

# **iNADO 2022 Annual Report**

**TABLE OF CONTENTS**

Introduction .....2  
     Note from the Chair of the Board and the CEO.....3  
 Governance .....5  
     Annual General Assembly.....5  
     2022 Board Members .....5  
     Governing Board Meetings.....7  
 Review of Activities 2022 .....8  
     Activities of the New Plan: Our New Way of Thinking .....8  
     Guiding Principles for the Future of Anti-Doping ..... 10  
     Activities Conducted in 2022 ..... 11  
 Speaking up for NADOs & RADOs Globally..... 11  
 Improving Practice Everywhere..... 13  
 Building a Supportive Community ..... 15  
 Communication Channels..... 16  
     Review of Communication Strategy ..... 17  
 iNADO Staff..... 18  
 Financial Report..... 19  
     Financial Statement 2022 ..... 19  
 Our members..... 21  
 Annex A..... 22

## Introduction

2022 marks the ten-year anniversary of iNADO and our new Strategic Plan “Working Together Towards Excellence” is a celebration of the spirit of iNADO. “Working Together Towards Excellence” will be our compass for the next five years. The new strategy represents an opportunity to increase the value iNADO brings, and the impact it has, to bring meaning and benefit to all Members.

We were quickly convinced this Strategic Plan is a step in the right direction, which is why we began with its implementation during the second half of 2022.

2022 was a year in which we reunited with our members 61 NADOs and 8 RADOs and with the larger anti-doping community after more than two years of the pandemic. In 2022, the General Assembly approved giving Regional Anti-Doping Organizations (RADOs) full membership status in recognition of the important role they play in the anti-doping ecosystem. The Governing Board moved towards strengthening its diversity and expertise by appointing Ms. Sarah Shibusse from the Anti-Doping Agency of Kenya as a Board Member

This report presents a selection of activities conducted in 2022 and we invite our members and the broader anti-doping community to read it. A description of the objectives of the new strategic plan and an overview of iNADO Governance and Finances are also provided.

**Note from the Chair of the Board and the CEO**

**Dear Colleagues and Members of iNADO,**

In 2022 and with a new Governing Board in place at iNADO, we had the chance to pause, to consider the role iNADO plays, and to prepare for a new future ahead. The newly refreshed Board of iNADO wanted to take a step back, reflect together and set the right course for iNADO. To do this we made sure that we carefully listened to the different voices and perspectives of our members and the wider world in which we operate.



**Nick Paterson**  
Chair of the Board



**Jorge Leyva**  
CEO

We launched a survey to members to get input from each of you, seeking your feedback on what you value in iNADO and what role you want iNADO to play in your – and our – future. The idea was to use your feedback to shape iNADO’s strategy and outputs, to make sure it works for you, your organization and supports your work.

**“Working Together Towards Excellence”** will be our compass for the next five years, developed by the Board through consultation with Members and other anti-doping stakeholders. It summarizes the ideas about what is valued in iNADO, and the role Members want the organization to play in the future.

Many thanks to members who have provided input into that process and who continue to support iNADO and especially we would like to thank all fellow Board Members, for giving their time, often in the middle of the night, to attend virtual meetings and contribute to this process.

**2022 was a year to imagine New Ways of Working**

Anti-doping is an increasingly broad and complex field. With a new strategic plan, in 2022 we took the opportunity to analyze our activities and the benefits our members receive from them. Particularly which topics we should address, and which expertise is needed to do so, were two fundamental questions that

accompanied this analysis. Together with the Board and external consultants we developed proposals to these questions and presented them in November as iNADO New Ways of Working.

Aligned with this, at the end of 2022, iNADO commissioned an agency to support us to redefine our approach to the iNADO brand, our communications, and to the meaning of sponsorship. The outcomes of this work will feed into the Strategic Plan 2023 – 2027 with the aim of putting Working Together Towards Excellence at the heart of what we do, and that our brand and communications reflect this.

We are convinced that how we show up has a huge impact on what we can achieve together. The spirit of iNADO activities should transpire: Togetherness, listening and contributing with empathy; Agility, experimenting and learning as we go; and Credibility, building expertise with data.

In this sense, we are open to dialogue – we think that we can improve but we also rely on input and contributions from all Members and stakeholders to continue evolving and becoming stronger. We look forward to continuing to work with all our Members in a positive and collaborative spirit in the next years.

## Governance

iNADO operates as a non-profit association constituted in Germany (VR 11606). Our constitution, elections and other major resolutions are in conformity with the laws of Germany and are audited by the District Court of Bonn.

### **Annual General Assembly**

The iNADO 2022 Annual General Assembly (AGA) was held in presence and online on 9 June, 2022 with the participation of 38 member organizations. iNADO Chair, Nick Paterson, reported in a presentation the feedback that was received by Members for the development of a New Strategic Plan and how the Governing Board assimilated the feedback during a two-day strategic retreat in Bonn just before the Assembly.

In his report to members, iNADO CEO, Jorge Leyva, presented the work iNADO had progressed in promoting best practices amongst members; particularly, that with the capability register released in 2021, giving members a concrete tool that can be used to allocate resources intelligently and across borders.

During the Assembly members received and approved the report of the Chair and the 2021 Financial Statements. Likewise, an amendment to the constitution giving Regional Anti-Doping Organizations (RADOs) full membership status was approved. Last, the membership ratified the appointment Ms. Luisa Parente from Brazilian Anti-Doping Agency and Ms. Sarah Shibusse from the Anti-Doping Agency of Kenya to the Governing Board.

The iNADO CEO also provided Members an overview of the state of the organization's finances, including the 2021 Financial Statements (see page 19). The Record of Decisions is uploaded to our website.

### **2022 Board Members**

In 2021, a seat on the Board became vacant and in accordance with § 9.11 of the iNADO constitution, Ms. Sarah Shibusse (interim CEO of ADAK at that point) was appointed to the Governing Board in January 2022 and filled the eighth vacant seat.



**Nick Paterson**  
DFSNZ, Chair



**Lars Mortsiefer**  
NADA Germany, Vice-Chair



**Teemu Japiss**  
Fincis



**Tony Josiah**  
UKAD



**Antonio Júlio Nunes**  
ADoP



**Luisa Parente**  
ABCD



**Lyndsey Stafford**  
USADA



**Sarah Shibutse**  
ADAK

The other seven Governing Board members serving the term 2021 – 2024 include:

- Nick Paterson (Chair, re-elected in 2021). Chief Executive of Drug Free Sport New Zealand.
- Lars Mortsiefer (Vice Chair, re-elected in 2021). Legal Director and member of the Executive Board of the National Anti-Doping Agency of Germany.
- Teemu Japiss. Secretary General of the Finnish Center for Integrity in Sports in 2019 with extensive experience in national and international sports.
- Tony Josiah. Director of Education, Insight and Global Engagement at United Kingdom Anti-Doping. Tony has more than twenty years of experience in the field of anti-doping.
- Antonio Júlio Nunes. Chief Executive Officer of the Portuguese Anti-Doping Authority and a former professional athlete.
- Luisa Parente. National Secretary of the Brazilian Anti-Doping Authority (ABCD) since 2019. Lawyer and Olympian. *NB: her role with ABCD ended on 1 January 2023.*
- Lindsey Stafford. Olympic and Paralympic Programs Director of the United States Anti-Doping Agency with more than 12 years of experience in the field of anti-doping.

The diversity of skills and experience of the Governing Board members is of extreme value for the management team and for our members.

Important for the NADO community was the conclusion of the WADA Governance Reform Process with the election of the 10 NADO representatives to the WADA NADO Expert Advisory Group (EAG), a process which we promoted. The Governing Board is committed to working with WADA and the newly elected EAG to maximize the new opportunity and provide NADO feedback to WADA management and governing bodies.

### **Governing Board Meetings**

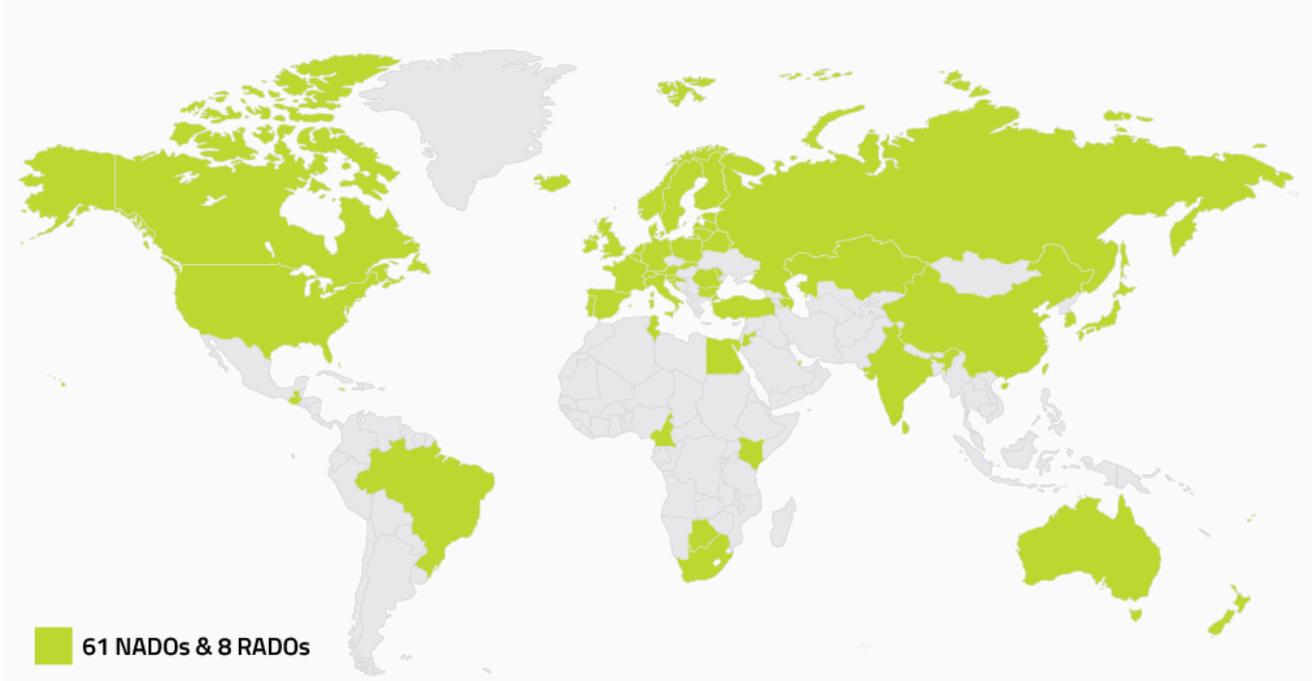
The iNADO Board meets quarterly and in 2022 four meetings were held virtually and one in presence in Bonn. We have regularly shared with our Member CEOs the agendas of each meeting in advance and summaries of each Board meeting afterward. They minutes can be found in the [iNADO Library](#). Up to two iNADO members can participate as observers at each board meeting and we hope more members use this opportunity to share their contributions and gain insight into the organization.

## Review of Activities 2022

Throughout 2022, we strived to serve our membership of more than 1000 experts worldwide distributed among 61 NADOs and 8 RADOs, with a global and inclusive view of our mission. In the next chapter we explain the priorities of the new plan and the activities under each priority.

### Who we are

The Institute of National Anti-Doping Organisations (iNADO) is the international member body for National Anti-Doping Organisations (NADOs) and Regional Anti-Doping Organisations (RADOs), and the largest international network of experts in anti-doping. iNADO is a German non-profit association (e.V.) based in Bonn, Germany supporting 61 member NADOs and 8 member RADOs globally.



NOTE: A detailed list of the activities we planned and conducted in 2021, can be found as [Annex A](#)

### Activities of the New Plan: Our New Way of Thinking

The strategic priorities of iNADO in 2023 - 2027 turn around three priorities:

1. Building a supportive community
2. Improving practice everywhere
3. Speaking up for NADOs/RADOs globally

iNADO is thousands of experts working together, so that every NADO/RADO globally moves towards excellence in supporting athletes for clean sport.



The priorities are indeed similar to previous plans. However, we are now provided with a much clearer picture of the activities that we want to carry out to accomplish the objectives of the three strategic priorities. This is new and very relevant.

### **Building a Supportive Community**

- **Assess Member Needs:** We will stay close to the needs of our members to inform them of our plans and activities.
- **Run Global Collaboration Platform:** Moving expert discussions to the next level — creating more order, identifying hot topics, turning quality discussions into useful documents.
- **Coordinate Experts & Regional Groups:** Matching Hot Topics with experts who can bring distilled recommendations to the wider community.

### **Improving Practice Everywhere**

- **Connect Members for Support:** Connecting NADOS who need support with those who are equipped and able to support. Be a central coordination and knowledge center.
- **Run Capacity Building Events:** Bring best practices to the awareness of everyone through interactive conversations and presentations — both online and in person.
- **Coordinate Helpful Materials:** Make available to members useful capacity-building materials. We want to help members to help themselves.

### **Speaking Up for NADOS/RADOs Globally**

- Advocate for Practice: Bringing the perspective of our members together to advocate for the changes in the wider system we want to see.
- Gather & Share Data: Collect and publish data from individual NADOS to increase transparency and understanding.
- Share Global Stories: Putting the brilliant work of our NADOS and RADOS at the center of the anti-doping conversation.

### Our Strategic Priorities 2023 - 2027

iNADO has identified three strategic priority areas to guide our work over the next five years and beyond. Our strategic priorities are interdependent and work together.

#### Building a supportive community

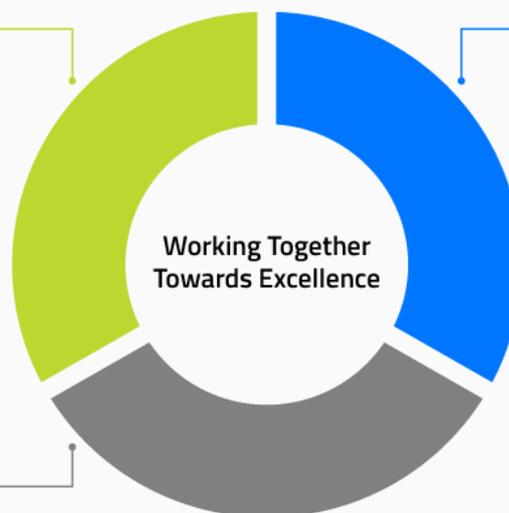
Nurturing an engaged membership that contributes to the global conversation about great antidoping practice.

#### Improving practice everywhere

Empowering and encouraging every NADO/RADO to improve from where they are - using established and emerging best practices.

#### Speaking up for NADO/RADOS globally

Advocating for a stronger anti-doping ecosystem with the on-the-ground insights and experiences of NADOS/RADOS.



### Guiding Principles for the Future of Anti-Doping

- These principles are ideas of what good anti-doping work looks like:
- Athlete's voice: Anti-doping focuses on protecting the rights, careers, health, and safety of athletes, who are the main focus of anti-doping.
- Justice: Objective investigations, due process, transparency, and proportionality.
- Education: Maximizing deterrence, targeted programs, and athlete engagement.

- Good Governance in all Code Signatories: Transparency, inclusion, avoidance of conflict of interest.
- Quality of Delivery & Innovation: All actors in anti-doping must ensure excellence, responsibility, and transparency by implementing the highest standards of quality and innovation.
- Separation of Powers: Establishment of a system of internal check and balances in anti-doping.

The Guiding Principles will help us to find the right course for our activities and walk together towards excellence with our members. We invite members and non-members to sign up to the principles and work now on changes needed to create a robust anti-doping system for the years ahead.

### **Activities Conducted in 2022**

In this section we are presenting a selection of activities conducted in 2022. For simplicity we use the terminology of the new Strategic Plan, understanding some of them were designed under the previous plan.

### **Speaking up for NADOs & RADOs Globally**

Advocating for a stronger anti-doping ecosystem and promoting transparency through insights based on the experiences of NADOS/RADOS.

### **Insights Reports**

To facilitate understanding and promote transparency, in 2022 we collected and shared data from our members around Data Protection and Privacy Policy, of NADOs acting as Integrity Agencies, Testing vs. Testing Pool Numbers, presence of an Athlete Committee.

### **Advocate for practice: ADAMS Working Group and WADA NADO EAG**

#### **ADAMS Working Group**

Throughout 2022 a group of ADAMS users, including both members and non-members, participated in online meetings with WADA. The meetings have addressed issues like these in an open, collaborative, and solution-oriented approach:

- Implementation of the Application Program Interface (API)

- Decommissioning of ADAMS Classic/Introduction of ADAMS NextGen
- Development of ADAMS modules (incl. NextGen ABP)
- Duplicate athlete profiles
- Visibility of tickets for trouble shooting reports

Feedback from participants indicates these meetings offer a good opportunity to exchange on key issues including an update on progress and opportunities to make recommendations and ask questions.

### **WADA Governance Reforms and Election of WADA NADO EAG**

The review of WADA Governance Reforms concluded in 2022 and we took the opportunity to promote the election process of NADO representatives to the WADA Expert Advisory Group in line with the considerations of adequate representation for those bound by the Code, independence in the decision-making process, transparency, and efficiency. We see this as an opportunity for NADOs to participate in the governance of WADA, and better reflect their relevance, as the organizations that complete the vast majority of anti-doping work globally. iNADO noted the healthy participation of NADOs worldwide in the election process.

#### **Speaking Up for NADOS & RADOs Globally**

##### **Advocacy**

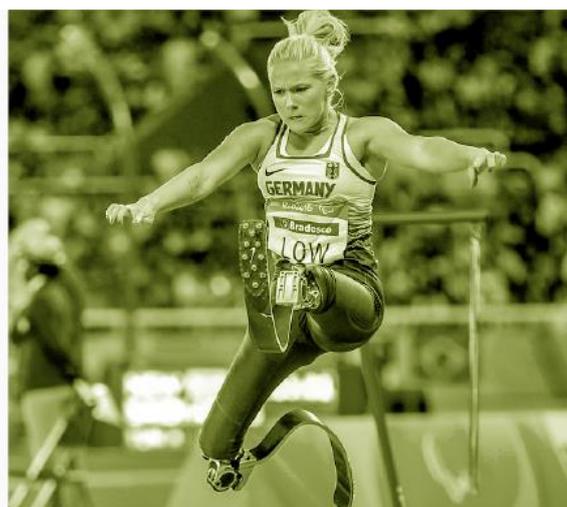
- 2 Advocacy meetings between ADAMS Working Group & WADA.

##### **Thought Leadership Briefs**

- 2 Thought leadership pieces.

##### **Insight Reports & Success Stories**

- 5 Insight Reports.
- 6 Success stories of Member success.



## Improving Practice Everywhere

Empowering and encouraging every NADO/RADO to improve from where they are — using established and emerging best practices.

### Improving Practice Everywhere

#### Webinars

- 12 Webinars.
- 403 Participants.
- 34 Speakers.

#### Annual Workshop

- 1 Annual Workshop with 22 sessions held.
- 221 Participants (142 members, 48 non-members, & 31 online).
- 25 Speakers.



### Annual Workshop

iNADO held its 2022 Workshop in hybrid format in Lausanne, after a two-year hiatus due to the Covid-19 pandemic.

The Workshop evolved around building the capacities of Anti-Doping Organizations through assessing, adapting, and improving in a diverse, technical, and fast evolving field. iNADO welcomed 200 participants from National and Regional Anti-Doping Organizations, International Federations, Major Event Organizers, the World Anti-Doping Agency, and others to reflect on how the anti-doping community can make best use of the tools, methods, knowledge, human and other resources to make anti-doping programs stronger.

## 2022 WORKSHOP

Reassess, adapt, and improve the capacities of Anti-Doping Organizations

iNADO welcomed more than 200 participants from National and Regional Anti-Doping Organizations, International Federations, Major Event Organizers, the World Anti-Doping Agency and others to reflect on how the anti-doping community can make best use of the tools, methods, knowledge, human and other resources to make anti-doping programs stronger.

### Workshop Numbers

**190**

Participants onsite



**142**

iNADO Members



**25**

Panelists



**31**

Participants online



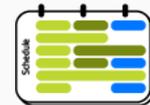
**48**

Non-Members



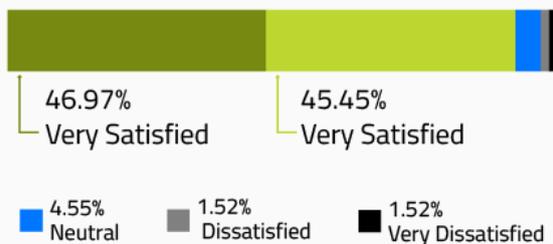
**22**

Sessions

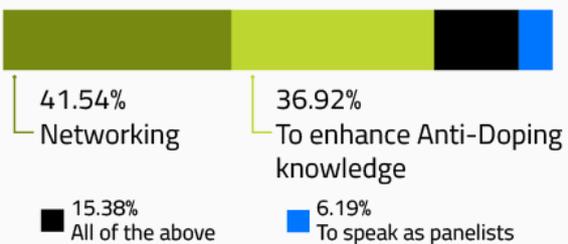


### Survey Highlights

#### Overall Satisfaction



#### Attendance Reasons



### Webinars

In 2022, iNADO hosted webinars, bringing in experts from across anti-doping to present and discuss relevant issues. The speakers presented a wide scope of topics including DCOs, Code Compliance, NADOs and Sports Integrity Agencies, Management of NADOs in Remote Working Environments, among others to promote best practices in our community. These two webinars were among our favorites in 2022.

### Developing DCOs to Collect Intelligence Information

On May 25, Michael Harkins, Director of Anti-Doping Testing at Sport Integrity Australia (SIA), presented on developing DCOs to collect Intelligence Information in an iNADO Members-only webinar.

DCOs or Chaperones are the first face or 'eyes and ears' of the agency and in this role can receive information which could be used for intelligence purposes. Information can be attained through casual conversations with athletes, access to athletes' homes, and through the time spent and rapport built with an athlete.

Harkins provided specific examples of how this information is captured and how this information is used, for instance to inform testing plans. A recording can be found in the iNADO Members Library [here](#).

### **WADA NADO Expert Advisory Group Elections: What you need to know.**

On August 10, iNADO hosted a webinar to provide information and respond to questions on the WADA NADO Expert Advisory Group (EAG) elections. The webinar presenters were Florence Lefebvre-Rangeon, Deputy Director of Stakeholder Engagement and Partnerships at WADA, Tom May, NADO/RADO Relations at WADA, and Rune Andersen, Chair of the WADA NADO EAG.

Jorge Leyva, iNADO CEO, provided a brief overview of the topic and webinar purpose which was to remind the NADO community of the election as part of the WADA governance reform process.

The webinar topics included a global review of the WADA Governance reforms, reforms to the NADO EAG as a result of feedback to enhance NADO representation within WADA, and election details including eligibility criteria, processes and timelines. The webinar is available on the iNADO Public Channel [here](#).

### **Building a Supportive Community**

Nurturing an engaged membership that contributes to the global conversation about great anti-doping practice.

## Building a Supportive Community

### Overview of Member Needs

- 1 Annual Member Survey with 87 responses.
- 1 Overview of topics important to our Members.

### Expert & Regional Groups

- 1 Expert/regional group.
- 12 Participants in expert/regional groups.

### Basecamp

- 460 Active users.
- 7 Expert discussion groups.
- 1 Discussion summary.



## Communication Channels

### Basecamp

Basecamp is the peer-to-peer exchange platform reserved for iNADO Members. It is a space for NADOs and RADOs to exchange practices, ask questions, share challenges or tips, and inform others about events or important announcements from their organization. It comprises 703 users and eight active expert discussion groups.

### Newsletter

The iNADO newsletter is distributed monthly to members and the wider anti-doping community. It provides an overview of anti-doping activities including:

- Stories of success of our members.
- Information on upcoming or concluded activities.
- Sharing data and insight around and for the work of our NADOs.
- Summarizing practical developments for ease of reading, for example, research papers, meeting summaries.

Our iNADO Newsletter is recognized by our Members as one of the most valuable channel for communication, with 835+ newsletter subscribers.

## Twitter and LinkedIn

Twitter and LinkedIn help us to raise awareness of our role and to draw attention to our activities and to anti-doping issues. Email (Newsletter), Basecamp and social media were recognized as our most valuable channels for communicating with our target audiences. There was a significant growth in our Twitter (+27%) and LinkedIn (+48%) channels.

### Communications

#### Newsletter

- 12 Issues published.
- 835 Subscribers.

#### Twitter

- 62 Posts.
- 26933 Average tweet impressions & 56 mentions.
- 17535 Profile visits.
- 520 Total followers.
- 109 New followers in 2022 (+27%).

#### LinkedIn

- 54 Posts & 755 reactions (+4,933.3%).
- 1,008 Page views (+207%).
- 570 Total followers.
- 275 New followers in 2022 (+48%).



## Review of Communication Strategy

iNADO commissioned Oaks, a specialized agency from the UK, to support us embracing the New Strategic Plan and enhance our impact. As part of the project the agency helped to determine and develop a new approach to our brand, communication, and donor strategy, which is more aligned with our new Strategic Plan.

The work included exploring the current and aspirational perception of iNADO by using correlated data from stakeholder consultation to define the final brand strategy and brand guidelines, as well as to develop and refine our target audiences and associated key messages. Through their consulting work it was revealed that iNADO is viewed positively by NADOs and RADOs and our community has described iNADO as competent, friendly, supportive, and collaborative.

### **iNADO Staff**

Together with the CEO, the management team was comprised of Kaitlyn Schäfer who joined iNADO in February 2022 as Program Manager, responsible for developing and evaluating iNADO's annual program and conducting strategic activities. Janka Deszatnik is iNADO's Communications Coordinator, ensuring that members and other parties are aware of the work of iNADO.

Ilayda Arslan in 2022 served as Administrative Assistant running the office and managing Member inquiries. Until September 2022 Felix Eich supported iNADO as Research Assistant.

## Financial Report

In this annual report we provide our members and the public in general an overview of the financial performance (income statement) of iNADO in 2022. The table below summarizes the financial statements prepared by our accountants with Thomas Mehl (Aachen, Germany). The full financial records including the balance sheet can be found on [our website](#).

### Financial Statement 2022

As a German association iNADO must comply with German financial and accounting regulations and thus, bookkeeping records are in Euros. Given iNADO's non-profit status, following § 4.3 of German income tax law, financial statements are produced based on simplified cash-based accounting. The profit (or loss) is determined by subtracting the operating expenses from the operating income.

Total income was € 293.000, € 23.000 less than approved in the Budget due to membership fees not collected and reduced sponsorship income. Total expenses amounted to € 316.000 (€ 39.000 less than approved in the Budget). Salaries and travel expenses were lower and in contrast, costs for organizing the 2022 iNADO Workshop and for Consultancy Services (Strategy and Communications) were much higher than initially budgeted. The line project costs include € 2.500 (not budgeted) for the support of whistleblowers and last, in 2022 iNADO returned € 10.000 to Erasmus+ for project funds not used. All these factors combined lead to a **deficit** of **€ 22.500** in 2022 (vs. € - 41.000 budgeted).

Concept	Description	2021 Financial Statements €	2022 Financial Statements €	Budget 2022
<b>Income</b>	Membership Fees	281.334,70	266.727,86	280.000,00
	Grant and Donations	-	-	-
	Sponsorship and Commissions	24.615,81	20.000,00	30.000,00
	Registration Fees Workshop	-	6.125,01	4.000,00
	Audits and Consultancy Income	274,84	662,35	-
	Projects Income	11.893,24	-	-
	VAT Recovery	-	-	2.000,00
	Miscellaneous Income	-	.	-
<b>Total Income</b>		<b>€ 318.118,59</b>	<b>€ 293.515,22</b>	<b>€ 316.000,00</b>
<b>Salaries</b>	Salaries	195.037,95	189.175,85	215.000,00
<b>Overheads</b>	Office Costs	27.505,95	22.231,25	23.500,00
	Administrative and Insurance Expenses	25.772,59	24.696,06	27.000,00
<b>Program Costs</b>	General Program Costs	5.047,47	5.655,72	6.500,00
	Travel and Other Staff Expenses	2.205,61	7.963,9	35.000,00
	iNADO Workshop	1.143,43	18.800,24	10.000,00
	Other iNADO Events / Conferences	-	-	10.000,00
	Audits and Consultancy	4.018,79	33.367,76	25.000,00
	Project Costs	9.190,24	-	-
<b>Other Operating Expenses</b>	Depreciation of Assets	5.206,64	14.132,61	5.000,00
	Currency Exchange Losses	1.356,79	-	-
<b>Total Expenses</b>		<b>€ 273.771,87</b>	<b>€ 316.023,39</b>	<b>€ 357.000</b>
<b>Result</b>		<b>€ 44.346,72</b>	<b>€ - 22.508,17</b>	<b>€ - 41.000</b>



## Annex A

In 2022, the iNADO Governing Board established a new five-year Strategic Plan from 2023–2027: “Working Together Towards Excellence”. The new Strategic Plan is centered around three strategic priorities: **Building a supportive community; Improving practice everywhere;** and **Speaking up for NADOs/RADOs globally.** The iNADO management team already began operationalizing the new strategy in 2022, and as such, an overview of the activities that have been achieved so far under the new plan are listed below.

### Building a Supportive Community

Activity	Output
<b>Assess member needs</b>	<ul style="list-style-type: none"> <li>• One Annual Member Survey regarding member needs/topics created, sent and data analyzed:               <ul style="list-style-type: none"> <li>○ 99 topics identified through conversations, interviews and surveys &amp; included in the Annual Member Survey.</li> <li>○ 63 survey responses from 33 organizations.</li> </ul> </li> </ul>
<b>Run global collaboration platform</b>	<ul style="list-style-type: none"> <li>• One Basecamp summary created and shared with members on the following topics identified on Basecamp:               <ul style="list-style-type: none"> <li>○ Education for athletes returning from a sanction.</li> </ul> </li> </ul>
<b>Coordination expert &amp; region groups</b>	<ul style="list-style-type: none"> <li>• One report to members about the meeting with WADA with the status of improving ADAMS and follow-ups identified.</li> <li>• One concept (including general Terms of Reference) developed &amp; announced to members to identify, engage, and support Technical Leads.</li> <li>• One "regional/sub-group" concept developed &amp; announced to members about how iNADO will work on a regional/sub-group level.</li> <li>• 12 participants in expert/regional groups (Technical Leads).</li> <li>• One "regional/sub-group" online meetings implemented.</li> </ul>

### Improving Practice Everywhere

Activity	Output
<b>Connect members for support</b>	<ul style="list-style-type: none"> <li>• One member-to-member support overview in progress (not yet completed).</li> </ul>
<b>Coordinate helpful materials</b>	<ul style="list-style-type: none"> <li>• Review, categorize and present to members documents that have been published on the iNADO library.</li> <li>• Review, categorize and present to members documents that have been published on Basecamp.</li> <li>• Communicate the existence of the library and Basecamp, and invite members to share best practice documentation with iNADO to share on the library.</li> <li>• One set of WADA ExCO &amp; FB papers summarized and shared with members in advance of key meetings (September).</li> <li>• One register was created and shared with members providing information on what members are doing around sport integrity including which members have wider mandates and what the mandate includes.</li> </ul>
<b>Run capacity building events</b>	<ul style="list-style-type: none"> <li>• Share webinar/workshop/teleconference recordings, summaries, and presentations on the following topics:             <ul style="list-style-type: none"> <li>○ How well do athletes understand and apply the National Anti-Doping Code?</li> <li>○ iNADO Questions to ITA about the Long-Term Storage Program.</li> <li>○ New Ways of Working for N/RADOs: Learning from a Pandemic.</li> <li>○ PWC Initiatives to reduce Environmental Impact in Anti-Doping.</li> <li>○ Developing DCOs to collect Intelligence Information.</li> <li>○ AFLD's Compliance with the World Anti-Doping Code: Challenges and Achievements (July).</li> <li>○ WADA NADO EAG Elections: What you need to know (August).</li> <li>○ Transforming into a Sport Integrity Agency: The FINCIS Experience (September).</li> <li>○ WADA NADO EAG Elections: Meet the Candidates (Asia &amp; Oceania) (October).</li> <li>○ WADA NADO EAG Elections: Meet the Candidates (Europe) (October).</li> <li>○ WADA NADO EAG Elections: Meet the Candidates (Africa &amp; Americas) (October).</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>○ Establishing a NADO: Experiences from the Central Asia Region (December).</li> <li>● Plan and implement iNADO’s 2022 Workshop:             <ul style="list-style-type: none"> <li>○ 22 topics and 25 speakers.</li> <li>○ 221 participants (142 members, 48 non-members, &amp; 31 online).</li> </ul> </li> <li>● Plan iNADO's 2023 Workshop including:             <ul style="list-style-type: none"> <li>○ One announcement to members about the dates of the 2023 workshop.</li> <li>○ 28 topics and 36 speakers identified using the Annual Member Survey, Basecamp, conversations etc.</li> </ul> </li> </ul>
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### Speaking Up for NADOs/RADOs globally

Activity	Output
<b>Advocate for practice</b>	<ul style="list-style-type: none"> <li>● One final ADAMS survey report was created and shared with WADA and testing managers.</li> <li>● One group of testing managers identified to participate in a follow-up call with WADA in 2-3 months to understand the status of improving ADAMs and determine what kind of support from members is needed.</li> <li>● Meetings with WADA (or other appropriate stakeholders) to advocate on a topic that has come up which members identify as unresolved and/or needs change. Topics included:             <ul style="list-style-type: none"> <li>○ Oslo lab question (K. Valieva case).</li> <li>○ No notice testing.</li> <li>○ RADOs wanting better support for members becoming NADOs.</li> </ul> </li> <li>● Two thought leadership pieces written on the following topics identified on Basecamp:             <ul style="list-style-type: none"> <li>○ Status and models of athlete representation.</li> <li>○ NADO Elections.</li> </ul> </li> </ul>
<b>Gather and share data</b>	<ul style="list-style-type: none"> <li>● Five insight reports created and shared with members on the following topics:             <ul style="list-style-type: none"> <li>○ Calling athletes in the last 5 minutes of the testing window.</li> <li>○ # of NADOs that are ISO certified.</li> <li>○ % of NADO budget spent on education.</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>○ Relation between # of athletes in testing pool vs. # of tests.</li> <li>○ Data protection and privacy.</li> </ul>
<p><b>Share global stories</b></p>	<ul style="list-style-type: none"> <li>• Six stories identified from members and published in the monthly newsletter, on the website and social media.</li> </ul>

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