

| Code | Description | 2014 Budget | 2015 Budget | 2016 Budget | 2017 Budget |
|---------------------------------------|--|---------------|---------------|---------------|---------------|
| Income | | | | | |
| 4800 | WADA Grant | 160000 | 160000 | 133333 | |
| 4000 | Membership Fees | 223000 | 260000 | 294000 | 340,000 |
| 4030/4050 | Sales/Services/Sponsorships | 45000 | 14300 | 20000 | 30000 |
| 4040/4830 | Misc./German VAT recovery | | 4500 | 4500 | 4500 |
| Income Total | | 428000 | 438800 | 451833 | 374500 |
| Staff Costs | | | | | |
| 6000 | Staff Salaries, Benefits and On-Costs | 237000 | 225000 | 240000 | 255000 |
| 6002 | Staff Training | | 2500 | 2500 | |
| 6000 | Recruitment | 10000 | 2000 | | |
| 6026 | Staff Bonus | 8000 | 12000 | 12000 | 12000 |
| Staff Costs Total | | 255000 | 241500 | 254500 | 267000 |
| Governance Costs | | | | | |
| 6301 | Board Expenditure | 11000 | 4000 | 2000 | 5000 |
| 6825/6830 | Audit Fees / Accountants Fees / Fin Ac | 20000 | 17000 | 17000 | 17000 |
| 6400/6420 | Insurance | | 1500 | 1500 | 1500 |
| 6826 | Legal services | 1000 | 1000 | 3000 | 1000 |
| 6816 | Subscriptions | 500 | 500 | 3500 | 3500 |
| Governance Costs Total | | 32500 | 24000 | 27000 | 28000 |
| Office Costs | | | | | |
| 6310 | Rent & IT support fee | 16500 | 18000 | 12000 | 15000 |
| 6305 | Furniture | 3000 | 2000 | 2000 | |
| 6330 | Cleaning | | | 2500 | 2500 |
| 6815 | Stationery and supplies | 3000 | 1500 | 1000 | 1000 |
| 6495 | Repair / Maintenance | 1000 | 3000 | 2000 | 2000 |
| Office Costs Total | | 23500 | 24500 | 19500 | 20500 |
| IT & Telephone Costs | | | | | |
| 6845 | IT equipment | 3000 | 2000 | 2500 | 5000 |
| 6805 | Telephones / Web hosting / Postage | 4000 | 10000 | 5000 | 3000 |
| 6811 | Website redesign | 15000 | 10000 | | |
| IT & Telephone Costs Total | | 22000 | 22000 | 7500 | 8000 |
| Finance Costs | | | | | |
| 6855/6880 | Bank charges / Currency exchange los | 3000 | 7500 | 10000 | 5000 |
| Finance Costs Total | | 3000 | 7500 | 10000 | 5000 |
| Communications Costs | | | | | |
| 6817 | Print Costs & Designs | 2000 | 2000 | 2000 | 2000 |
| 6600/6643/6648 | Advertising Costs / Small Gifts /Promotional Gifts | | | 5000 | 2000 |
| 6630 | Staff Hospitality | | | 1000 | 500 |
| 6640 | Client Hospitality | | | 1000 | 1000 |
| Communications Costs Total | | 2000 | 2000 | 9000 | 5500 |
| Programme Costs | | | | | |
| 6821 | iNADO Workshops / AGM | 3000 | 14000 | 15000 | 15000 |
| 6822 | Quality System / Code Compliance | 2500 | 10000 | 10000 | 5000 |
| 6823 | NADO Mentoring / Open Houses | 1000 | 15000 | 5000 | 5000 |
| 6647 | Second Conference | 2000 | 4000 | 4000 | 5000 |
| 6650 | Staff Travel & Accommodation | 35000 | 40000 | 45000 | 34000 |
| 6700 | Anti-Doping Knowledge Centre | | 20000 | 20000 | 20000 |
| 6780 | Services (Third Party) | | | 6000 | |
| 6825 | Consulting UCI | 30000 | | | |
| XXXX | Other Projects | | | 5000 | |
| Programme Costs Total | | 73500 | 103000 | 110000 | 84000 |
| Expenditure Total | | 411500 | 424500 | 437500 | 418000 |
| Surplus / Deficit | | 16500 | 14300 | 14333 | -43500 |

Key changes proposed for 2017: (1) increase Membership fee revenue by \$46,000 (2) use up to 20% accumulated reserves (\$49,000) for any budget deficit (3) but reduce overall budgeted revenue by \$40,000 (4) reduce budgeted costs by \$15,000 (5) reduce budgeted surplus by \$14,000

2017 Membership Fee Income Current 61 Members: \$317,135 (30 of 61 Members pay \$8270 / year)
Assumes generating additional 2017 Member fees of \$23,000
Includes fees from Workshop and 2nd conference

Three staff: CEO \$ 155K (permanent), Operations Manager \$55K (80%), Ass't \$41K (full time) + adjustment

Office space and IT security costs may increase

Laptop replacement(s) in 2017 may be needed

Quality recognition for sample collection peer-to-peer assessments, including travel subsidies
Support Member Open Houses for smaller NADOs to visit and learn, and / or travel subsidies

Increased in 2016 due to third staff member / increased requests for iNADO to attend events
To support DopA Netherlands to maintain the ADKC
To set up "Ask iNADO" database of Q&As - consultant to handle backlog of queries

To permit other projects / events not specifically budgeted

June 2016 Board authorisation to use up to 20% reserves to cover such a deficit