNRR, together with the ROs, and if applicable the specific program area Department, will develop the plan for program development in a specific country and/or region where regional or global trainings/ workshops would be beneficial;
- PDNRR to work together with the ROs, relevant WADA departments (including the WADA Education Department) to ensure effective training delivery.
- WADA may encourage those partners involved in capacity building to publish a report on the training and/or program development projects they are involved with in order to facilitate the sharing of information amongst interested stakeholders.

3. Annex III: NADO Partnership Program

In addition to the day to day assistance provided to NADOs by WADA, there are NADOs who require a planned approach to development. These NADOs can be identified through several

⁴ A WADA internal project led by the WADA Education Department

ways, including compliance monitoring. If WADA determines that a NADO could benefit from sustained and formal assistance, WADA may propose to that NADO that they enter into a partnership with a more developed and experienced NADO (i.e. a mentor NADO). If agreed, WADA can facilitate such a partnership by identifying the mentor NADO and proposing a partnership, either formally through a NADO Partnership Memorandum of Understanding (MoU); or informally, through an agreed upon development plan (but no signed MoU).

The objective of the partnership is to help NADOs build capacity, using mentor NADOs to share their experience and expertise by identifying the specific areas of cooperation. This is done through a detailed project plan that outlines the expectations and the planned delivery of all those involved in the partnerships. WADA may participate in both formal and informal partnerships for monitoring purposes and to ensure that the requirements identified in the Code and International Standards are understood and implemented. Template documents, including the MoU, are available upon request from the PDNRR Department. At the end of a formal NADO-NADO partnership where WADA is involved, WADA, with the agreement of all partners, may publish the summary of the outcomes and challenges of the partnership.

*While this annex is referring to a partnership with a mentor NADO, an IF may also be engaged to contribute to NADO development through a partnership process.

4. Annex IV: NADO Development - Building a National Anti-Doping Program

The 2021 Code increases the expectation of independence and good governance of NADOs. This independence can be considered differently in different countries and, as a result, can cause issues on how to implement the Code, as many NADOs are founded and/or established by Governments and/or the sport movement. To support NADOs in implementing the Code, establishing good governance and meeting this independence requirement, it will be important to provide criteria, guidance and tools to support the strengthening of NADOs. Therefore, PDNRR will lead the development of a guide related to NADO Operational Independence (Article 20.5.1 of the 2021 Code). In addition, a new guideline will be developed titled “*NADO Development – Building a National Anti-Doping Program*” (based on the unofficial guideline “Cook – Book. Building National Anti-Doping Structure” drafted several years ago). These documents will provide the foundation for developing effective anti-doping structures, organizations and programs by outlining good governance principles and defining the various levels of independence that NADOs

should strive to achieve. Additionally, PDNRR may develop necessary supporting resources which can be published through the Code Implementation Support Program (CISP) on ADEL.

Implementing anti-doping programs in-line with the Code and International Standards is becoming increasingly more complex. The need for a strong legal basis for NADOs to operate is more important than ever. This includes ensuring that the NADOs have the full authority and jurisdiction to independently implement anti-doping programs in their countries, the ability to cooperate with law enforcement bodies and the authority to collect, process and transfer relevant anti-doping data. This often can only be done through legislation. Therefore, PDNRR will develop a plan to gather the existing best practices and provide recommendations within the *“NADO Development – Building a National Anti-Doping Program”* on the recommended legal framework in order to help NADOs operate effectively and in accordance with the Code and IS.

5. Annex V: WADA NADO Expert Advisory Group

Established in 2015, WADA’s NADO Expert Advisory Group is a designated advisory group of the WADA PDNRR Department. The Group’s purpose is to review anti-doping issues impacting NADOs and provide guidance and recommendations to WADA on its collaboration with NADOs and development of national anti-doping programs. The WADA NADO Expert Advisory Group works in accordance with its Terms of Reference. To date, the members of the NADO Expert Advisory Group meet twice per year, with the outcomes of the meetings being submitted to WADA Management.

6. Annex VI: Co-operation with iNADO

iNADO is the international member body for NADOs. iNADO promotes best anti-doping practices for NADOs and is the international voice for their members. PDNRR cooperates with iNADO in order to build effective relations with them and their member NADOs; while also working together with them in order to enhance the quality of anti-doping programs globally. There are several areas where collaboration can be continued and/or explored, including:

- PDNRR and iNADO cooperate and coordinate their respective strategic priorities and activities to optimize efforts;
- iNADO can assist WADA in strengthening relationships with NADOs;

- Work together to establish NADO partnerships;
- iNADO is a member of the WADA NADO Expert Advisory Group;
- PDNRR attends iNADO workshops;
- PDNRR and iNADO cooperate in NADO capacity building and program development;
- WADA Management to hold regular teleconferences with iNADO members to discuss relevant topics.

iNADO is an important stakeholder for WADA and continuous communication and collaboration is a priority for the PDNRR Department.

7. Annex VII: Athlete Engagement by NADOs

All athlete engagement strategies and activities within the NADO Program shall be in-line WADA's overall athlete engagement strategy. Although WADA's athlete engagement strategy is still being refined, PDNRR can provide some guidance to NADOs on athlete engagement. Based on discussions of the WADA NADO Expert Advisory Group, PDNRR will consider the development of guidelines with principles and options for NADOs to consider. This may include:

- Engaging athletes in the development of education strategies and programs for athletes;
- Having an Athlete Ambassador program to promote clean sport;
- Involving Athlete Ambassadors in young athlete education to teach them about sports values and anti-doping programs;
- Involving athletes in NADO communication strategies: social media, media, outreach; etc
- Organizing athlete forums;
- Coordinating activities with existing athlete committees of National Olympic Committees and National Paralympic Committees (and other relevant national structures);
- Considering the establishment of a NADO Athlete Advisory Group;
- Reviewing if/how athletes can be included as part of the NADO's governance structure.