



2021- 2025

RADO Program Strategy

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INTRODUCTION

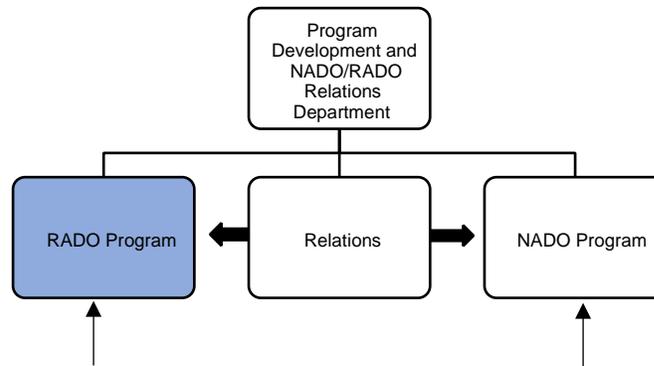
The establishment of the World Anti-Doping Agency (WADA) and the formalization of a global anti-doping system has brought a unified approach towards protecting clean sport. The World Anti-Doping Program, that includes the World Anti-Doping Code (Code) and International Standards (IS), developed by WADA and adopted by all Code Signatories, aims at ensuring that stakeholders implement anti-doping programs that are compliant with the World Anti-Doping Code. The Code harmonizes previously random and uncoordinated efforts into one cohesive global strategy by defining the rules and the roles and responsibilities of stakeholders in relation to various anti-doping areas, including but not limited to Testing and Investigations, Education, Prohibited Substances and Methods, Therapeutic Use Exemptions, Results Management and Data Privacy. The Code also provides the framework for consistency of anti-doping policies across borders, sports and disciplines.

The Regional Anti-Doping Organization (RADO) Program was launched in 2004 to strengthen the protection of clean sport by developing innovative anti-doping strategies for those countries that needed it most. Further, the term RADO was officially defined in the World Anti-Doping Code in 2009. The RADO Program is the responsibility of WADA's Program Development and NADO/RADO Relations Department (PDNRR), in cooperation with WADA's Regional Offices (RO). The PDNRR has three main areas of focus:

(1) the RADO Program; (2) the National Anti-Doping Organization (NADO) Development Program; and (3) Relations. Although the Relations component is an area requiring attention in and of itself, it is also operationalized through specific objectives and activities in both the RADO and NADO programs. Relations are fundamental for overall Anti-Doping Organization (ADO) development.

Whilst the RADO and NADO Development Programs each have their own strategies; they have been developed to serve the overall PDNRR and WADA strategies.

Figure 1 - Structure of the Program Development and NADO/RADO Relations Department



Program Development is one of WADA's strategic priorities (i.e. capacity building). The RADO Program, assisting RADOs and RADO member countries across the world, contributes to this strategic priority. Program Development primarily supports, through the RADOs, less resourced NADOs (and National Olympic Committees (NOCs) acting as NADOs) with continuous anti-doping assistance, funding, capacity building and coordination with different ADOs.

WADA's PDNRR Department and ROs maximize the use of resources assigned to the RADO Program taking into consideration the specific needs of RADO member countries. On this basis, activities are prioritized, planned and implemented in the context of WADA's Strategic Plan (2020-2024) and taking into consideration new technologies to ensure tasks and projects are conducted in the framework of cost-effective strategies.

The overall RADO Program has made a lot of progress and has proved to be very useful to many member countries over the years. However, more work needs to be undertaken in order to continue developing effective anti-doping programs that are compliant with the Code. Therefore, it is important that its strategy is evaluated and updated regularly.

RADO PROGRAM VISION, MISSION AND OBJECTIVES

- **RADO Program Vision:** The RADOs are independent¹, reliable and recognized stakeholders in the global movement for doping free sport.
- **RADO Program Mission:** To assist the RADOs in providing support and promoting the development of anti-doping programs in RADO member countries through a regional and global collaborative approach.
- **RADO Program Objectives:**
 - **Sustainability and Accountability:** To contribute to the strengthening and sustainability of the anti-doping system by facilitating, assisting and supporting RADOs to become independent in their operations and finances with sound structures founded on principles of good governance.
 - **Capacity Building:** To develop and strengthen the anti-doping capacities of RADOs and member countries' human resources in order to implement more effective anti-doping programs.
 - **Compliance and Program Development:** To support RADO member countries in developing and adopting Code compliant anti-doping rules, policies and programs by fostering collaboration and the pooling of resources through their respective RADOs.
 - **Relations and Engagement:** To enhance relations between the RADOs and their RADO member country governments, National Olympic Committees, NADOs and other relevant stakeholders and increase their commitment to clean sport.

¹ In the context of the RADO Program Strategy (RPS), the concept of independence is related to the RADOs' legal, strategic and operational independence. Further, it also refers to financial independence, which is linked to each individual RADO's funding strategy. Although this may vary across regions, funding strategies may include fee-for service activities, grant applications (e.g. WADA, UNESCO, Olympic Solidarity, etc.), country membership fees, etc.

RADO PROGRAM OBJECTIVES WITH STRATEGIES, KEY PERFORMANCE INDICATORS AND GOALS

1. Sustainability and Accountability

To contribute to the strengthening and sustainability of the anti-doping system by facilitating, assisting and supporting RADOs to become independent in their operations and finances with sound structures founded on principles of good governance.

Strategies:

- 1.1. Assist in the establishment of legally constituted RADOs.
- 1.2. Help the RADOs achieve financial sustainability, including generating independent RADO revenue.
- 1.3. Encourage member countries, particularly the RADO Office host countries, to support the RADO Office and Administration with necessary resources to meet the needs of its member countries.
- 1.4. Assist the RADOs in the development of a system whereby the commitment and activity of the RADO Member Country Representatives (MCR)² and RADO Member Countries is evaluated and addressed through an agreed upon increased accountability framework.
- 1.5. Collaborate with the RADOs in conducting an on-going evaluation of the RADO member countries' anti-doping needs to ensure that only those countries who require assistance are receiving it.
- 1.6. Help the RADOs develop tools and provide oversight to improve the effectiveness of RADO MCR meetings and monitor any training undertaken. Further, where needed and requested, provide access to supplementary resources, including technological solutions, towards hosting such meetings and trainings.
- 1.7. Ensure the RADOs create and maintain mechanisms to store and protect the confidentiality of information.
- 1.8. Assist RADOs in the development, implementation and evaluation of their RADO strategic and annual operational plans.

² Previously known as the Board Member, the Member Country Representative (MCR) plays an operational role within the RADO structure. The RADO Program Strategy introduces this significant change to the RADO Program with the objective of more accurately reflecting the role and responsibilities of MCRs in the RADOs.

- 1.9. Plan and implement a biannual RADO Conference to foster dialogue and collaboration towards achieving common anti-doping and strategic goals.
- 1.10. Supplement and strengthen the RADO administration through WADA's Staffing Grant when needed.

What will be measured (Key Performance Indicators - KPIs³)

- Percentage of RADOs that are legally constituted.
- Percentage of RADOs that generate their own revenues⁴.
- Percentage of RADOs that have an internal compliance/accountability policy.
- Percentage of RADOs that have a system in place to securely store and protect information.
- Percentage of RADOs that have up to date strategic and operational plans.

2. Capacity Building

To develop and strengthen the anti-doping capacities of RADOs and RADO member countries' human resources in order to implement more effective anti-doping programs.

Strategies:

- 2.1. Ensure the RADOs develop a system to induct and train RADO MCRs.
- 2.2. Assist the RADOs in establishing a process whereby RADO member countries are aware of their responsibilities, including understanding the Delegated Third-Party Agreement.
- 2.3. Establish a system to ensure the RADO staff professional development needs, both from an antidoping and managerial perspective, are fulfilled.

³ The KPIs may be adjusted once the WADA Global Learning and Development Framework is established from 2022 as per WADA's Strategic Plan. This framework will outline WADA's commitment to invest in the continuous learning and professional development of anti-doping practitioners. It will provide the basis for a standardized approach to learning and development through the establishment of occupational standards, competency frameworks and curricular to inform the development of training programs for those working within the antidoping industry.

⁴ This KPI refers to the revenue generated by the RADOs by providing fee-for-service activities. It does not refer to revenue acquired through grants (e.g. WADA's Testing Grant, Olympic Solidarity Fund, UNESCO Fund, etc.)

- 2.4. Assist the RADOs in the training and engagement of Therapeutic Use Exemptions (TUE) and Results Management professionals (i.e. Committee / Panel members, athlete advocates, etc.).
- 2.5. Ensure the RADOs develop a system to build capacity among member countries' testing and education personnel. Further, assist RADOs to develop and implement a program to recruit, train and engage Sample Collection Personnel (Doping Control Officers, Blood Collection Officers, Chaperones) and Education Officers.

What will be measured (KPIs)

- Number of formal trainings conducted through the RADO Program available to all RADO staff
- Percentage of RADOs that have a documented process to induct and build capacity for Member Country Representatives
- Number of trainings conducted for Sample Collection Personnel (SCP)
- Number of trainings conducted for Therapeutic Use Exemptions
- Number of trainings conducted for Results Management (RM)
- Number of trainings conducted for Education Officers

3. Compliance and Program Development

To support RADO member countries in developing and adopting Code compliant anti-doping rules and implementing programs by fostering collaboration and the pooling of resources through their respective RADOs.

Strategies:

- 3.1. Monitor RADO member countries' compliance with the Code and their program implementation. Further, provide ongoing support to the RADOs to help member countries maintain Code compliant anti-doping programs.
- 3.2. Provide the RADOs with WADA's Testing Grant to supplement RADO member countries' testing programs.
- 3.3. Ensure the RADOs are helping their member countries to plan, implement, monitor and evaluate anti-doping education programs.
- 3.4. Ensure the RADOs establish effective mechanisms to fulfill their responsibilities related to TUEs and Results Management.

- 3.5. Provide ongoing technical support to the RADOs and their member countries based on this RADO Program strategy.
- 3.6. Assist the RADOs in developing, implementing and evaluating specific (targeted) NADO development project plans in collaboration with member countries.
- 3.7. Encourage RADO to RADO collaboration to enhance the RADO network.
- 3.8. Ensure the RADOs collaborate with developed NADOs, and possibly International Federations and the International Testing Agency (ITA), to enhance the quality of member countries' antidoping programs.

What will be measured (KPIs)

- Percentage of Tier⁵ 3 RADO member countries that have addressed the corrective actions identified in their Corrective Action Reports (CARs) following the 2022 Code Compliance Questionnaire (CCQ)
- Percentage of RADO member countries that have their own testing program (not Testing Grant)
- Number of NADO development project plans implemented overall
- Percentage of Tier 2 countries with their own anti-doping programs that do not use the Testing Grant and/or delegate to the RADOs
- Percentage of results management cases that concluded within the timelines established in the Code and the International Standard for Results Management per year.
- Percentage of Therapeutic Use Exemption decisions rendered within the timelines established in the Code and the International Standard for Therapeutic Use Exemptions.

⁵ In line with WADA's Prioritization Policy and the International Standards for Code Compliance by Signatories (ISCCS), the Tier System is an internal WADA document that ranks countries based on their sports performance at the international level and doping risks. The current Tier System is divided in three levels: Tier 1, Tier 2 and Tier 3. On August 2020, there were 7 RADO countries in Tier 1, 14 countries in Tier 2 and 105 countries in Tier 3 (and 5 RADO countries who are not Code Signatories). The Prioritization Policy and the tiers are regularly reviewed to ensure they stay up to date with the variations in sports performance, doping risks and the resources available for compliance monitoring. In this context, the RADO Program will update its policies as needed.

4. Relations / Engagement

To enhance relations between the RADOs and their member country governments, National Olympic Committees, NADOs and other relevant stakeholders and increase their commitment to clean sport.

Strategies:

- 4.1. Ensure the RADOs engage governments, National Olympic Committees, NADOs and other relevant stakeholders towards achieving common clean sport goals.
- 4.2. Assist the RADOs in developing and implementing a mechanism to improve the relations between the RADOs Offices and their MCRs.
- 4.3. Help the RADOs develop athlete engagement strategies in line with WADA's overall strategy.

What will be measured (KPIs)

- Percentage of RADOs that have their own athlete engagement strategies in line with WADA's overall strategy.
- Percentage of RADOs that have a process in place to inform government, NOC authorities and relevant stakeholders of the RADOs' activities.
- Percentage of MCRs that are satisfied with the performance of the RADO.

RADO COUNTRY MEMBERSHIP

The RADO Program assists 15 RADOs and 131 countries⁶ around the world. The purpose of the program is to support less resourced NADOs (and NOCs acting as NADOs) with funding, promotion of training opportunities and continuous anti-doping assistance Including via WADA's Code Implementation Support Program (CISP); and to support RADO member countries to implement anti-doping programs that are compliant with the World Anti-Doping Code.

The RADO Program brings together several countries and stakeholders to mobilize and pool resources for anti-doping under the umbrella of an independent RADO (i.e. the RADOs are not WADA offices). The RADOs are organizations that allow member countries to collaborate and exchange information with each other for the benefit of their anti-doping programs and ultimately

⁶ As of August 2020

clean sport. Therefore, the representation to the RADOs must be composed of anti-doping experts from each member country.

The current membership of the RADOs is mainly composed of Tier 3 countries with a few Tier 1 and Tier 2 countries (according to WADA's Compliance Tier structure⁷). In this context, the focus of the RADOs, and the countries who should benefit the most from them, are Tier 3 countries. In principle, RADO member countries are permitted to access RADO funding/grants and can delegate some parts of their program to the RADO in accordance with the requirements below.

RADO Membership Criteria

Over the 15 years since the RADO Program was created, the level of sport and anti-doping development across the RADOs and RADO member countries has changed significantly. This, when linked to WADA's Prioritization Policy (PP) and Tier system (in accordance with the International Standard for Code Compliance by Signatories [ISCCS]), makes it necessary for the RADO Program to focus its resources and efforts where they are most needed. Therefore, RADO membership is divided into three categories based on how countries fit within WADA's Tier ranking. It is important to understand that any country that moves up in the Tier system due to an improvement in sports results at the international level will have to adhere to the criteria for their new Tier level:

- **Tier 1 countries**

- Under the RADO Program, Tier 1 countries must have their own NADOs and their own national anti-doping programs.
- Tier 1 countries will not be permitted to delegate any part of their program to the RADO; nor will they be permitted to access any RADO funding (i.e. Testing Grant).

⁷ According to the Prioritization Policy and current tiers on August 2020, there are 7 RADO countries in Tier 1, 14 countries in Tier 2 and 105 countries in Tier 3 (and 5 RADO countries who are not Code Signatories). The Prioritization Policy and the tiers are regularly reviewed to ensure they stay up to date with the variations in sports performance, doping risks and the resources available for compliance monitoring. In this context, the RADO Program will update its policies as needed.

- Tier 1 countries can continue to collaborate with and support the other member countries in their respective RADO, while also contributing to the RADO capacity building programs- and networking.
- **Tier 2 countries**
 - Tier 2 countries will be permitted to receive the benefits of being part of the RADO (i.e. access to funding/grants, delegation of program areas, etc.) until they have built capacity, within an agreed timeline, to implement anti-doping responsibilities on their own. Thereafter, all Tier 2 countries will not be permitted to use the Testing Grant or delegate program areas to the RADO. To help Tier 2 countries achieve this, WADA will implement a focused development program to work with the RADO staff to develop project plans for these countries to ensure that they progress towards establishing a NADO and implementing a national anti-doping program. All Tier 2 countries are expected to achieve this by 2025.
- **Tier 3 countries**
 - All Tier 3 countries will continue to benefit from all the support provided through the RADO program. Tier 3 RADO countries will be permitted to access RADO funding/grants (i.e. Testing Grant) and delegate any part of their program to the RADO, while remaining fully responsible for their compliance with the Code. WADA will need to ensure that the RADOs, including the RADO staff, have the capacity to provide the required level of support and assistance to these countries until they start developing their own NADO and national anti-doping program.

WADA'S CODE COMPLIANCE MONITORING PROGRAM AND PRIORITIZATION POLICY

All Code Signatories are monitored for compliance with the World Anti-Doping Code in accordance with the ISCCS and the PP. Regardless of which Tier the RADO member country is in, it is monitored in the same way as non-RADO countries in the same Tier. With the 2021 Code and International Standards entering into force on 1 January 2021, and a revised Tier system and PP anticipated in the near future, it will be important to ensure the RADO Program is able to deliver as expected.

Prioritization Policy in the RADO Program

The RADO Program is implemented in accordance with WADA's Compliance Monitoring Program (CMP). The RADO Program plays an important role in assisting with the development of anti-doping programs in RADO member countries by supporting them in meeting their anti-doping responsibilities as Code Signatories.

There is an increased demand by stakeholders to enhance the level of accountability and compliance requirements by Signatories by 2021, with the purpose of further protecting clean sport. This will result in a strengthened approach towards monitoring compliance across all Tier levels. Although the details of this are not finalized, it is important that the RADOs are prepared to:

- Assist member countries in developing strong anti-doping programs. To accomplish this, the new RADO Program Strategy offers a renewed development and capacity building framework for the RADOs to help member countries implement more effective and relevant anti-doping programs.
- Support member countries – in coordination with WADA – to address compliance related corrective actions.

Anti-Doping Rules

In the past, RADO member countries were permitted to adopt RADO anti-doping rules. This mechanism was developed to assist countries who had difficulty in developing and adopting NADO antidoping rules. While these RADO rules assisted in ensuring all countries had anti-doping rules in place, it also resulted in some confusion over the level of responsibility of the individual countries as well as a low level of formal adoption at the national level. Therefore, it was decided that all Anti-Doping Organizations (ADOs) must have anti-doping rules in line with the 2021 Code from 1 January 2021, the RADO rules are no longer an option for member countries; instead, all RADO countries are required to develop and adopt NADO anti-doping rules.

In order to do this:

- WADA developed 'ready-to-use' NADO rules (to go into effect on 1 January 2021) for any RADO member country who requires them. WADA also identified the list of RADO member countries who will be permitted to use these 'ready-to-use' NADO rules and which countries are required to use the complete NADO Model Rules.
- NADOs will draft their national anti-doping rules, with the support of the RADOs, and send them to WADA for review and approval before they are adopted.
- RADO member countries will be requested to provide confirmation that the NADO rules, once they have been declared in line with the Code 2021, have been formally adopted by the NADO and apply to all National Federations and applicable persons in the country. The deadline for this is 31 December 2020.

Anti-Doping Programs

A revised Delegation of Anti-Doping Responsibilities Form has been developed by WADA and circulated to the RADOs in 2020. As RADO member countries complete their NADO rules, they will also be required to sign and submit their completed delegation form to the RADO and WADA before 31 December 2020. This form will have to be signed by the official Code Signatory (NADO or NOC acting as the NADO) of the RADO member country.