

## **2018-2020 Capability Register of member NADOs & RADOs**

### **of iNADO - Executive summary**

April 2021



### **Context and scope of survey**

This executive summary is intended to provide iNADO members and other stakeholders with key information and outcomes from the first edition of the Capability Register launched by iNADO in 2020.

iNADO's strategic plan 2020-2022, approved during the Katowice General Assembly in November 2020, raised the key questions central to this survey: *what capabilities make an anti-doping program successful? Do our members possess these capabilities, and could they be developed and shared within the community?* Our reflection was narrowed down to five overarching categories to understand the capabilities of our membership:

- **Education:** comprehend athlete population in the country and assess the capability to educate athletes and their support personnel.
- **Testing:** scope of testing, capacity to plan and collect, testing driven from intelligence, use and qualifications of Sample Collection Personnel and relationships with external providers.
- **Sciences & Results Management:** scientific and legal expertise and active involvement in research.
- **Intelligence & Investigations:** capacity to investigate and to react to reported information.
- **Governance:** Code compliance, interaction with WADA and transparency and independence.

The activities of scoping, formatting, drafting questions, and prefilling the survey began in the first semester of 2020. The survey was launched on 18 October 2020 and was open for two months to all iNADO members: 66 NADOs and 14 RADOs. A total of 53 surveys were completed and sent back to iNADO from 44 NADOs and 9 RADOs, amounting to a total participation rate of 66%. Reporting periods for all the answers and data provided by members cover a timeline of 12 months comprised between 2018 and 2020. The timeline was determined by the members and it aligned with their usual activity reporting period: seasonal, calendar or financial year.

The report and its deliverables come as a result of our reflections. It does not cover all possible areas anti-doping organizations must build capacity in, nor does it answer the question “how to build capacity?” but rather it provides a detailed picture of the members’ capabilities. It also sheds light on indicators to be considered to increase capability and provides an easy-to-use tool to improve collaboration between members or for a more interactive analysis of the results. These deliverables are:

- the full [Capability Register of iNADO members report](#). This report presents a summary of the results with short contextualization and analysis and “highlight” boxes offering possibilities for discretionary benchmarking for the reader to compare one ADO to another. It focusses on some members’ own experiences and brings forward more general practices that could be replicated in different contexts. It also offers an overview of the general satisfaction of members with the

application of their anti-doping program. For each chapter, a conclusion of the main findings as well as the potential implications for iNADO's own operational plan is also proposed.

- an [online interactive visualization of a selection of results](#). The visitor can focus on answers from certain NADOs or RADOs or choose to look at a geographical context or other specific feature or they can draw hypothetical models for analysis or benchmark.
- two annexes exclusive to members: a **first-level support tool** capturing the help members are willing to provide or would like to receive, in the different areas surveyed; the **Master spreadsheet with all surveys received back from NADOs and RADOs** (with nominative and anonymous disclosure as requested).

## Summary of content and key outcomes

First and foremost, the survey shows us that despite the relatively recent introduction of new anti-doping specialties, National and Regional Anti-Doping Organizations (NADOs and RADOs) still allocate most of their budget to testing activities, with an average of 60% of their total budget, confirming the traditional association between collecting samples and the fight against doping.

The average iNADO member is composed of 24 full-time-equivalent staff for NADOs and 2 for RADOs. In NADOs, the average typical staff distribution is 11 Sample Collection Personnel staff (SCP), four staff are in test planning, two in Results Management (RM), three in Education, two in Intelligence & Investigations (I&I), one in Scientific Research, and one staff for admin and other functions. The two RADO staff split their tasks between sample collection planning, testing and RM. With this report, iNADO members can analyze how budget and human resources are distributed and how these could be reorganized to implement new techniques such as remote testing and dried blood spot (DBS) testing. It can be assumed that in future some of the staff and resources placed in traditional testing could be transferred to other areas for a more intelligence and evidence-based testing program.

Among all educational platforms, 744,240 athletes and their support personnel have been educated about anti-doping in the reporting period. Regarding the type of materials produced and type of education delivered to athletes and support personnel, the results showed that anti-doping manuals and outreach activities remain the most popular despite the development and greater use of new technologies. The report also highlights innovative projects developed by members to reach out to specific audiences, such as impaired athletes.

The answers provided by the members should frame areas for future attention for iNADO in anti-doping prevention:

- collaboration with third parties (77% of the respondents' partner with academic institutions);
- an effective evaluation of member's own education plans - also made mandatory with the new ISE 2021;
- the hiring of qualified anti-doping educators and volunteers and maintaining those skills and knowledge and;
- the use of the new technologies and e-Learning platforms, such as the re-launched [ADEL](#) platform from WADA to guarantee and promote the access to anti-doping information, especially in a time where social distancing has become the norm.

The specific answers provided to the Testing questions of the survey confirmed that this department is at the heart of members' operations. Members demonstrated a good quality management of sample collection personnel, with close to 100% of DCOs and BCOs undergoing a certification program. They also declared a close monitoring of the test distribution plan, which is updated on a quarterly basis by 56% of the members.

Members reported a total of 141,992 tests<sup>1</sup> in the reporting period, which represent, 77% of tests conducted and reported to WADA in 2019 by all NADOs and RADOs.

Intelligence and Investigations (I&I) did play a relevant role in the members' testing programs even though it had a lesser budget share, with 66% of the respondents conducting tests, at least partially, based on intelligence received.

Although playing a smaller role among members - only 24.5% of the members declared having a dedicated scientific research unit - members are relatively active in the sciences field, via the externalization of resources, cross-collaboration for research and specific funding. The two most important areas members are interested in researching are social sciences and drug detection methods.

Most of the members declared using GlobalDRO as their medication database, additionally the report also included some of the databases developed by members on their own or via collaboration. From the data reported, it was clear that more awareness is needed around Therapeutic Use Exemptions (TUEs). Out of the over 4,000 TUEs processed by NADOs and RADOs in the reporting period, 58% were granted, 10% denied and a remaining third were found to not be required at all, highlighting a need to further educate athletes and support personnel on the TUE process.

In Results Management, the survey exposes the diversity of sanctions in the countries our members are based and operate in. Anti-doping rule violations receive criminal sanctions in the countries of 44% of the NADOs, and only 22% receive civil sanctions. The report shows a clear difference in the independence of hearing panels between NADOs and RADOs; panels are independent for 93% of NADOs and for 50% of RADOs. It provides insight as to how the hearing panels are composed and the average number of cases they handled.

With an average share of 3% of the budget, three quarters of the respondents have a functional I&I unit and/ or an established whistleblowing mechanism. This puts in perspective the tremendous efforts it took to investigate 43% of 1,805 whistleblowing reports addressed to the members in the reporting period, out of which over 60% led to targeted tests. This is to be considered alongside the fact that 22% of the average 27 sanctions issued by members initially originated from information received from I&I.

Finally, independent policy and decision making are the essential basis of effective and transparent anti-doping programs. Although there is no one-size-fits-all formula, members reported common best practices that are leading the way towards good governance. Elements such as: formal board member election processes (50% of respondents have a formal process), a strong emphasis on a

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<sup>1</sup> See reporting period described above.

mixed skill and qualified board, as well as third party audits and certification of quality management systems.

In parallel to more statistical quantitative data, the intention of the report was also to identify qualitative aspects of capabilities, as well as assessing the satisfaction levels of our members with the different elements of their anti-doping program and overall organization. Given that NADOs and RADOs do not have the same resources and budgets, it was important to differentiate this fact in the analysis of results. We present in this summary some specific outliers.

98% of the NADOs are at least “somehow satisfied” with their Education program, which is a promising trend aligned to the reported 60% of evaluation of the effectiveness of their education program before it was made mandatory in 2021. From all anti-doping areas, Intelligence and Investigations presented the lowest level of satisfaction; 43% of the NADOs are “little” to “very little satisfied” with their I&I activities. All NADOS are at least “somehow satisfied” with their organizations’ governance. For the RADOs, the trends show that the results are more spread over the five anti-doping areas surveyed, expressing stronger dissatisfaction in areas like I&I or Education (respectively 42% and 34% of the respondents were between “little” and “very little satisfied”). With resources and budgets almost entirely directed towards Testing and RM, RADOs expressed a rather good level of satisfaction in these two areas (both 56% between “very” and “rather” satisfied).

A deeper analysis of the middle levels of satisfaction as well as the reasons for the ranking chosen are a good basis for iNADO to focus its attention on. This will help determine where to increase capability, how to measure potential elements of successful anti-doping programs and how members can support each other.

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## Annex, access to information and contacts

- All annexes and links (overview infographics, Capability Register report, online visualization available at: <https://www.inado.org/who-we-are/capability-register>).
- Any questions, please contact us at: [inado@inado.org](mailto:inado@inado.org).