



Foreword

by Michael Ask & Jorge Leyva

Dear iNADO members,

It is with great pleasure that the iNADO Capability register is presented to you. The register gives a valuable overview of where and on what NADOs and RADOs use their resources and, at the same time, provides valuable information regarding the collective capabilities of our organizations. Size and competencies of each NADO/RADO are different, therefore, it is of very high value that each and every one of us can reach out to our colleagues and seek assistance and support when needed. Only by helping each other can we conduct our work as effectively and professionally as possible and “raise the water level” for the mutual benefit of clean and fair sport. Thank you to all of you who have participated in this extensive mapping exercise.

Thank you to the iNADO staff who have put an immense amount of work in producing this ground breaking tool for iNADO members. As a tool, this fits very well into one of the iNADO strategic priorities to “share best practices amongst our members”.

I am convinced that the Capability Register of iNADO Members will be diligently used by all of us.



Michael Ask
Chair

The purpose of this report has been threefold:

- I. The report identifies indicators (sometimes numeric, sometimes qualitative, or simply categories) to understand better the capability of members to conduct an anti-doping program. It now presents the results of the survey in an objective, transparent and comparable format.
- II. This report, together with the annexes, identifies individual but also collective capacities. We hope that with this information our members can identify in which anti-doping areas support is needed, and where assistance can be provided. The iNADO **Capability Register** can provide the foundation for a more coordinated, effective approach for member-to-member assistance. The relevance of this potential collaboration is enormous.
- III. The evidence provided in this report will feed into iNADO’s operational plan to ensure our activities better reflect today’s challenges in anti-doping and the differences in capacity among our members.

To achieve these purposes, iNADO conducted an extensive exercise. We thank those who provided support to iNADO along the way.

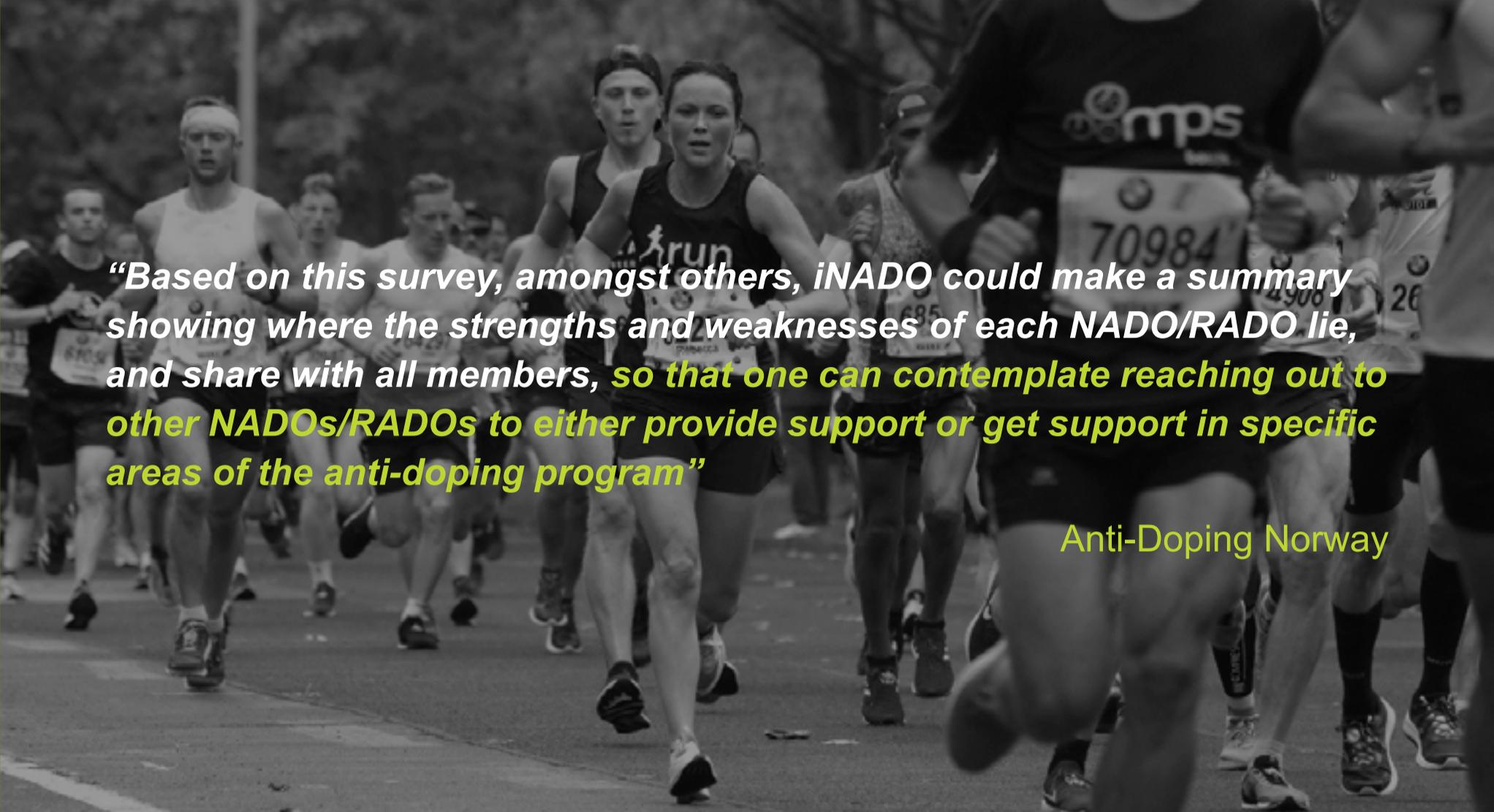
It is important to acknowledge the limitations of the report as it does not cover all possible areas in which anti-doping organizations must build capacity. For instance, it does not address the full breadth of internal processes within R/NADOs. Know-how is also an area not sufficiently addressed in the report given the difficulties to define it and to measure it for many different organizations in our field. More importantly, this report will not provide a definitive answer to the question “how to build capacity?”. Rather it will tell readers which indicators could be considered to increase capability.

We hope our members find this report useful and educative; it certainly has been for us at iNADO.

As always, we appreciate feedback from our members so please let us know how you use the data and if you have any recommendations for improvement in the future.



Jorge Leyva
Chief Executive Officer (CEO)



“Based on this survey, amongst others, iNADO could make a summary showing where the strengths and weaknesses of each NADO/RADO lie, and share with all members, so that one can contemplate reaching out to other NADOs/RADOs to either provide support or get support in specific areas of the anti-doping program”

Anti-Doping Norway



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Survey respondents by c members

Total staff around the world: 1057 professionals.
24 per NADO; 2 per RADO (avg.)

66 NADOs



744,240 Athletes and Athlete Support Personnel reached in the twelve-month period.



77% of all the tests conducted by Testing Authorities (NADOs and RADOs) in 2019 (141,992 tests conducted by members vs. 184,364 tests reported by Testing Authorities to WADA).

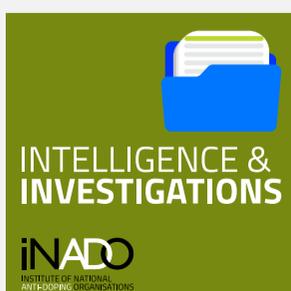


TOP 3 Research fields of members:
1. Social Science; 2. Drug Detection;
3. Policies and Procedures.

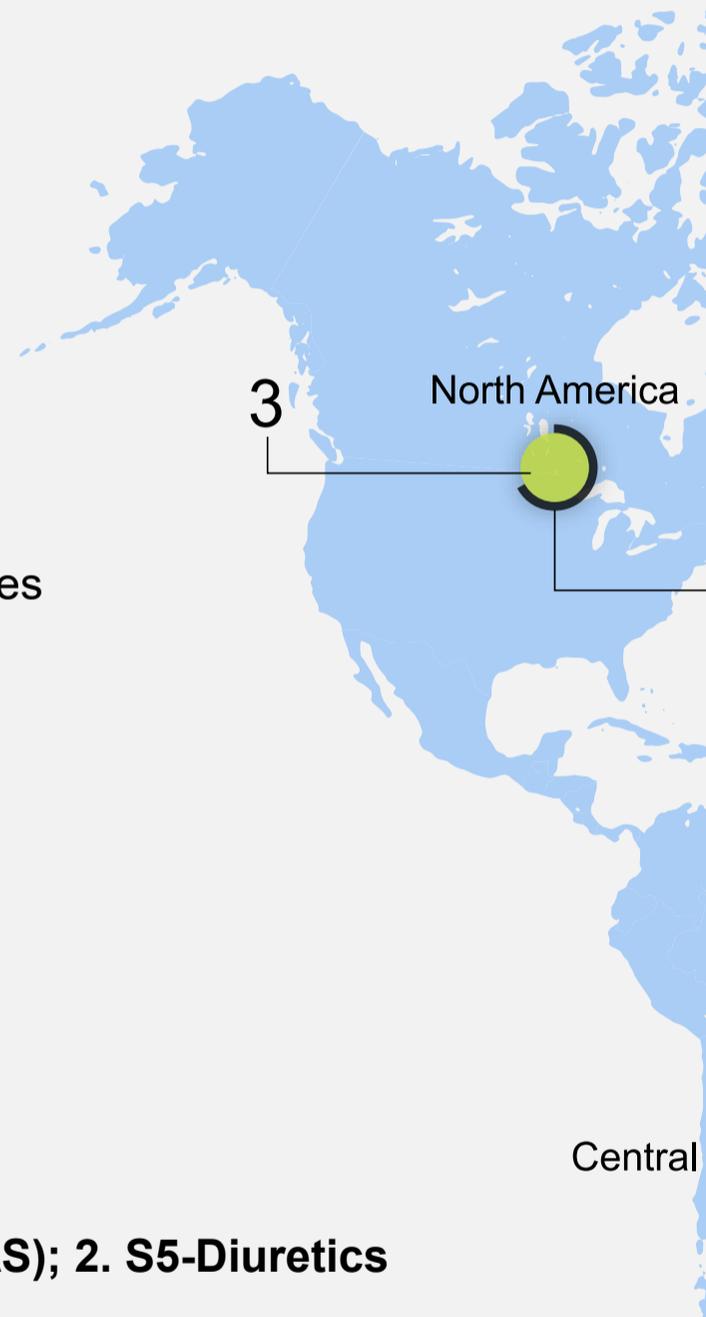


TOP 3 substances found in positive tests:
1. S1-Anabolic Androgenic Steroids (AAS); 2. S5-Diuretics and Masking Agents; 3. S6-Stimulants.

4,144 Therapeutic Use Exemptions (TUEs) processed.

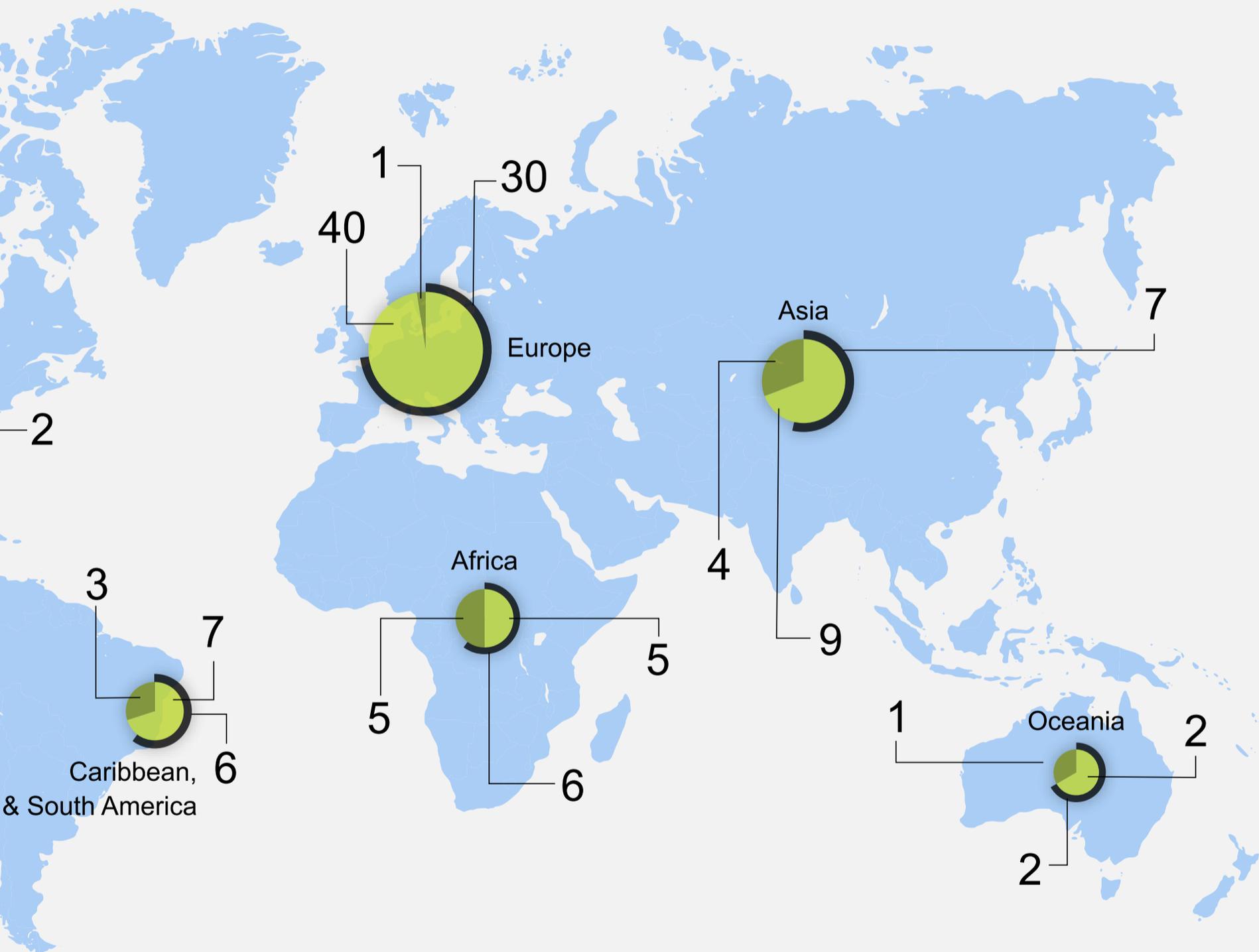


21% of all ADRVs originating from I&I.



Continent & total iNADO

14 RADOs 53 Survey participants



TOP 3 Committees of member organizations:

1. TUE Committee
2. Hearing Committee
3. Athletes Committee

Introduction

How to read this report

To guarantee smooth reading and to highlight as best as possible the main findings of the survey, the report has been written following the structure of the Capability Register itself.

The reader may decide to have a linear read or directly jump to the topic(s) they are interested in. The report provides graphs, trends among members and takeaway boxes for brief review. Additionally, members can use the report to undertake a thorough analysis by reviewing correlations between capabilities and results of members in the development and implementation of their anti-doping programs.

The following terms '*members*', '*respondents*', '*ADOs*', '*NADOs and RADOs*' will be used interchangeably throughout the report to comment on and analyze data and figures. When relevant, the scope of the group (i.e., the entire iNADO community as a whole, only the respondents to the survey, or differentiation by types of organizations, NADOs or RADOs, or continents) will be further specified for each individual graph in the core text description or as a foot note.

Scope: anti-doping areas surveyed, disclosure and disclaimers

With a change of direction in 2019, iNADO began to reflect on its strategy to better plan its operational activities. A new strategic plan 2020-2022 was presented to our members in Katowice in November of the same year. The following questions arose from this process: what capabilities make an anti-doping program successful, are those capabilities available within our membership, and subsequently how could they be best shared among the community, developed and improved when scarce or missing? The reflection was naturally narrowed down to 5 overarching categories:

- **Education:** capability to educate athletes and support personnel; comprehend athlete population in the country.
- **Scientific Research & Results Management:** scientific and legal expertise; active involvement in research.
- **Testing:** scope of testing; capacity to plan and collect, drive testing from intelligence; use and qualifications of Sample Collection Personnel; relationships with external providers.
- **Intelligence & Investigations:** capacity to investigate and to react to reported information.

- **Governance:** Code compliance; interaction with WADA; transparency and independence.

The Capability Register survey was launched to all iNADO members (66 National Anti-Doping Organizations- NADOs and 14 Regional Anti-Doping Organizations - RADOs) on 15 October 2020 and closed on 18 December 2020. iNADO first designed the intention of the survey and the questions between January and August with the support of Sport Integrity Australia. From August to September, the team pre-filled, to the extent possible, the surveys of members whose annual activity reports could be found online. The pre-filled surveys for members who did not submit a survey were excluded from this report as accuracy of the information could not be validated.

Public disclosure and consent to release

Members were required to inform the team (Qu.0.1) about the level of authorization they would grant iNADO to publish their answers, i.e., in an anonymized or nominative way.¹ From 53 respondents, 19 members opted for an anonymous disclosure and 34 for a nominative one.

The answers from the members who opted for the anonymized disclosure were used in this report in the aggregated statistical data, to validate conclusions and trend analysis and when appropriate, used anonymously to share practices and general examples.

The answers from the members who opted for a nominative disclosure were also used to illustrate take-aways and to refer to concrete operational examples or best practices.

All answers are presented in the Members-only Annexes: **Master Table Capability Register (Members only)**, for which identification traits of anonymous respondents were removed and in **MsM Tool – Members support Members (Members only)**– where all questions and answers from respondents are published for more thorough reading. The document is available for our iNADO members on our website: [iNADO.org/library/document](https://www.inado.org/library/document) section.

Data cleaning and editing for statistical analysis

For the purposes of the statistical analysis of this report, it has been necessary in some cases to clean or harmonize the data, i.e., edit wording or move answers provided in “comments fields” to their relevant cells so the data could be considered in the overall overview and statistical count. This may have for instance consisted of substituting a cell left empty to “n/a” or

¹ Question 0.1 of the survey about Consent to Release (“Do you allow iNADO to publish the information submitted in the survey? Options: 1. I agree to an anonymized disclosure, down to the continental/regional level (default); 2. Yes, I agree to disclose information collected in the report in a nominative way”).

“no” or moving information written in “comments fields” to the corresponding question. The data-cleaning and harmonization did not alter the nature of information received from the members.

The editing is not reflected in the **Master Table Capability Register (Members only)** - displaying only original answers provided by NADOs and RADOs. The iNADO team is available to answer any query regarding this matter.

Reporting periods

Members were advised (Qu.4) to report against their last annual activity report. This was followed in the vast majority of responses: 74% of the members (39) reported data against the calendar year 2019; 2% (one) against calendar year 2018; 15% (eight) against “*other periods*”. From the “*other periods*”: three reported against the financial year 2018-2019; and three for the financial year 2019-2020.² 9% of the members (five) did not specify the reporting period used as a reference.

The team is aware and acknowledges that the variations in reference periods do not allow for a straightforward 1:1 benchmark between members. Nevertheless, iNADO remains confident that the answers still establish the ground for good work and a solid baseline for what will hopefully become a lighter but nonetheless useful reiterative exercise within the community; to illustrate the working environment of NADOs and RADOs, as well as to monitor, evaluate and learn from each other.

ATTENTION: Please note therefore, that the reporting periods for all graphs presented in this report represent a timeline of 12 months comprised between 2018 and 2020.

This first “*edition*” of the *Capability Register Survey 2018-2020* shall be considered as the *Year 0*. This period is prior to entry into force of the the World Anti-Doping Code , the International Standard for Education (ISE) and the International Standard for Results Management (ISRM) on 1 January 2021 and to a certain extent pre-COVID pandemic and its consequences around the world, beyond anti-doping and sports.

At the time of the survey in 2020, the iNADO community was composed of 80 members (66 NADOs who represent 82.5% of the members, and 14 RADOs, 17.5% of members).

53 members (44 NADOs and 9 RADOs: broken down per continent: 6 from Africa; 7 from Asia; 30 from Europe; 6 from Caribbean, Central and South America; 2 from North America; and 2 from Oceania) contributed to the survey totaling a response rate of 66%, which was considered satisfactory by the iNADO team considering it is the first time such an exercise has been conducted among the iNADO community (see **Public annexes List of iNADO Members in 2020 and contributors to the Capability Register Survey**).

The survey consisted of 72 questions and their sub-questions

² Question 4 of the survey; 48 answers received (45 NADOs, 3 RADOs)

divided into 6 sections: General; Education; Testing; Scientific Research; Results Management; Intelligence & Investigations; and Governance. The majority of the questions were addressed to both NADO and RADO members. Questions 3 and 52 only concerned NADOs and question 53 only RADOs - giving the possibility to answer a maximum of 257 fields for NADOs and 254 for RADOs. A total of 8,067 unique entries were received.

Survey participation and overview of respondents

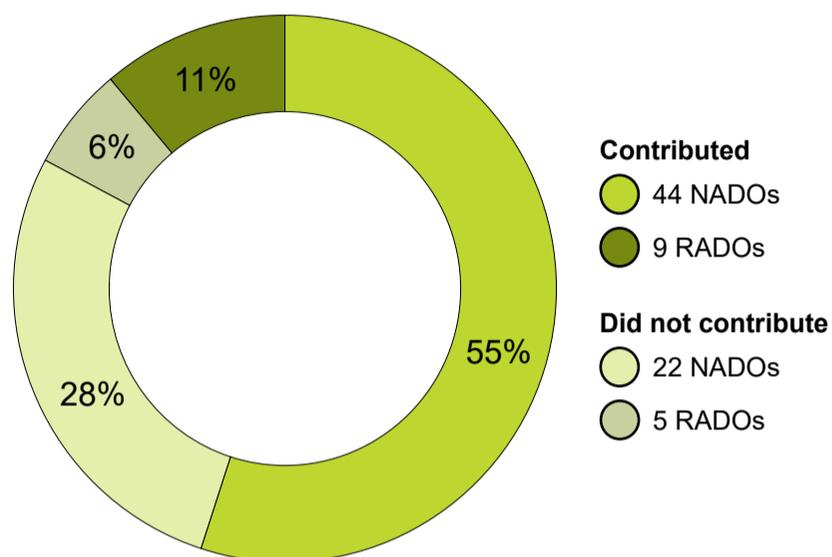


Figure 1.1 Entire iNADO community vs. iNADO members who contributed to the survey

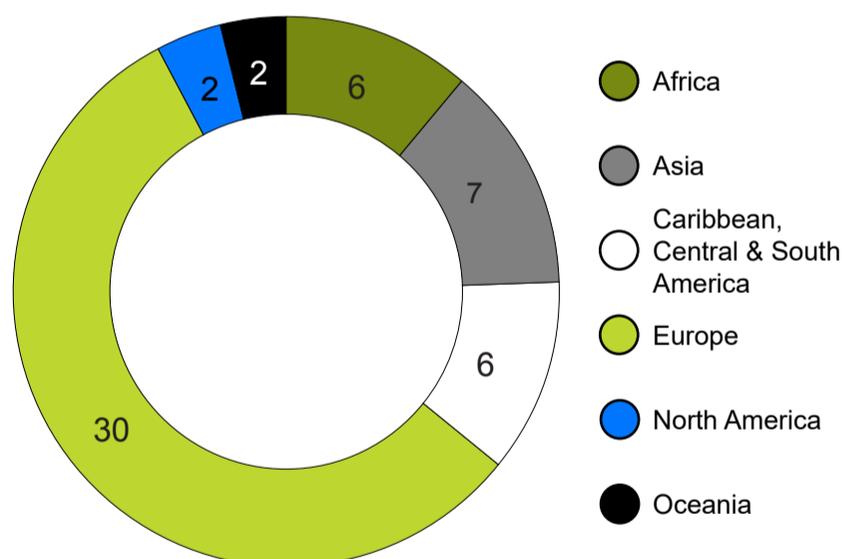


Figure 1.2 Members' participation in the survey by continent

Statistics

In order to extract as much information as possible from the survey we performed several statistical analyses on the gathered data. The aim of the exercise was to allow us to obtain a precise picture of the iNADO members and to draw more substantiated conclusions about members' resources, capabilities, strategies and the effectiveness of their anti-doping program. Given the type of data and information requested, it was interesting to look at potential interactions between the answers to certain

questions. Therefore, we performed linear regression analysis investigating the relationship between:

- “Testing informed by research” and no. of AAF/ no. of sanctions/ no. of ADRVs/ no. of ADRVs forwarded.³
- “Independent TUE committee” and the no. of TUE total, no. of TUE denied, and no. of TUE granted.⁴

Additionally, we performed multiple regression analysis to investigate a potential relationship between:

- “I&I activities”/ no. of staff and the no. of whistleblowers’ reports received/ no. of reports investigated/ no. of targeted tests.⁵

Finally, we did an ANCOVA analysis to:

- Compare the “testing efficiency” - efficiency being solely defined in this context by the number of tests performed - between respondents using in house vs. outsourced DCOs. To represent the size of an ADO we included no. of staff as a covariate to the calculation.⁶In conclusion, we were not able to find significant results nor outliers in any of the performed analysis. This means at this stage the hypothesis

and assumed correlations cannot be proven based on the surveyed sample. This, however, does not exclude any correlation presently or in the future. Possible explanations for the current results might be the small effect- and sample-size, the method of data collection (using self-reporting methods which can include a margin of human error) and/ or unknown influencing variables not collected as part of this exercise. This combination of factors is known for leading to insignificant results in the performed analysis.

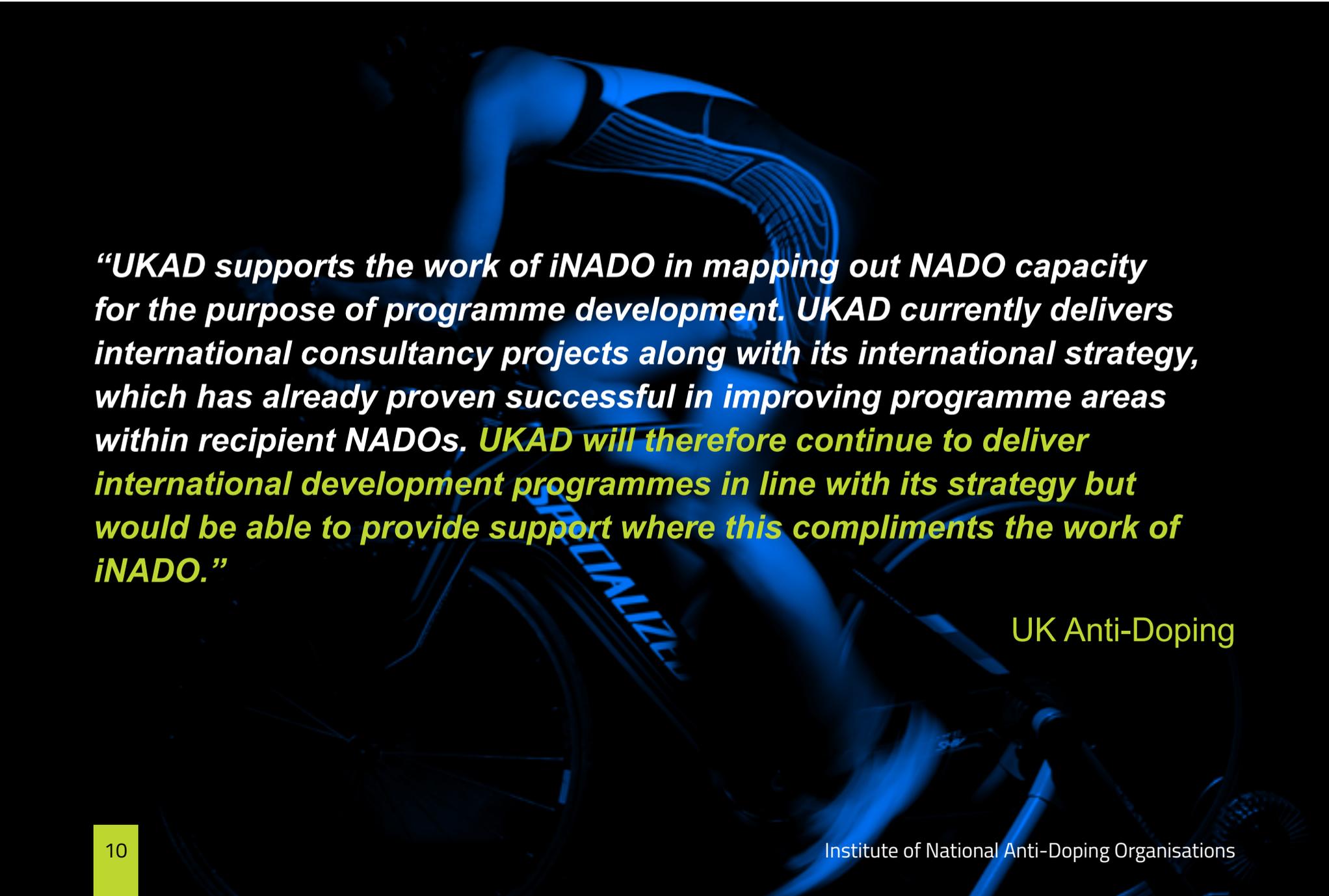
For the future it is therefore recommended to repeat this survey with an expanded sample size (achieving a higher response rate) as well as adapted questions to better fit statistical analysis and to enable longitudinal analysis within an ADO itself (enable an ADO to track its answers over time). However, based on the described circumstances this document will, instead of testing data significance, focus on the expert interpretation of descriptive statistics.

³ Questions of the survey: 29, 44, 45.

⁴ Questions of the survey: 41, 65.

⁵ Question of the survey: 56, 58, 59.

⁶ Questions of the survey: 6, 17.1, 20, 26.



“UKAD supports the work of iNADO in mapping out NADO capacity for the purpose of programme development. UKAD currently delivers international consultancy projects along with its international strategy, which has already proven successful in improving programme areas within recipient NADOs. UKAD will therefore continue to deliver international development programmes in line with its strategy but would be able to provide support where this compliments the work of iNADO.”

UK Anti-Doping

General: staff & resources

Why were budget, staff and use of external personnel surveyed?

The review of annual budgets and their distribution to departments is often regarded as a cold, sterile exercise reserved for accountants and finance staff. However, budget numbers and the allocation of staff do say something about the distribution of resources within an organization and in turn, about their overall capacity.

In order to understand the strategic focus of the organization (and indirectly obtaining a better understanding of capability) it is worth looking closely at the budget, staff distribution, and the use of external personnel of member organizations.

For comparison purposes, member NADOs and RADOs were asked (Qu.5) to provide information about the distribution of their budget in percentage terms (not in monetary value) to determine the allocation of financial resources to each department within the organization. The five pre-defined departments were: Education, Testing, Research, Results Management (RM), and Intelligence & Investigations (I&I). Members were additionally given the option to provide more information about budget allocated to other administrative and operational departments.

A similar question was asked regarding staff allocation (in Full time Equivalent, FTE) per department (Qu.6) to understand the organization's strategic focus and finally to inform whether external support was used and to what extent (fully or partly) (Qu.7).

Results and analysis

Budget distribution among members⁷

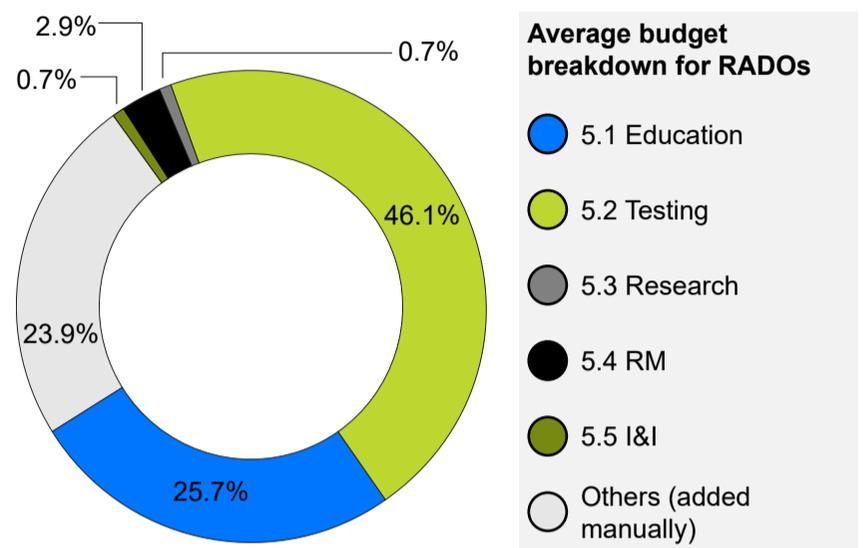
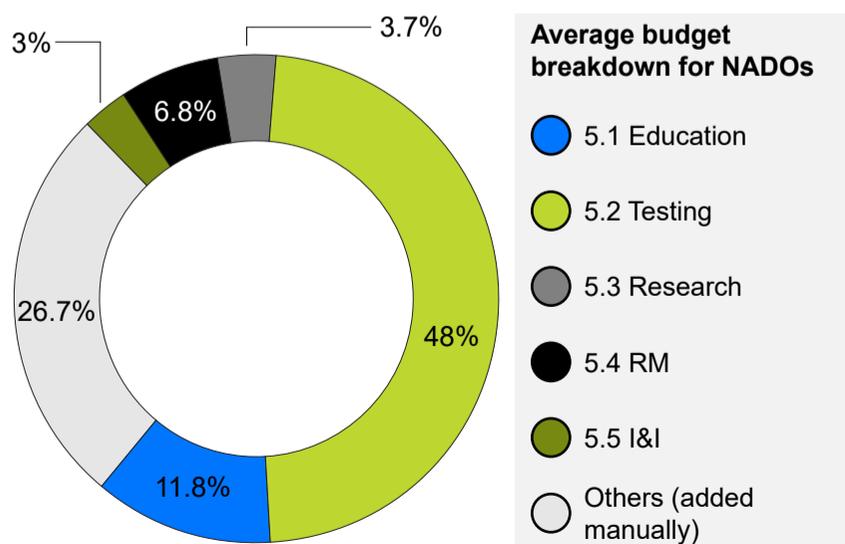
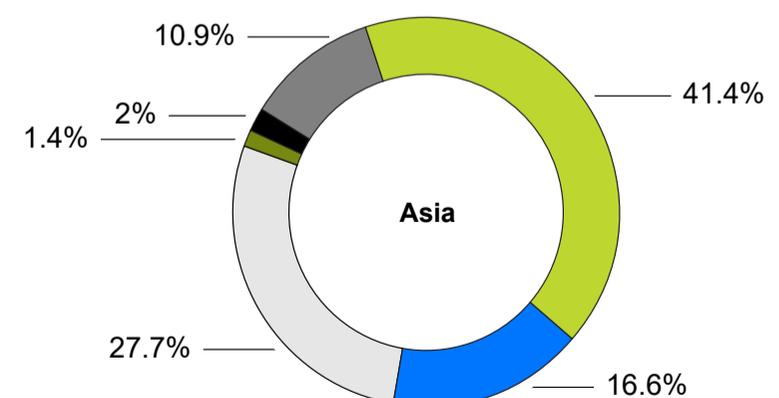
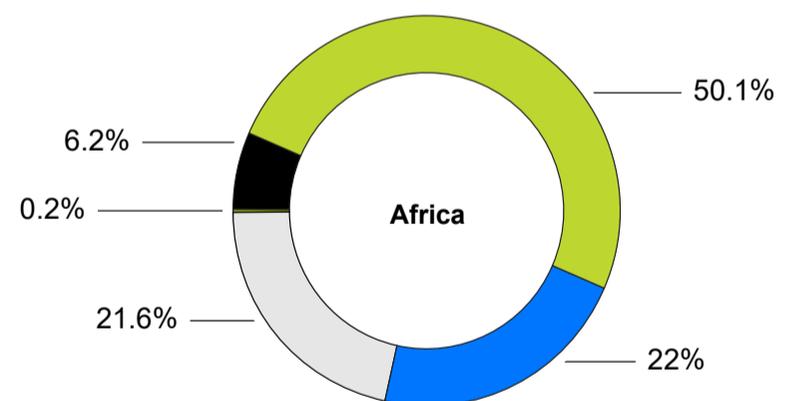
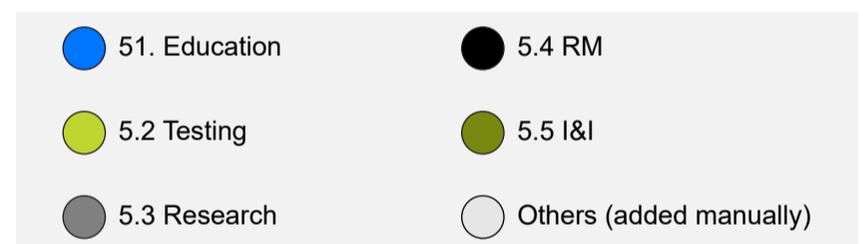


Figure 2.1 Average distribution of budget (NADOs & RADOs)

Budget distribution per continent



⁷ Question 5 of survey (composed of 6 sub questions). Between 47 and 50 answers received.

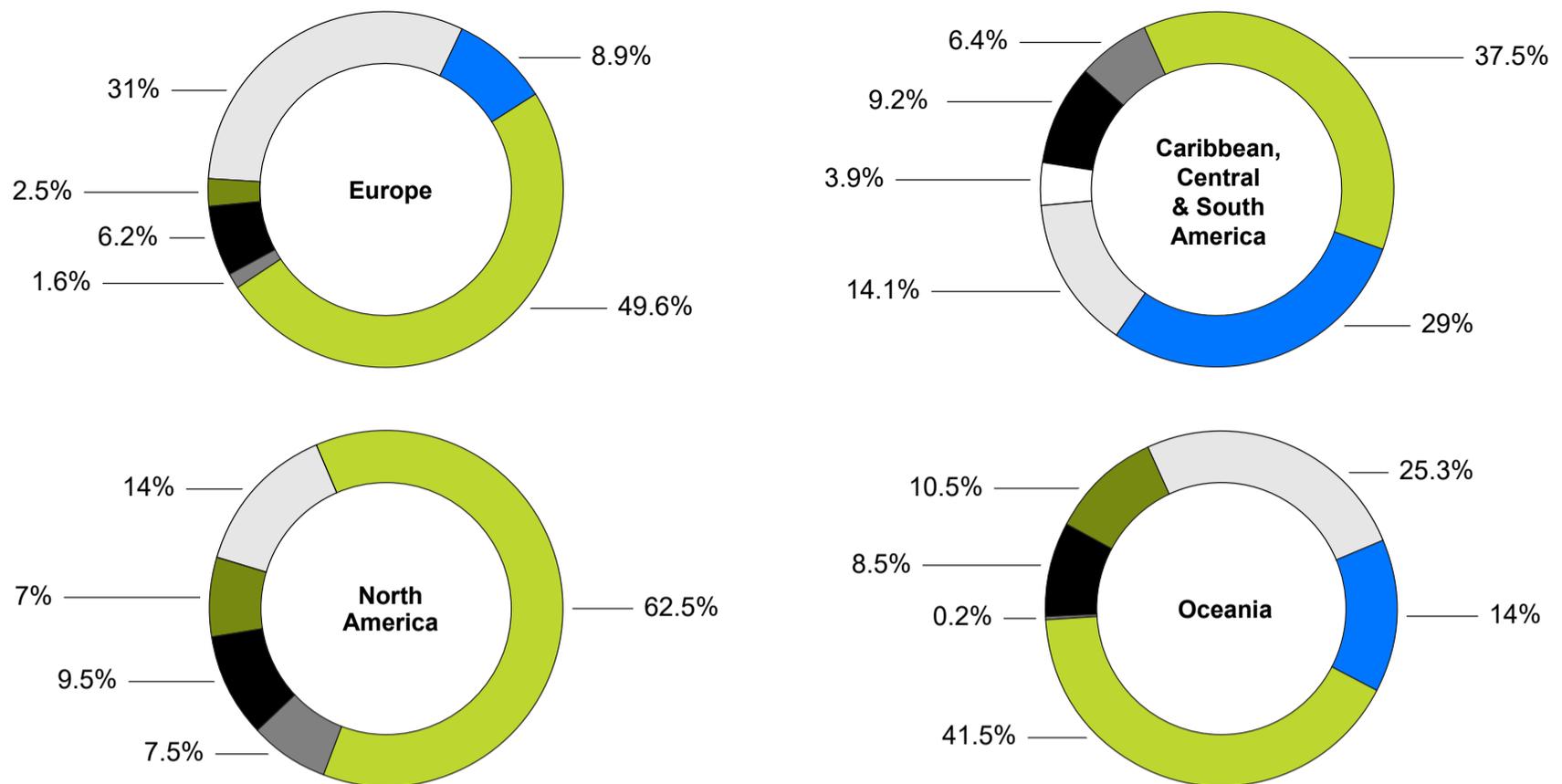


Figure 2.2 Average budget breakdown by continent

Figure 2.1 provides an overview of the average budget allocations for all members split between NADOs and RADOs and Figure 2.2 gives an overview per continent. The average budget breakdown is fairly similar among the different continents.

Testing is by far the largest cost centre for all organizations surveyed (48% for NADOs and 46% for RADOs). The maximum budget percentage spent on testing by a NADO was 98% and minimum 17% both by small NADOs. The second largest expenditure is grouped in the category 'Other' (27% for NADOs and 5% for RADOs) which, as previously mentioned, is put together by miscellaneous items named by the respondents, including the strictly administrative areas of NADOs and RADOs.

On average members spend 13.7% of their budget on education (maximum percentage spent was 50% and minimum 0%). There is however, a strong disparity in the average percentage of the budget spent between RADOs (26%) and NADOs (12%). Furthermore, a low percentage of the budget allocated to education in Europe (8.9%) drives down the average distribution in this category.

Results management is the fourth expenditure item with an overall average spending of 3% for RADOs and 6.8% for NADOs (maximum percentage spent in RM was 40% and minimum 0%). Members in the Americas allocate higher shares of their budget to RM (9%) than members in Asia (2%).

3% of the members' budget is allocated to scientific research (4% for NADOs and 1% for RADOs). Maximum percentage spent on scientific research was 42% and minimum 0%. Higher percentages of the budget were spent in Asia (11%) and North America (7.5%).

On average, members dedicate 3% of their budget to intelligence and investigations (I&I) (maximum percentage was 16% and minimum 0%). The highest allocation to this department by continent is 7% in North America and 10.5% in Oceania. 17 members did not explicitly allocate any budget to I&I. Overall, intelligence and investigations has the smallest percentage of allocated budget but having most recently become a pillar of the anti-doping fight this may be the beginning of an upward trend as I&I develops into an integral part of members' operational strategies.

It must be noted that two of the four NADOs with above-average spending in I&I act as umbrella sports ethics & integrity organizations in their home countries. The scope of their activities aims at guaranteeing the integrity and ethics in sport beyond anti-doping, responding to integrity threats beyond doping, incl. match fixing, gender issues, abuse and violence, etc. This could be the reason why they spend more on I&I in comparison to other members: i.e., in order to get an overview of all different practices undermining the values of sport in that country and to be able to combat them in a centralized and strategic way.



Members acting as Sports Ethics & Integrity organizations:

'safeguarding the values of sport beyond doping threats'

- Sport Integrity Australia
- Sport Ireland
- CCES, Canada
- Sport Singapore
- FINCIS, Finland

In addition to the five surveyed departments, members also mentioned spending the remainder of their budget in *other areas*. The most responses listed in no particular order: administration (IT, logistics, communications & media, compliance & audit, international cooperation incl. contribution to WADA, iNADO...); legal & finance; medicine & public health; TUEs; and sports engagements. These were grouped together into one general area that can also be interpreted as administrative costs or overheads.

Some respondents have therefore commented that these categories did not necessarily represent the entire reality of their organizations, nor comprise the totality of their staff.

The following tables (Table 2.1)⁸ provide different perspectives to the data collected in the survey and gives the possibility to compare highest, lowest, median (middle reported percentage) and mode (most reported) budget percentages spent for each of the five predefined departments for all members.

Average budget allocation (in percentage - %)

Budget Areas	Education	Testing	Scientific Research	Results Management	Intelligence & Investigation	Others
Africa	22.0%	50.1%	0.0%	6.2%	0.2%	21.6%
Asia	16.6%	41.4%	10.9%	2.0%	1.4%	27.7%
Europe	8.9%	49.6%	1.6%	6.3%	2.5%	31.0%
C.C & South America	29.0%	37.5%	6.4%	9.2%	3.9%	14.1%
North America	14.0%	62.5%	7.5%	9.5%	7.0%	-0.5%
Oceania	14.0%	41.5%	0.2%	8.5%	10.5%	25.3%
NADOs	11.8%	48.0%	3.7%	6.8%	3.0%	26.7%
RADOs	25.7%	46.1%	0.7%	2.9%	0.7%	23.9%
All respondents	13.7%	47.7%	3.3%	6.3%	2.7%	26.4%

Maximum budget allocation (in percentage - %)

Budget Areas	Education	Testing	Scientific Research	Results Management	Intelligence & Investigation
Africa	50.0%	90.0%	0.0%	22.0%	1.0%
Asia	40.0%	65.0%	42.0%	5.0%	5.0%
Europe	36.0%	98.2%	9.0%	40.0%	12.0%
C.C & South America	50.0%	57.4%	16.8%	20.0%	5.0%
North America	14.0%	69.0%	12.0%	12.0%	7.0%
Oceania	14.0%	62.0%	0.3%	12.0%	16.0%
NADOs	50.0%	98.2%	42.0%	40.0%	16.0%
RADOs	50.0%	90.0%	5.0%	10.0%	5.0%
All respondents	50.0%	98.2%	42.0%	40.0%	16.0%

⁸ Question 5 of survey (composed of 6 sub-questions); between 47 and 50 answers received

Minimum budget allocation (in percentage - %)

Budget Areas	Education	Testing	Scientific Research	Results Management	Intelligence & Investigation
Africa	0.0%	19.0%	0.0%	0.0%	0.0%
Asia	0.0%	0.0%	0.0%	0.0%	0.0%
Europe	1.0%	17.2%	0.0%	0.0%	0.0%
C.C & South America	9.9%	25.0%	0.0%	5.0%	0.0%
North America	14.0%	56.0%	3.0%	7.0%	7.0%
Oceania	14.0%	21.0%	0.0%	5.0%	5.0%
NADOs	1.0%	17.2%	0.0%	0.0%	0.0%
RADOs	0.0%	0.0%	0.0%	0.0%	0.0%
All respondents	0.0%	0.0%	0.0%	0.0%	0.0%

Median budget allocation (in percentage -%)

Median - Total	10.0%	47.2%	0.0%	5.0%	1.4%
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Mode budget allocation (in percentage -%)

Mode - Total	10.0%	40.0%	0.0%	5.0%	0.0%
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Table 2.1 Budget allocation in percentage per anti-doping area (average, maximum, minimum, median, mode)

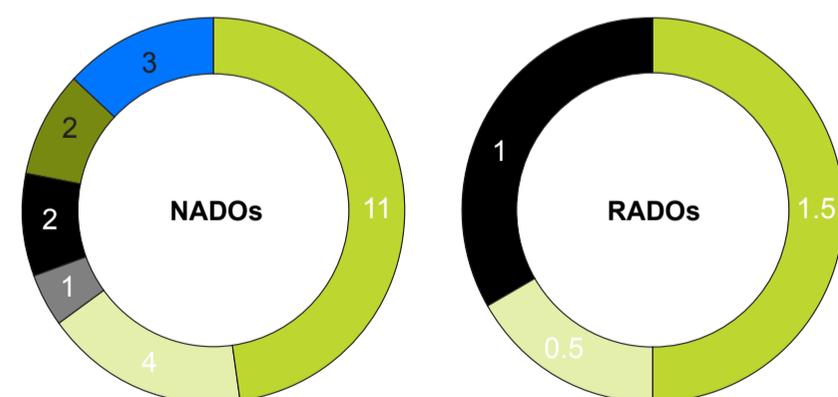
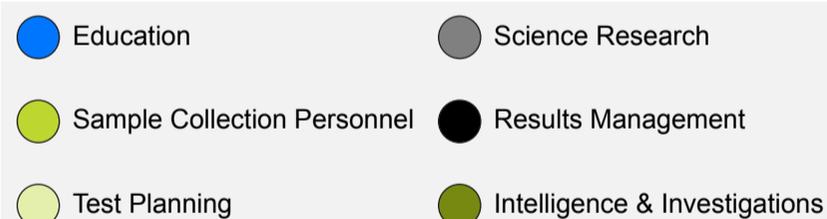
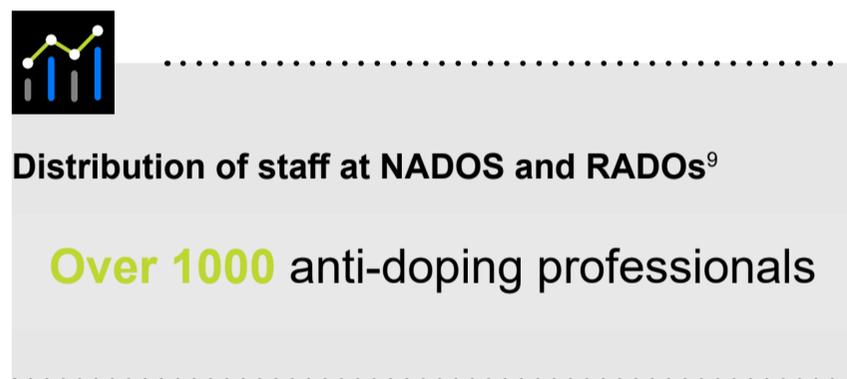


Figure 2.3 Typical staff distribution of member organizations (NADOs and RADOs) based on the FTE reported in the pre-defined departments.

It is to be noted that in some cases, members reported their total staff number per headcount or in Full-Time Equivalent, FTE (Qu.6) and then broke down the number of staff per department (Qu.7), using the opposite approach of the one they had previously selected which did not allow for an accurate and full depiction of department staffing. This caused a slight mismatch between the total of FTE staff reported and the breakdown overview per department.

Overall, NADOs on average, reported 24 FTE in-house staff and RADOs on average, reported 2 FTE in-house staff. Figure 2.3¹⁰ represents a typical distribution of staff per department for NADOs and RADOs. It is to be noted that the graphics and tables in this section only contain staff within the pre-defined categories of the survey. Members did report having staff working in other departments but these were not considered for this report as the focus was on anti-doping capabilities. However, it is important to note that in some responses the discrepancy between the reported number of FTE staff and other information reported has likely resulted from the inclusion of occasional or regular external staff.

The *Other* category mirrors the departments already mentioned in the budget allocation above (Figure 2.1 and Table 2.2) and are in no particular order: Administration & Human Resources; Communication; Marketing & Media; Sports Organizations & Engagement; Finance & Legal; and IT.

⁹ Scope: only iNADO Members who contributed to the Capability Register Survey – see Annex I or detailed list; question 6: 1,057 staff declared by 53 NADOs and RADOs who answered the survey.

¹⁰ Source and scope: questions 6 of the survey; 52 answers received (43 NADOs and 9 RADOs), and question 7 of survey (and sub-questions on staff per department): between 41 and 42 members replied (36 NADOs and 6 RADOs).

Average staff distribution

Average Number of Staff	Education	SCP	Test Planning	Research	Results Management	I&I	Other
Africa	1	1	2	0	1	1	7
Asia	3	3	3	1	2	1	14
Europe	3	12	4	0	2	2	10
C.C & South America	2	4	2	1	2	1	2
North America	5	46	4	3	6	3	20
Oceania	6	3	4	0	3	8	21
NADOs	3	11	4	1	2	2	11
RADOs	0	2	1	0	1	0	0
All respondents	3	10	3	0	2	2	10

Table 2.2 Overview members' average staff number, total and per department

Use of external resources

In addition to in-house staff, members rely on the support of external anti-doping professionals in all anti-doping fields of expertise.¹¹

- **Education:** The majority of the members (51%) declare to work “partly” with external staff and 43% do not use external Education staff at all (46% NADOs and 33% RADOs). Only 2 members work exclusively with external Education staff (5%).
- **Sample Collection Personnel (SCP):** 21% of members (9 ADOs located in Asia, Europe and Oceania) reported not to use external SCP (8 NADOs and 1 RADO). 38% of members work at least “partly” with external SCP. 40.5% (17 members) declared to work “totally” with external SCP. These were members located in Africa (4); Asia (1); and Caribbean, Central and South America (1); and with a relatively higher share for members in Europe (11 members).
- **Testing, Research, Results Management and Intelligence & Investigations:** the remaining four categories appear to be in the large majority roles that members prefer to delegate to in-house staff. When asked if external staff had been used in the reporting period, members replied “no” in test planning (90%) research (63%); RM (56.1%); and I&I (67%).

The following are short examples given by members on how to manage multiple activities using at best other external available resources. Examples are from: Anti-doping Bureau of Latvia, Turkish Anti-Doping Commission, RADO Africa Zone V:



“Signing a Memorandum of Understanding with external organizations for legal assistance for instance on a pro-bono basis, or with the police.”

“Collaboration with public and academic institutions (Universities, Ministries...) for e.g., Research, Intelligence & Investigations activities.”

“Focus and carry administrative tasks, while operational activities are under the responsibility of member-countries.”

¹¹ Question 7 (and sub-questions on staff per department) of the survey; between 41 and 42 answers received (36 NADOs and 6 RADOs).

External resources in numbers¹²

● Yes, totally
 ● Yes, partially
 ● No

Education



NADOs



RADOs

Total Answers: 41

Sample Collection Personnel



NADOs



RADOs

Total Answers: 42

Test Planning



NADOs



RADOs

Total Answers: 41

Scientific Research



NADOs



RADOs

Total Answers: 41

Region	Yes, totally	Yes, partly	No
Africa	25%	50%	25%
Asia	0%	60%	40%
Europe	4%	38%	58%
C. C. & S. America	0%	100%	0%
North America	0%	100%	0%
Oceania	0%	100%	0%

Region	Yes, totally	Yes, partly	No
Africa	100%	0%	0%
Asia	20%	60%	20%
Europe	42%	31%	27%
C. C. & S. America	33%	67%	0%
North America	0%	100%	0%
Oceania	0%	50%	50%

Region	Yes, totally	Yes, partly	No
Africa	0%	25%	75%
Asia	0%	0%	100%
Europe	4%	0%	96%
C. C. & S. America	0%	50%	50%
North America	0%	0%	100%
Oceania	0%	0%	100%

Region	Yes, totally	Yes, partly	No
Africa	0%	0%	100%
Asia	0%	25%	75%
Europe	19%	15%	65%
C. C. & S. America	67%	33%	0%
North America	50%	0%	50%
Oceania	50%	0%	50%

¹² Question 7 (and sub-questions on external staff per department) of the survey. 52 answers received (43 NADOs and 9 RADOs). Please note that only pre-defined answers are considered i.e. "Yes, totally"; "Yes partly", "No". For each subcategory between 11 and 12 members have not selected any answer. This absence of information has not been included in this overview and did not lead either to any specific interpretation or could in some cases be understood as "no".

Resources Management



NADOs



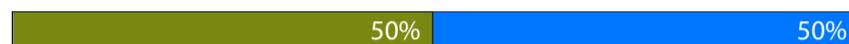
RADOs

Total Answers: 41

Intelligence & Investigations



NADOs



RADOs

Total Answers: 42

Region	Yes, totally	Yes, partly	No
Africa	25%	75%	0%
Asia	0%	20%	80%
Europe	4%	31%	65%
C. C. & S. America	67%	0%	33%
North America	0%	0%	100%
Oceania	0%	100%	0%

Region	Yes, totally	Yes, partly	No
Africa	0%	50%	50%
Asia	0%	20%	80%
Europe	4%	26%	70%
C. C. & S. America	0%	33%	67%
North America	0%	0%	100%
Oceania	0%	100%	0%

Table 2.3 Use of external resources (%) by members: NADOs, RADOs and overview by continent

Conclusion: what do budget, staff and use of external personnel by NADOs and RADOs tell us about capability?

Budget and staff distribution are useful references to infer (to a certain extent) the capability of organizations across the board, i.e., collectively. On an individual basis, members will be able to compare their own budget and staff distribution with those of other NADOs and RADOs and assess the need to review their own approach. The explanatory power of these two variables in this report is however limited. We do not have additional reference periods and it is not possible to calculate changes across time and to interpret developments more accurately. Nevertheless, we think the distribution of budget and staff from this survey confirms a few theses for our field.

Resources and thus capacity of members is largely built around (traditional) testing

iNADO members allocate 60% of staff to testing activities. The average NADO member is composed of 24 full-time-equivalent staff. 11 staff members act as Sample Collection Personnel (in-house and outsourced) and an additional four specialists work in the testing department.

In line with this, testing activities attract large portions (almost 50%!) of the resources available in the average member organization. Test plans require costly SCP distributed across the national territory, costs arise also from sample kits, shipping of samples, and laboratory analyses. Not surprisingly, testing is the most cost-intensive functional area of ADOs. The strong focus

on testing is most likely the result of the historic development of anti-doping, placing great importance on testing athletes.

The budget allocated to testing in some cases, particularly for small organizations, can take a very prominent role consuming in some cases more than 90% of the budget. Anti-Doping Organizations should continue to review with WADA innovative testing strategies that could provide savings in this area. Possibly, the development and acceptance of new testing techniques, particularly remote testing and dried blood spot (DBS) testing, can liberate some of the staff and resources placed in testing and transfer them to other areas for a more intelligence and evidence-based testing program.

iNADO must support strategies that promote testing efficiency. From other accounts, we know that code compliance can force NADOs to test in sport disciplines that individual NADOs have considered with sufficient evidence, to be low risk. This does not support the efficient use of resources.

Are members building capacity around other anti-doping areas?

This question cannot be responded sufficiently with the survey. Surveys from other reference periods would be necessary. However, changes in the Code particularly in 2015 and the implementation of the ISE indicate that capability beyond testing has increased. Particularly resources allocated to I&I and scientific research, can open the door for more efficiency.

Respondents on average employed two people in I&I, and one in scientific research and science. While they still represent a small portion of staff compared to personnel in testing and education, the function of these areas is to provide relevant information into the operations of ADOs (e.g., intelligence for more specific testing analysis, evaluating education activities based on scientific methods). Increments in staff in these two areas will inevitably lead to an increase in efficiency of the other anti-doping areas they feed into.

The 2015 Code gave I&I a more prominent role in anti-doping. WADA has given I&I activities a greater importance with the launch of the Speak-Up platform for whistleblowers in 2017, the creation of the Confidential Information Unit (CIU) in 2018 and a new Compliance Investigation Section (CIS) dedicated to investigating non-compliance by Signatories to the World Anti-Doping Code (Code). It is likely that NADOs and RADOs will follow WADA's example, and we will see an increase in the relevance of I&I in their respective budgets.

Having said this, iNADO takes note of the fact that a good portion of our members still do not have dedicated Scientific Research or I&I staff and budget. Likely, those members will face larger challenges trying to keep track of the constant scientific and technological developments of anti-doping. While WADA can offer support to those organizations, the speed with which technological changes occur, could increase the gap between organizations that have the capacity to implement a broad and strong program in all areas of anti-doping and those organizations which focus their attention in complying with more basic elements of the anti-doping program. iNADO invites the anti-doping community to consider the consequences of this development.

Members allocated substantial portions of resources to administrative tasks however this may not be to the detriment of essential anti-doping areas.

On average, iNADO members spend slightly more than 25% of their budget in "Other" overhead areas including administration. The average number of staff assigned to "other areas" is 2.6 people, almost as many as in education. At first sight this seems like a significant proportion and it could be argued that staff and funds allocated to administrative tasks prevents ADOs from increasing their anti-doping capabilities. However, tasks such as IT, logistics or compliance may well be part of the overall anti-doping capability of members. For instance, communications and media has become an essential task for NADOs and RADOs to engage with athletes and other stakeholders to regularly inform the wider sport community about their activities and events in anti-doping.

iNADO understands that supporting our member organizations in "administrative" areas (from time to time) is also a way of promoting best practices and leading the community.

Increased attention to education will require more resources, possibly shifting the focus

The ISE came into force in January 2021 but the reference period surveyed is one to two years prior to this. It is expected that future surveys will reveal a shift of resources towards this department. The average member employs three staffers and allocates 14% of its budget in education. There is no reference data from other periods however it can be assumed that resources and staff in education will continue to grow as the Code and national anti-doping policies place more emphasis on education activities. This first Capability Register sets a baseline to study this phenomenon and in the second edition we will be able to check this type of assumption. Notably, RADOs on average dedicate more than double the resources to education than the average NADO.

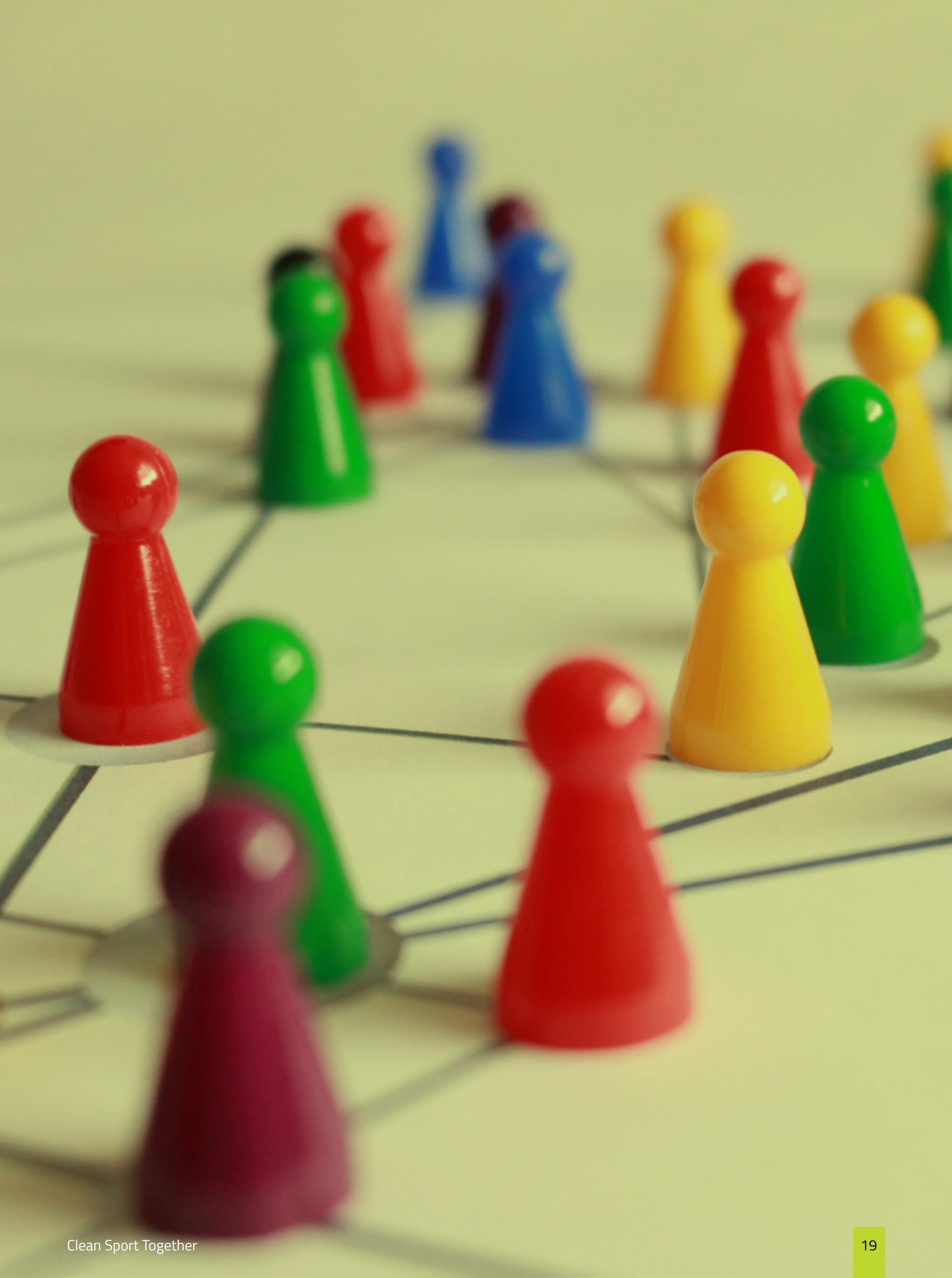
Use of external staff among European members deserves attention

NADOs with around 25 staff are relatively small organizations. Anti-doping programs however, require knowledge and expertise in many different areas which are technically independent from each other. Certainly, coping with the multiple anti-doping areas as a small organization is a challenge for ADOs. Not surprisingly, many opt to work with external staff.

One phenomenon which may have implications to the capability of organizations is the use of external personnel. It can be argued that external staff allows ADOs to benefit from expertise not available in-house and therefore, allows ADOs to expand current activities and/or be more flexible and responsive. All of this while achieving cost efficiency.

Our field is particularly prone to depending on external staff. Many members in Europe affirm to using external staff in all areas of anti-doping, not only testing. Similarly to testing and education, where external staff could be utilized for more flexibility and to cover their entire territory, establishing cooperation with external organizations and staff in I&I, scientific research and results management can also be a good way to use external expertise and increase outreach of ADOs.

iNADO understands that our members rely on local partnerships to conduct testing, education, results management and even I&I. Developing an understanding of the advantages and challenges of such partnerships will be important to better support our members.



Education

Why education and capability?

Education has always been a key component of a comprehensive anti-doping program. With the International Standard for Education (ISE) having come into effect on 1 January 2021, it is clear that NADOs and RADOs have done plenty of work in the lead up to the implementation of the Standard.

The Code requires a “trained and authorized” person to deliver anti-doping education. To achieve this, many different approaches have been implemented across ADOs.

Survey questions

The survey questions were:

- Use and amount of volunteer/free-lance educators (Qu.8).
- Prior certification or course provided by the NADO/RADO (Qu.9).
- Number of participants reached through various platforms (Qu.10)
- Production or customization of education materials to fit socio-dynamic context (Qu.11).
- Preparation of an Education Plan for 2021 (Qu.12).
- Third party collaboration for implementing and coordinating education programs (Qu.13).
- Evaluation of the effectiveness of education programs (Qu.14).
- Satisfaction of members with their own education programs (Qu.15).
- Willingness to provide support or receive support from other members (Qu.16).

Results and analysis

Certification, skills and experience required to work as an educator¹³

Educators undergo training in various ways; from participating in an in-person workshop, to completing an online course, or a combination of both. The profile of the individual recruited to become an educator is also diverse; from someone who has a passion for sport, to being an elite athlete, to being a NADO staff member and/or being a certified medical professional. The respondents listed having a teaching/pedagogy background as

the most common requirement for educators. The skills required however, differed amongst the ADOs. Many organizations included anti-doping knowledge, good communication/presentation skills and language skills as a minimum. Overall, NADOs and RADOs included a clear set of criteria for which their educators must meet in order to be considered to work for their organization.

56% of members (78% of the RADOs and 42% of the NADOs) required a certification or a course from educators prior to their employment.

Use of certified educators¹⁴

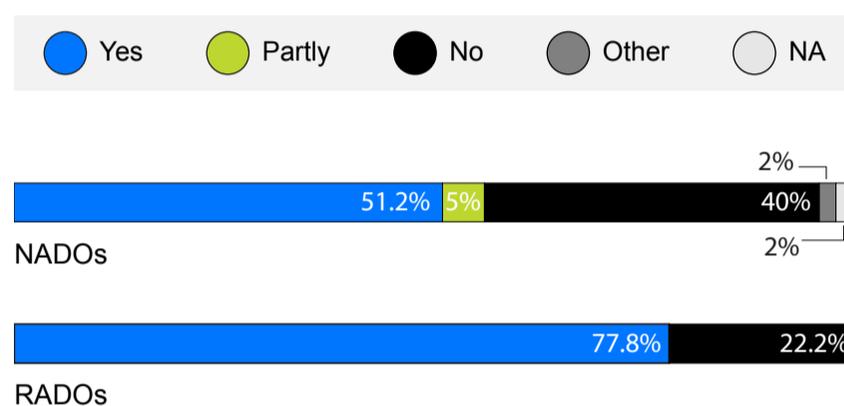


Figure 3.1 Members requiring prior certification or course to work as an educator

Some of the criteria listed when recruiting and training educators, included:



“Recruit someone who has a passion for sport and educating athletes.”

— BNADA, Belarus

“Look for someone who is willing to work with all target groups.”

— Anti-Doping Bureau of Latvia

“Have them complete an online introductory course.”

— Drug Free Sport New Zealand

“Recruit someone with experience collecting samples and able to interact professionally with high profile athletes.”

— RADOCA

¹³ Question 9 of survey; 52 answers received (43 NADOs and 9 RADOs). This non-exhaustive list was created from the comments left by members.

¹⁴ Question 9 of survey; 52 answers received (43 NADOs and 9 RADOs). This non-exhaustive list was created from the comments left by members

“Receive a recommendation from a Member Country Representative upon consultation with the NOC of the respective country.”

— Africa Zone V RADO

“Professional with teaching, medical background, sports’ degree or active doping control officer.”

— SADA, Slovakia

“Recruit person with communication skills.”

— NADO San Marino and other members

Sport Integrity Australia employs 15 elite athletes as educators known as “Clean Sport Educators” that are paid members of staff employed on a casual basis.



“Our team of Clean Sport Educators are required to undertake an intensive 3-day training program as well as complete online learning, as well as go through a delivery training program with our headquarters staff to gradually ease them in to being independent presenters”.

— Sport Integrity Australia

Use of volunteer educators

As shown in Figure 3.2¹⁵, the majority of members (65%, i.e., 63% NADOs and 78% of RADOs) declared using the support of external volunteer educators to assist them in the deployment of their prevention programs through delivering anti-doping messages and educating athletes.

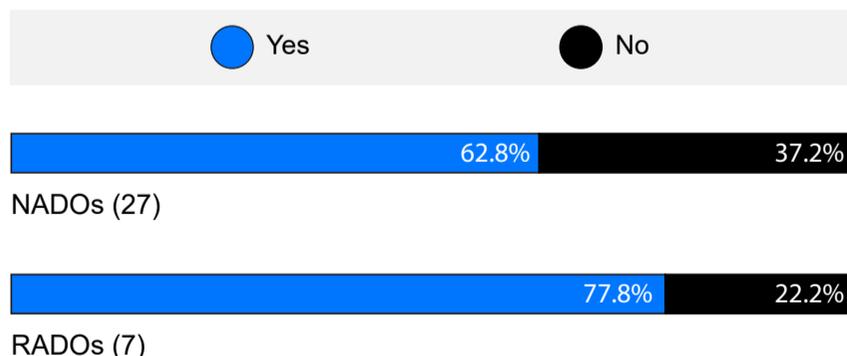


Figure 3.2 Use of volunteer educators by NADOs and RADOs

¹⁵ Question 8 of the survey; 52 answers received (43 NADOs and 9 RADOs). Extracts from comments left by members.

¹⁶ Question 8.2 of the survey; 43 answers received (37 NADOs and 8 RADOs).

The average number of volunteers used by a member is 93 for NADOs, and 10 for RADOs¹⁶. This figure is however to be weighed by the high number declared of volunteers of CHINADA (1738 volunteers – deployed all over the country to support the organization with its activities). By the removal of this figure the average is then reduced to a median of 7 volunteers (all members together).

Here are some of examples of who, how and when volunteers are utilized:



“We used partners in educational events like seminars, webinars etc. We invite athletes, doctors and specialists with antidoping expertise to talk about their areas of knowledge, always as volunteers.”

— ABCD, Brazil

“In sports institutes [...] We also educate annually sports federations educators to educate their members on anti-doping issues.”

— FINCIS, Finland

“12 high level athletes are volunteers as [our NADO] anti-doping Educators. They are spread all over our territory.”

— NADO, Europe

“45 National Trainers - recruited, trained and deployed by UKAD as well as 230 Educators who are trained and accredited by UKAD but recruited and deployed by partner institutions, National Governing Bodies and Universities.”

— UKAD, United Kingdom

“Several Volunteers in countries where Major Events are organized.”

— RADO, Africa

“Universities professors.”

— WARADO

Athletes and Athlete Support Personnel reached¹⁷

The members reached the largest number of Athletes and Athlete Support Personnel using outreach activities (739,051 people by NADOs and 5,189 by RADOs). The second highest reach was workshops followed by online education.

Further comments provided by the members include:

- “Clean Sport App, 16,000 downloads.”
- Sport Integrity Australia
- “Facebook 609 followers, Twitter 720.”
- ANADO, Guatemala

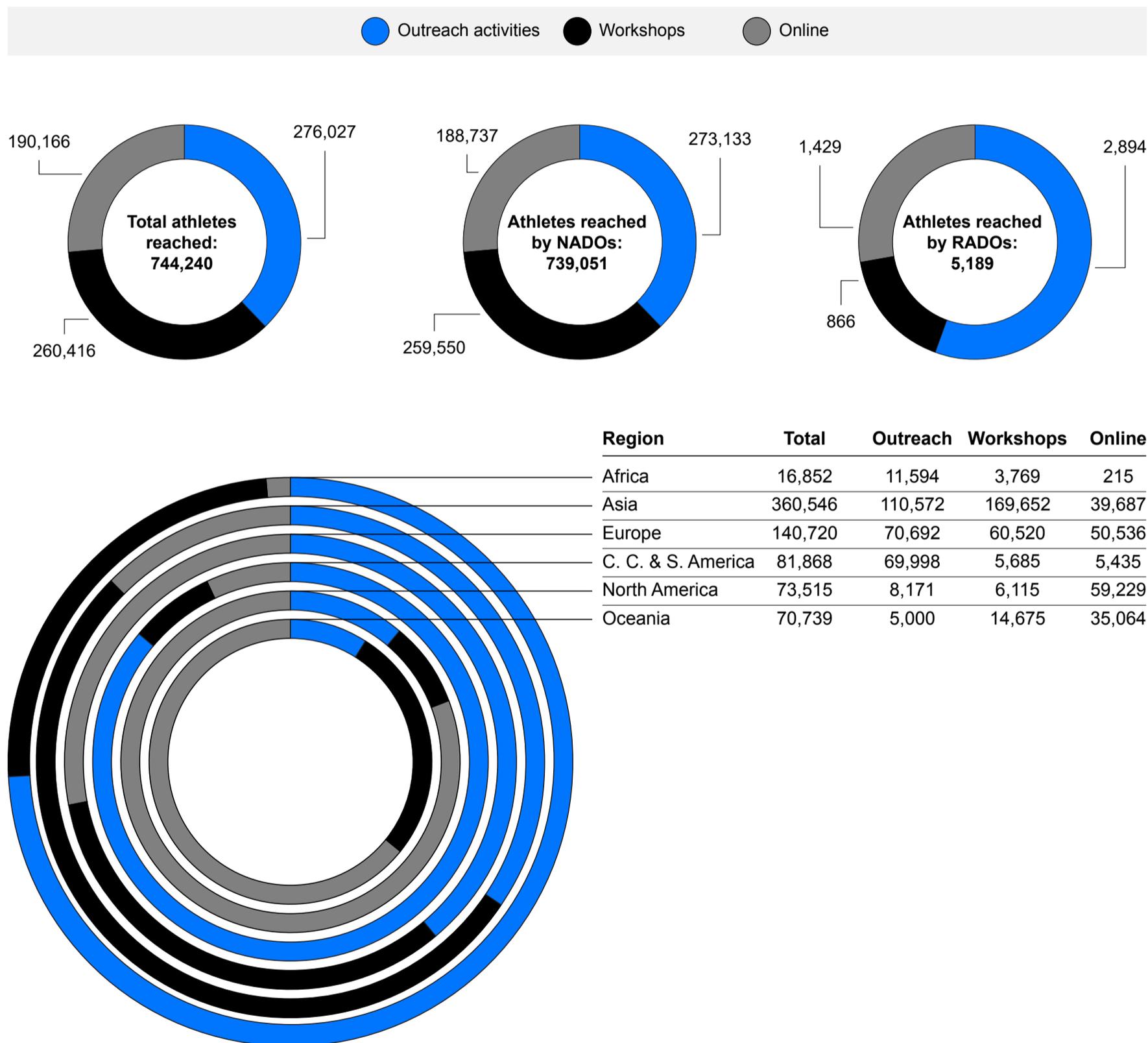


Figure 3.3 A total of 744,240 Athletes and ASP reached through anti-doping education in the reference period

¹⁷ Question 10 of the survey; 45 answers received (38 NADOs and 7 RADOs)

Members producing their own education materials¹⁸

Respondents have stated that the most common education materials produced on their own, including customizing existing materials to fit its athletes' socio-dynamic context, is a written manual (84%) followed by posters (71%), giveaways (66%) and videos (60%). Games are produced by nearly half the respondents (49%) while E-Learning is at 57%.

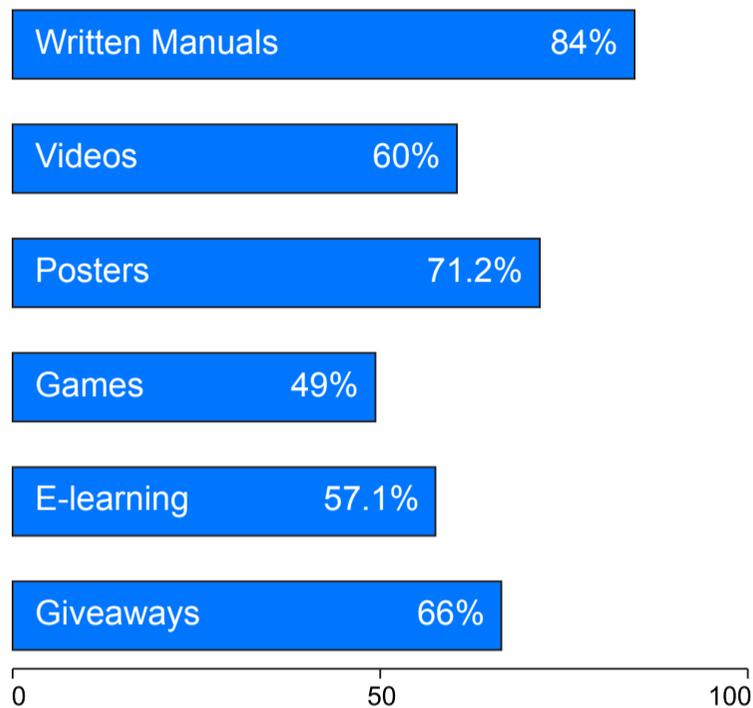


Figure 3.4 Most frequently produced materials by members



“The Azerbaijan National Antidoping Agency (AMADA) has developed the world’s first audio based Anti-Doping Quiz for visually impaired athletes based on WADA Quiz questions. AMADA developed and presented a special outreach program during the International Blind Sports Federation (IBSA) Judo Grand Prix Baku 2019 that took place in Baku on the 13-14th May 2019. During the outreach program, AMADA’s education team presented their iQuiz, an in-house-developed interactive audio-based multimedia Quiz system for athletes with visual disabilities. After explaining the rules to each participant, audio navigation helps to move from one question to another. Braille-printed versions covering topics such as the doping control process, therapeutic use exemptions (TUEs), and the list of prohibited substances and methods were also developed. The iQuiz can be used as a supporting tool in anti-doping education.”¹⁹

¹⁸ Question 11 of survey; between 49 and 52 answered received

¹⁹ Information taken and amended from: <https://www.doping.nl/media/kb/5926/iNADO%20Update%20%232019-06.pdf>. More information about the iQuiz from AMADA can be found here: <https://www.ibsasport.org/news/1771/pioneering-new-quiz-educates-judoka-on-anti-doping>



Figure 3.5 (top) Judoka playing the iQuiz from AMADA during an outreach program at the IBSA Judo Grand Prix in Baku on 13-14 May 2019. (bottom) Braille-printed versions of anti-doping booklets

Please refer to the **Members only annexes** for a quick overview of the types of education materials developed by members (written leaflets, manuals, videos, posters and other visuals, games, e-learning, mobile platforms/ courses and giveaways). This is a great way to find and exchange materials with organizations that share the same language.

Please find below a non-exhaustive list of educational materials produced by the NADOs and RADOs for more inspiration:



- *Hackathon.*
— NADO, Europe
- *Kakemonos and goodies (t-shirts, caps...).*
— RADO, Afrique Zone V
- *ADeL platform translated to Portuguese.*
— ABCD, Brazil
- *WeChat Channel.*
— CHINADA, China
- *Guide for parent of elite athletes.*
— ADD, Denmark
- *Educators' manual, at a glance series and Mentimeter.*
— ADAK, Kenya
- *Virtual Courses for physicians Hackathon.*
— NADO, Europe
- *"Self-service" content on website.*
— NADO, Europe
- *Awareness campaign to Sport institutes in three languages. KAMU -medicine search (web and app) in Swedish.*
— FINCIS, Finland
- *Collaboration and use of Methodologies from AEPSAD*
— Comité Olímpico Nicaragüense

Third party collaboration for the implementation and coordination of education programs²⁰

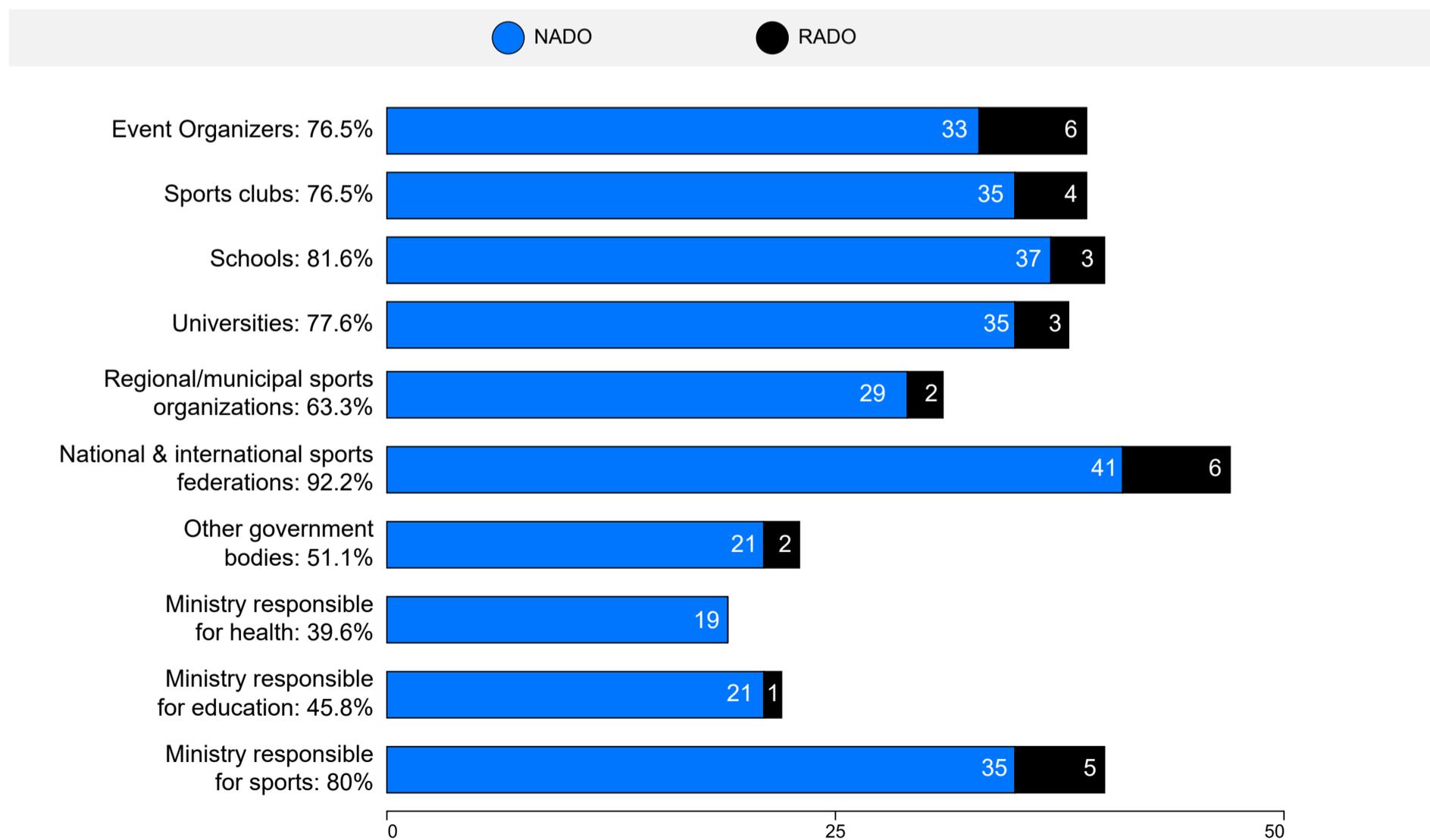


Figure 3.5 Third party collaboration for the implementation and coordination of education programs

²⁰ Source and scope: question 13 of the survey. Between 45 and 51 member responses received for each of the pre-defined categories. The exact number can be checked in the graphics

Respondents see the value in collaborating with third parties as many have indicated that they work with various partners for their Education programs. The overwhelming majority partner with national and international sport federations (92%) while the minority have stated that they partner with the Ministry responsible for health (40%).

In addition, members also mentioned other types of collaborations, such as international cooperation with other NADOs, participation to WADA's committees (e.g. education Committee), law enforcement bodies, National Olympic Committees, Ministry of Internal Affairs and Security, Council of Europe, National Sport Bodies, training camps and other private sport facilities, Ministry of Culture, UNESCO, and sports and sciences institutes.



“Collaboration with the ‘Turkish Pharmacists’ Association - TPA”

— TDMK-TADC, Turkey

Importance of the role of ‘Anti-Doping in society: with the police, customs, fitness centres, prisons etc.’

— ADNO, Norway

“Each sports institute has an antidoping programme of its own. Antidoping education is part of the education and training programme in vocational education and training, in vocational extended education and training, in coach training and in sports camps for children and youth.”

—FINCIS, Finland

Evaluation of education programs

In the reporting period and as illustrated in Figure 3.7²¹ 60% of members declared to have evaluated the effectiveness of their education program. Respondents used a variety of evaluation tools: surveys, studies, questionnaires and feedback forms to help them evaluate their education programs.



Figure 3.7 Members who evaluated the effectiveness of their education program in the reporting period

²¹ Question 14 of the survey; 53 answers received: 32 “yes”; 21 “no”

²² A recording of the session is available on iNADO GoToChannel at: <https://www.gotostage.com/channel/iNADO-public>

Members and readers may find additional information to evaluate anti-doping prevention programs in a webinar organized in November 2020 **“An Introduction to program Evaluation for Anti-Doping Professionals”**²² with guest speakers Prof. Susan Backhouse and Dr. Laurie Patterson from Leeds Beckett University to learn about their 6-step systematic approach to program evaluation: from stakeholder engagement to the sharing of results.

Here are some examples of evaluation methodologies and/or criteria mentioned by the respondents:



“Study running for 5 years with university on school program, knowledge and attitudes.”

— NADA, Austria

“A perception assessment questionnaire from the audience.”

— ABCD, Brazil

“Document the effectiveness of each education activity, including education content, form, audiences and operators. Survey will also be utilized. The effectiveness evaluation of education plan will be conducted annually. The effectiveness evaluation of each education activity will be conducted once it is finished.”

— CHINADA, China

“Using a pre- and post-knowledge survey in coordination with other NADOs to achieve international comparability.”

— NADO, Europe

“Qualitative and quantitative feedback from athletes attending clean sport education workshops, completed via paper copy feedback at the end of each workshop.”

— UKAD, United Kingdom

“Monitoring of implementation of education activities, monthly reports, 6-months and annual reports.”

— CIPH - ANTI-DOPING, Croatia

Ahead of the release of the ISE, WADA published very detailed and helpful **Guidelines for the International Standard for Education**. *“Where the ISE gives a minimum of what to do, the Guidelines aim to help you understand how to do it, giving you examples and suggestions and showing you how to go above and beyond where possible”.*

Education program: satisfaction survey²³



Figure 3.8 Satisfaction of members about their education program



How do I compare in delivering education to other ADOs with as many RTP and sublevel 1 testing pool athletes as me?²⁴

Number of athletes in RTP categories (ranges)	Average number of participants reached for Education
Athletes RTP 0	69
Athletes RTP 1-50	362
Athletes RTP 51-100	1,317
Athletes RTP 101-250	986
Athletes RTP 251-500	3,883
Athletes RTP 501-1000	3,421

In addition, we invite members to visit our **online data visualization page** where you will be able to play with additional variables and get a more accurate result for a final benchmarking assessment.



Very satisfied

“The knowledge levels on anti-doping information increased by a great margin. Participants are also happy with the way education programs are being conducted.”

— NADO, Africa

“We are a small team, almost no resources and no qualifications but we work hard, and we managed to have a plan for 5 years, execute the first phase and we had a good feedback from the young athletes we met!.”

— Small NADO, Europe

“The educational programs of [our NADO] reach a large number of athletes and ASP, the anti-doping education is embedded in the educational programs of the sport schools and will be included in the programs of secondary school.”

— NADO, Europe

Rather Satisfied

“We communicate with a lot of athletes. We are a small country and we are happy to be able to talk with them face to face, to educate them...”

— Small NADO, Europe

“We are rather satisfied because, despite the establishment of the Antidoping Education, Learning and Research Committee at the end of the past year, we have managed to develop a complete and updated educational program for the year 2019.”

— NADO, Europe

“Tutor Training programme/ e-learning.”

— NADO, Europe

Somehow satisfied

“We can do better in some member countries because of staff and financial deficiency.”

— RADO, Africa

“[We are] able to cooperate with many other stakeholders to deliver quality anti-doping education, covering all RTP athletes. Education targeting at youth athletes and public is however relatively inadequate.”

— NADO, Asia

²³ Question 15 of the survey; 49 answers received (43 NADOs and 6 RADOs). Full overview of all sections' satisfaction survey is available at the end of this report. Comments are extracted from sub-question 15.2.

²⁴ Performance being here considered as the average N° of athletes and support personnel reached during the reporting period.

Little satisfied

“Educator are not enough trained.”

— RADO, Africa

Very little satisfied

“We were working on the reorganization of [our NADO] order to start implementing the education into the programme from the year 2021.

— NADO, Europe

Conclusion

In the last 20 years, anti-doping education has evolved from informing athletes using health-risk information in pamphlets, to a values-based education theory. Today, anti-doping education is substantiated in social science and builds on the individual’s personal values and principles and strengthens the learner’s capacity to make decisions to behave ethically.

It is not an easy task for member organizations to develop and implement strategies that will allow athletes to make the right choices. Not only in terms of a solid scientific basis but also an effective communication plan. This survey shows that anti-doping manuals and outreach activities are still the most popular educational material and delivery method respectively. The cost and resources required to produce them may be the reason for their popularity. However, it can be assumed that electronic materials and virtual methods of engagement can prove to be more effective and as much as possible they should be used. Technology today has reduced the cost of making them more accessible. The expansion of ADeL and the use of other platforms is a positive development.

Besides sharing best practices to improve materials and delivery methods, five factors were surveyed in this report which frame future areas of attention for iNADO:

1. Optimizing collaboration with external stakeholders:

77% of members collaborate with other education or academic institutions in the anti-doping education program. 45% work with the ministry responsible for education.

2. Evaluating the effectiveness of the education plan:

In the reference period, 60% of members undertook some form of evaluation. This is now mandatory with the International Standard for Education, however evaluation methodologies may vary as identified in section **Evaluation of education programs** highlighting this as an important area to identify and promote best practices.

3. Qualifications of anti-doping educators:

Overall, NADOs and RADOs mentioned a range of criteria which educators must meet to be considered to work for their organization.

4. The role of volunteers in education:

Two thirds of members declared using the support of external volunteer educators to assist them in the deployment of their prevention program and to deliver the values of clean sport, fair play and anti-doping knowledge to athletes. Young athletes will be able to particularly relate to young educators and apply the lessons into their own context more easily.

5. Use of new technology to guarantee and promote the access to anti-doping information:

Athletes and ASP are currently being reached with a mix of outreach, workshops, online courses and information. The use of online tools will shift the percentage of athletes reached with this platform in the future.

One quarter of the respondents stated to be “little satisfied” with the performance of their education plan. This provides the opportunity for improvement and the integration of approaches like the five mentioned above as a solution.

All the factors mentioned above can play a role to strengthen the capacity of NADOs and RADOs to promote ethical decision-making education as conceived by values-based education. A second edition of the Capability Register would tell us how the ISE impacted anti-doping education activities.



Testing

Testing has traditionally been at the core of anti-doping programs and for the public, it is the definition of anti-doping. The role of anti-doping organizations however, is significantly larger. Testing numbers have systematically been collected and presented to WADA. There are other variables related to testing that are worth taking a look at. They can offer a good basis for comparison relative to the size of the anti-doping program.

Survey questions

The survey questions were:

- NADOs and RADOs acting as Sample Collection Authority (Qu.17).
- In-house field SCP (DCO, BCO, Chaperones, etc.) and Testing Program Staff (Qu.18)
- Certification, skills and competences required for SCP (Qu.19).
- Number of tests conducted (blood, urine, ABP) and number of disciplines tested (Qu.20).
- Information considered to design TDP (Qu.21).
- Testing informed by I&I (Qu.22).
- Number of athletes in registered and sublevel testing pools (Qu.25).
- Satisfaction of members with their testing program (Qu.26).
- Willingness to provide support or receive support from other members (Qu.27).

Results and analysis

NADOs and RADOs acting as Sample Collection Authority²⁵

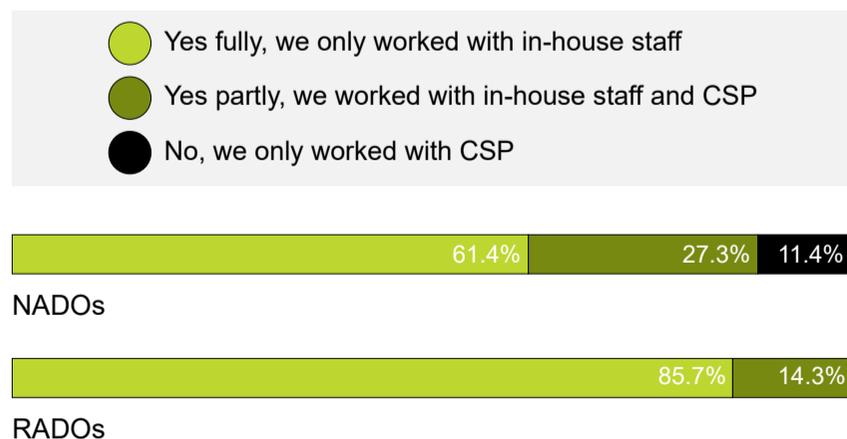


Figure 4.2 ADOs acting as Sample Collection Authorities

²⁵ Question 17 of the survey; 51 answers received (44 NADOs and 7 RADOs).

²⁶ SCP, Sample Collection personnel. Source and Scope: Questions 19.1-3 of the survey, respectively 51 (42 NADOs and 9 RADOs), 48 (40 NADOs and 8 RADOs) and 48 answers (39 NADOs and 9 RADOs) received

Total average SCP	DCO	BCO	Chaperones
NADOs	35	11	28
RADOs	15	4	21
Africa	13	2	20
Asia	86	16	10
Europe	23	11	21
Caribbean, Central & South America	22	8	10
N. America	64	18	127
Oceania	22	2	120
Answers received	52	50	49

Table 4.1 Average number of Sample Collection Personnel (SCP) per organization

Certification required for SCP²⁶

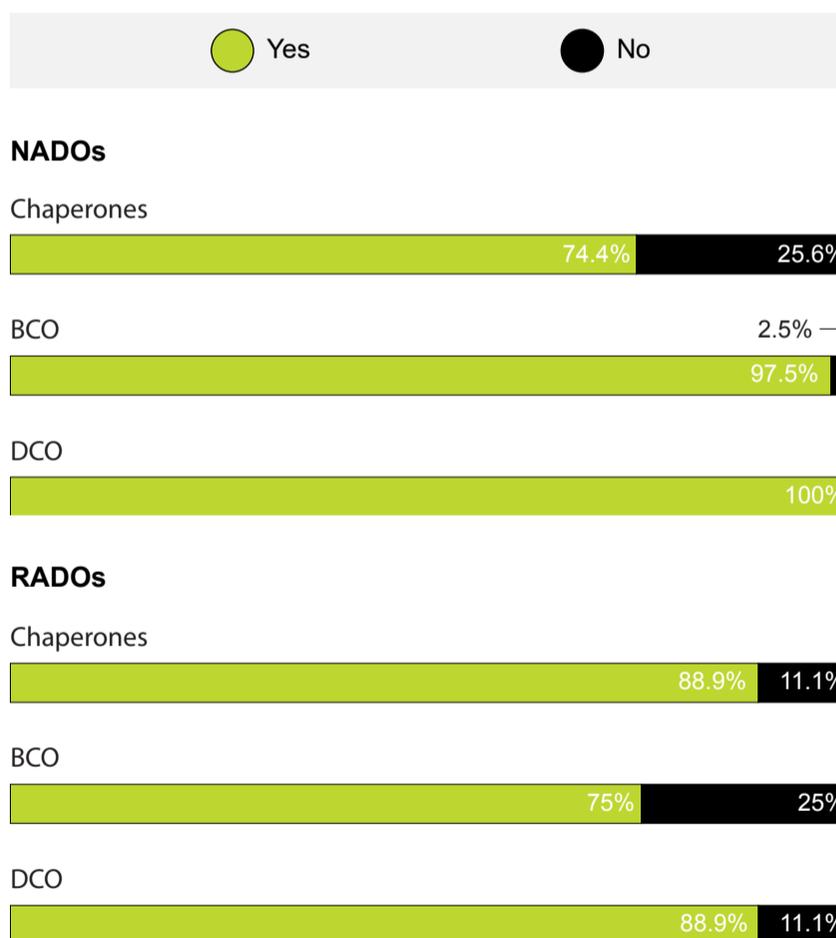


Figure 4.2 Skills and certification required for SCP

Interestingly, almost 12% of respondents mentioned to rely solely on commercial sample providers (CSP) and do not have their own DCOs. This means that it is possible to manage a testing program, sometimes a large one, without in-house DCOs. In contrast, 61% of NADOs and 86% of RADOs rely solely on in-house DCOs to conduct their testing.

Consequences may be more practical; having the agility and flexibility to perform scheduled or short-notice tests..

From this survey, the average NADO conducts around 2,855 tests and to do so, it employs directly or indirectly, 35 DCOs, 11 BCOs and 28 Chaperones. The average RADO conducts 280 tests annually and employs 15 DCOs, 4 BCOs and 21 Chaperones. RADOs must employ a relatively large number of staff to conduct their tests as they organize tests on average in 9 different member countries. This demonstrates the logistical challenges faced by RADOs. Whether employed by the RADO or contracted as freelancers, RADOs face a proportionately much higher workload to manage the volume of personnel.

The vast majority of respondents indicated that their Sample Collection Personnel meet the minimum requirements for qualifications and training as outlined in Annex G of the International Standard for Testing and Investigations (ISTI), e.g., DCOs employed by NADO DO San Marino carry a specific training every 2 years, ADNO Norway indicated as a free comment that they have a Quality Management program in place.

Number of tests conducted by members

The Table 4.2²⁷ corresponds to the number of tests reported by the members over a period of 12 months comprised between 2018 and 2020, as per the reference period they had individually chosen to fill in the survey against. See [Reporting periods](#) above for more information.

	IC* Urine N°	OOO* Urine N°	Total Urine	IC* Blood Serum	OOO* Blood Serum	Total Blood Serum	ABP*	Total (Urine + Blood Serum)
Africa	702	1,493	2,195	0	68	79	307	2,274
Asia	12,311	12,922	25,233	255	1,215	1,470	1,562	26,703
Europe	36,382	37,716	74,349	2,244	10,221	12,715	8,582	87,384
C.C & South America	8,120	816	8,986	107	264	371	62	9,357
North America	2,523	6,711	9,234	59	90	1,412	730	10,646
Oceania	1,905	3,097	5,002	20	606	626	753	5,628
Number of answers received	49	49	51	46	46	50	48	50
NADO	61,410	61,626	12,4437	2,685	12,464	16,662	11,925	140,319
RADOs	533	1,129	1,662	0	0	11	71	1,673
All respondents	61,943	62,755	12,6099	2,685	12,464	16,673	11,996	141,992

Table 4.2 Overview of tests conducted by members

²⁷ Questions 20.1-20.4 of the survey. See number of answers received in the last row of the table. Please note that given the different possibilities to answer this question (possible fields for answer: total tests; total urine; total blood; urine IC & OOC, blood IC & OOC, ABP) – minor errors were identified and corrected to all extent possible, e.g., cross-checking data with Annual reports of the members when possible. A delta of 2.4% between Total Number of tests / Urine IC+ U. OOC + Blood IC + B. OOC + ABP still remains. Delta of 0.2% between Total Tests Urine vs. Urine IC+ Urine OOC. Delta of Total Tests vs. Total Urine + Total Blood Serum + ABP. Delta of 9.6% between Total Tests Blood vs. Blood IC + Blood OOC. This higher difference is mainly due to the fact that some members reported directly the total of blood test without differentiating IC and OOC.



How do I perform in testing compared to other ADOs with as many RTP athletes as me?^{28 29}

Ranges of RTP athletes	Number of respondents / range	Average number of tests conducted
Athletes RTP 0-50	22 (43%)	539
Athletes RTP 51-100	13 (25%)	1,889
Athletes RTP 101-250	8 (16%)	1,906
Athletes RTP 251-500	5 (10%)	8,399
Athletes RTP 501-1,000	4 (8%)	6,789
Answers received	52	

We invite members to visit our [online data visualization page](#) where you will be able to play with additional variables and get a more accurate result for a final benchmarking assessment.

An interesting outcome shown in this report is the fact that the largest RTPs do not necessarily mean the largest testing volume. On average, members with RTPs between 250 and 500 athletes, conducted around 23% more tests in total than those with more than 500 athletes.



Athletes tested:
51,128

Sport disciplines tested:
+43 for NADOs
18 for RADOs

Tests in numbers³⁰

The 2019 WADA Testing Statistics show that in total NADOs conducted 184,364³¹ tests (urine: 169,007 and blood: 15,357). In this survey, the NADOs conducted 140,319 tests (urine 124,437 and blood 16,673)³² in a similar 12-month period. These tests were conducted on their own or on behalf of other anti-doping organizations; thus, explaining the different numbers. In the WADA Testing Statistics, RADOs conducted 2,770 tests in 2019 (urine: 2,658 and blood: 12). The six participating RADOs in the capacity register survey conducted 1,418 tests, i.e., 51% of all RADO testing.

²⁸ "Number of RTP Athletes" is used as a variable to allow members to compare themselves with N/RADO with similar features. It does negate the fact that testing is not only done on RTP athletes and that the results also include test conducted on National and other Registered Testing Pools. The online visualization tool will help the reader get a more accurate picture

²⁹ Questions 20 and 25 of the survey.

³⁰ Questions 20.5-20.6 of the survey; respectively 49 (41 NADOs and 8 RADOs) and 41 (33 NADOs and 8 RADOs) answers received.

³¹ Source: "2019: Anti-doping Testing figures - Table 1a: SUMMARY: Total Samples by Testing Authority* (TA) Category" published by WADA, 18 December 2020.

³² Questions 20 and 25 of the survey.

³³ Ref to question 21 of the survey.

The 2019 WADA Testing Statistics show 17,254 ABP samples were taken by NADOs out of a total of 36,401. The 11,925 samples conducted by NADOs and reported in this capacity register survey correspond to 70% of all ABP tests conducted by NADOs in 2019.

Respondents conducted a total of 141,992 tests (urine and blood) in the reference period; 89% of which correspond to urine tests. In comparison, the WADA 2019 testing statistics report that 91% of the 184,364 tests conducted in the period correspond to urine samples. On a global scale according to WADA Statistics from 2019, one in six tests was an ABP test. According to the data collected in this survey the ratio of ABP tests out of all tests amounts to one test out of 13. These results did not seem unusual given the large number of ABP tests conducted by IFs, i.e. more than 50% of all ABP tests, according to the WADA 2019 Statistics.

61.5% of the 141,992 tests were conducted in Europe, 19% in Asia and 7.5% in North America. Coincidentally, in an identical proportion, 61% of all 7,493 RTP athletes are located in Europe but "only" 13% are in Asia. 17.5% of athletes are registered in a North American testing pool. The difference does not mean that North American athletes are on average tested less than their Asian counterparts as Table 4.2 does not consider testing by IF.

In reference to Table 4.3, 57% of RTP 1st sublevel athletes are located in Europe, 29% are in North America and only 6% are in Asia.

Respondents reported that their test distribution plans were produced in line with the minimum requirements of a risk assessment and potential information received from Intelligence³³. Some additional considerations that were mentioned include:



- The age of the athlete
— **Slovak Anti-Doping Agency**
- A link to Irish culture
— **Sport Ireland**
- Importance to the spectators
— **NADO German speaking community, Belgium**
- Social standing, TV interest
— **DFSNZ, New Zealand**



“[In our NADO] a sport specific risk assessment has been developed to aid in determining a sports risk and RTP inclusion criteria. Four main factors are examined in this risk assessment for each sport and discipline to derive a risk score and specific testing plan (i.e., in-competition, out-of-competition, or education only):

1. Physiological Risk
2. Historical Risk
3. Performance Enhancing Drug (PED) Risk
4. Environmental Risks

These risks are evaluated and then weighted differently to give a final risk score to categorize a sport and discipline as high, medium, or low risk.”

— NADO, Americas

Overview by continents	Number of Athletes in RTP	Number of Athletes in sublevel 1 testing pool
Africa	210	25
Asia	993	1,242
Europe	4,645	12,260
C.C & South America	98	110
North America/ Athletes in RTP	1,313	6,198
Oceania/ Athletes in RTP	234	1,720

Table 4.3 Athletes in RTP and Sublevel 1

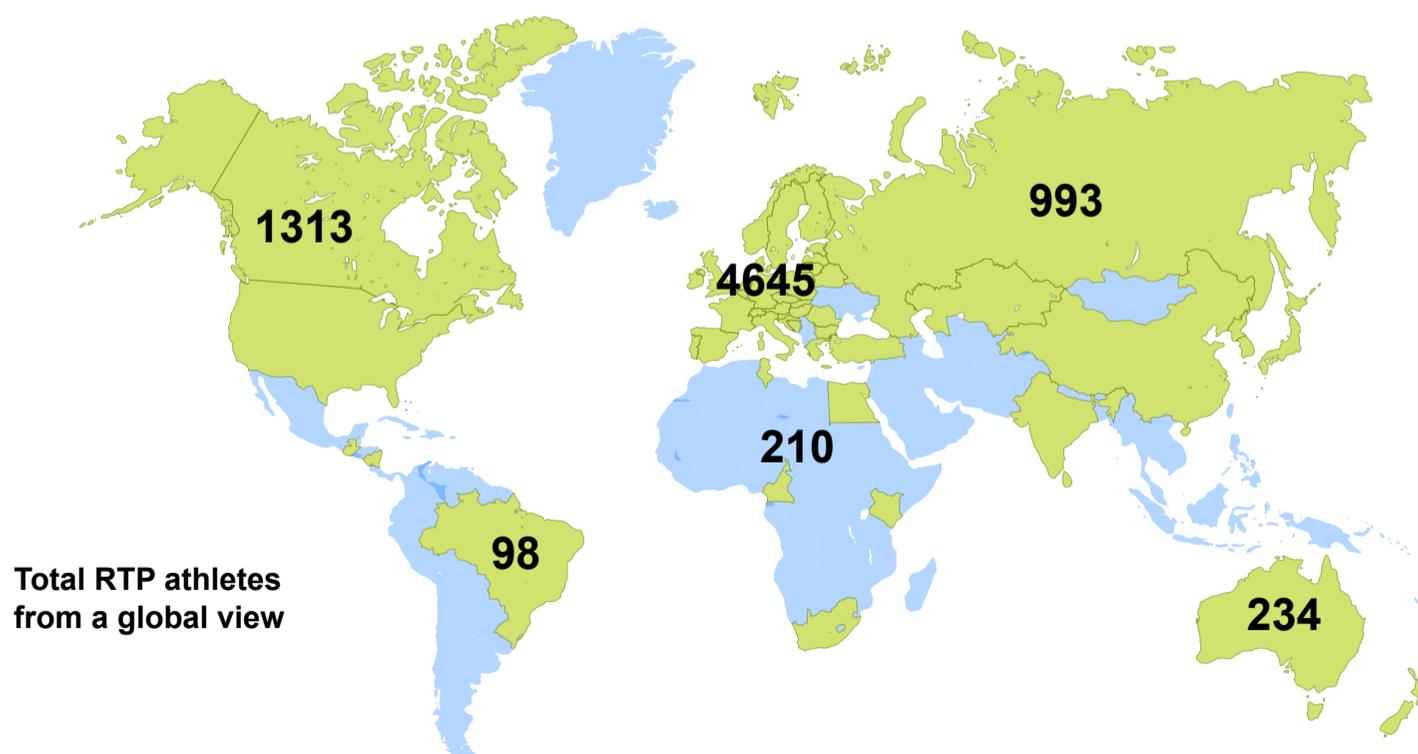


Table 4.3 Athletes in RTP and sublevel 1 shows how athletes in registered testing pools of the respondents are spread out over the world. Almost all were by NADOs³⁴ and only one RADO in Africa reported 140 athletes in their RTP. Other RADOs mentioned logically not having an RTP of their own as they use the ones of their member countries.

100% (43) NADOs have, as required by the Code, an official RTP. 67% (29) use a “sublevel” testing pool, 30% (12) have a second level, and 9% (4) have a third level. Sublevel testing pools can be justified by the need of ADOs to cover a broad range of athletes. Elite-level athletes, where the definition can vary from country to country, national, talented and youth athletes are often captured in these sub-level testing pools.

While it is understood that the 1st sublevel of RTP is what is considered “National Testing Pool”, the visualization below is a snapshot of the different names used by members to register and test their athletes.

Registered testing pools³⁵



Figure 4.4 How do members call their Registered & sublevel Testing Pools?

³⁴ Question 25 of survey; 51 Members answered (43 NADOS and 8 RADOs).

³⁵ These are the names of Registered Testing Pools (blue) and sublevels 1 (bleu and dark green), 2 (green) or 3 (light green) listed by the members in question 25

Testing program: satisfaction survey³⁶



Table 4.5 Satisfaction of members with their testing program



Very satisfied

“Effective testing with AAF.”

— RADO, Asia

“[Our organization] has created many tools to assist in implementing an effective and efficient testing program. This includes technology tools [...] reporting tools, and regular communication and collaboration to implement our testing program to fulfil testing requirements and goals.”

— NADO, Americas

“We conduct satisfaction surveys within the scope of [our organization’s] Quality Management System”

— NADO, Europe

Rather satisfied

“Because we have financial and staff limitations due to economic crisis, so we really think we are doing our best with our available resources.”

— NADO, Americas

“National Program can be enhanced quantitatively once financial resources would be increased.”

— NADO, Africa

“Blood samples transportation issues due to the distant location from closest accredited laboratory.”

— NADO, Asia

“We want to do more IC-testing.”

— Small NADO, Europe

Somehow satisfied

“We are trying to increase number of OOCT more.”

— NADO, Asia

“Periods of reduced activity because of the lack of SCP and heavy acquisition process which created some gaps in the TPD and therefore the enforcement of the TDSSA.”

— NADO, Europe

Little satisfied

“TDSSA it’s difficult to achieve.”

— Small NADO, Europe

Very little satisfied

“Not all countries did the minimum amount of testing as approved by the Testing Grant. Inexperience personnel.”

— RADO

³⁶ Question 26 of the survey; 49 answers received (42 NADOs and 7 RADOs). Full overview of all sections’ satisfaction survey is available at the end of this report. Comments are extracted from the sub-question 26.2.

Conclusion

Although iNADO has in the past shared best practices around I&I strategies and around the qualification of sample collection personnel, the survey indicates that these topics continue to deserve attention. In addition, giving support to our members to increase the efficiency of the TDP is something to integrate into our operational plan.

In these areas, the survey highlighted:

- **Quality management of sample collection personnel:** all DCOs, almost all BCOs and 70% of chaperones undergo a certification program to conduct their work. Only a few members declared having established Quality Management Systems.
- **Monitoring of test distribution plan:**
 - o All respondents reported that their test distribution plan were produced in line with the minimum requirements of a risk assessment.
 - o 56% (30 out of 53) of the respondents review their TDP at least once every quarter. Many do it on a monthly basis or as circumstances change.
- **Relevance of intelligence for testing programs:** 66% (35 out of 53) of the respondents conduct testing based on information fed by its Intelligence and Investigations department. On average 76 tests annually.



Scientific Research

With the anti-doping movement originally being formed by scientists, research has traditionally been a part of its identity. Continuing today, the acknowledgment of the importance of research in anti-doping can be seen through official statements, research funding, meetings and projects by WADA (e.g. Social Science Research Strategy). However, since anti-doping has grown and restructured over the years, practical anti-doping work has shifted towards the ADOs. Since science only becomes relevant through practical implementation, it is important to investigate what role science plays in the daily work of the ADOs.

Survey questions

The survey questions were:

- Existence of a scientific research unit by NADOs and RADOs (Qu.28).
- Testing and education informed by scientific research (Qu.29).
- Areas of anti-doping researched (Qu.30).
- Collaboration for anti-doping research (Qu.31).
- Funding of anti-doping research (Qu.32).
- ABP contribution and results (Qu. 35, 37).
- Use of GlobalDro and other medication databases (Qu. 38, 39, 40).
- Total number of TUEs processed: received, granted, denied (Qu. 41).
- TUE Committee independence (Qu. 42)

Results and analysis

Organizations having a scientific research unit³⁷

As shown in Figure 5.1, 72% of the surveyed ADOs did not have a functioning in-house scientific research unit during the reporting period. Common reasons given were a lack of human and financial resources, predominantly within smaller ADOs, although some of the larger organizations did not have specific research units either. 21% of all ADOs that did not have a research unit, stated additional reasons other than a lack of resources. This was principally explained because they outsourced research activities to other ADOs or scientific institutions such as WADA accredited laboratories. More information can be found in the [Master Table Capability](#)

³⁷ Question 28 of the survey; 53 answers received (44 NADOs and 9 RADOs).

³⁸ Question 30 of the survey; between 41 and 43 answers received each category.

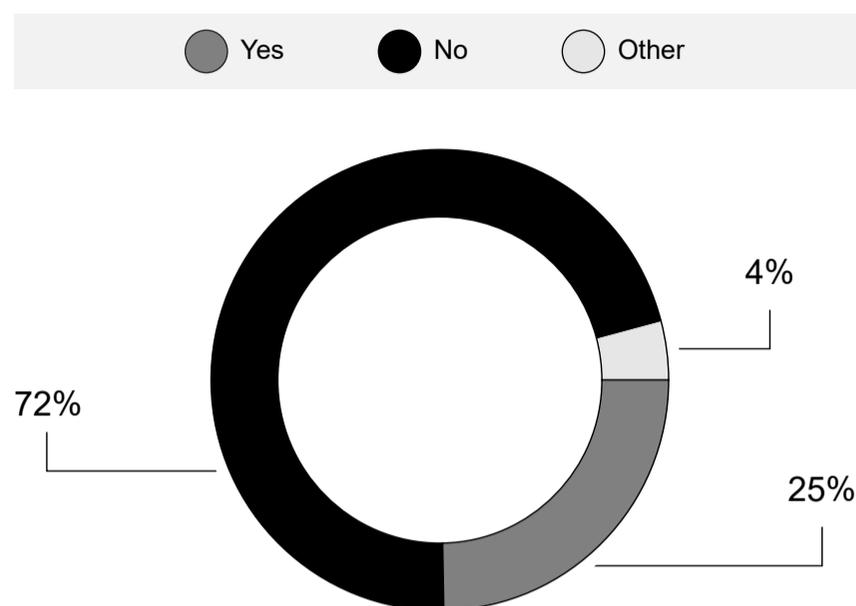


Figure 5.1 Percentage of ADOs with in-house research units in place

[Register \(Members only\)](#) or on the [online data visualization page](#).

Testing and education activities informed by scientific research

For more information on the regression analysis that was conducted, please refer to [Statistics](#). We also invite the reader to visit our interactive results page on our [online data visualization page](#) to cross-check answers and access additional features.

Areas of anti-doping researched by members

For those ADOs doing active research, Table 5.1³⁸ gives an overview of the TOP 7 research fields selected by members.

Data indicates that social science, as well as classic biochemical research, are most actively being conducted. Interestingly, the surveyed members displayed the greatest willingness for further involvement in areas where less research is currently being conducted.

Areas of research	Currently conducting (%)	Would like to conduct in the future (%)	Not planning to conduct in the future (%)
Social Science	47	37	12
Drug Detection	40	29	26
Policies and Procedures	40	33	23
Supplements/Food Medications	30	42	23
AI & IT Innovations	26	38	31
WADA - Monitored Substances	17	41	37
Physiological/Clinical Effects	15	32	49

Table 5.1 Top seven research fields, in which scientifically active ADOs are doing research

Whenever they were involved in research, respondents mentioned the following elements as factors to consider in resource and time allocation:



- Have dedicated staff or establish “separate research group with employees from the different departments and backgrounds”.
- Develop and ground research on short-mid-term strategy to best focus and prioritize resources.
- Only engage in research fields aligned with ADO’s interest and current available resources.
- Partner up with research experts/ academic institutions.
- Explore less costly online research possibilities.

Interesting research topics from members:



Cooperation with Food & Pharmacy crime unit

— NADO Flanders, Belgium

Social Sciences Research: “Performance profiling tools for key sports, [...] gap analysis tools for testing program, [...] anti-doping knowledge [and] attitude towards supplements tests via online questionnaires”

— RUSADA, Russia

Collaboration in anti-doping research

Research tasks appear to be partially or completely outsourced by members. To further elaborate, Figure 5.2³⁹ displays the most common collaboration partners chosen by the respondents.

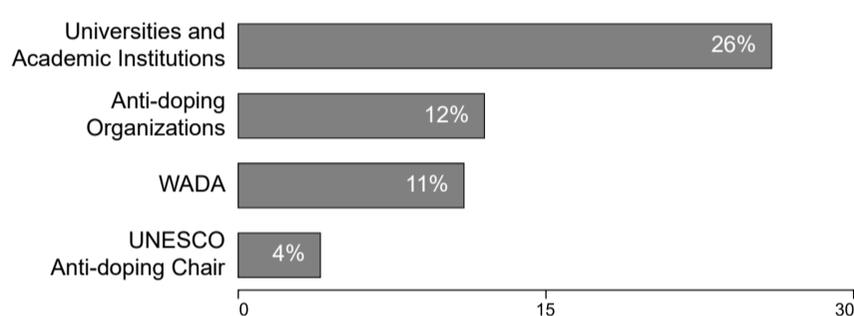


Figure 5.2 Most frequent collaboration partners in percentage chosen by ADOs for anti-doping research

Funding of anti-doping research

In regards to financing research projects, more than half of the ADOs stated that they use their own organization’s budget (53%), followed by funds provided by governmental bodies (31%) and the European Union (17%). Funding by the Partnership for Clean Competition (PCC), the Council of Europe (CoE), or Major Event Organizers (MEOs) were mentioned less often. Detailed information can be found in Figure 5.3⁴⁰.

³⁹ Question 31 of the survey; between 41 and 43 answers received for each category.

⁴⁰ Question 32 of the survey; between 40 and 45 answers received for each category

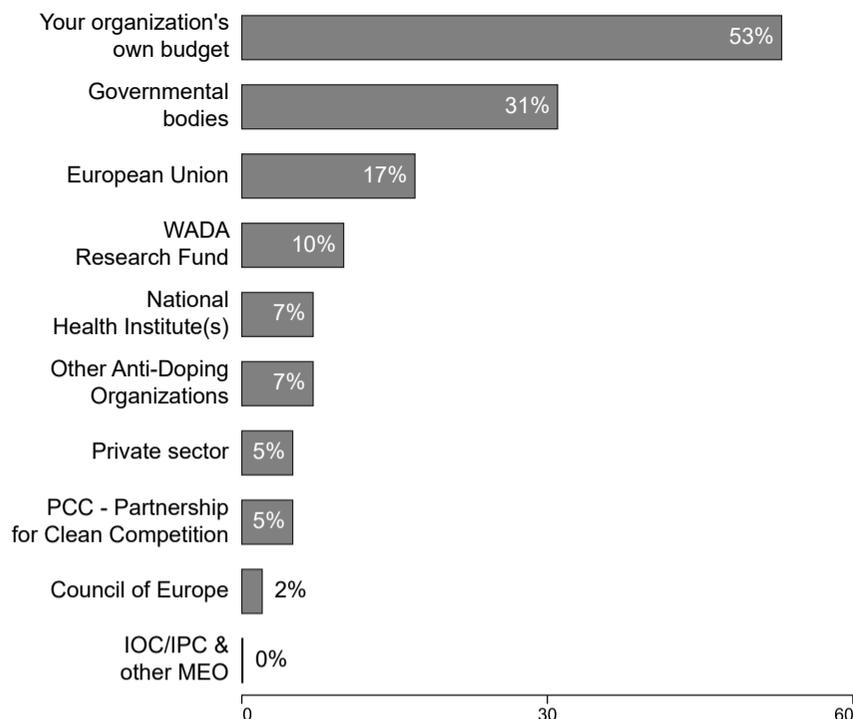


Figure 5.3 Fund origins in percentage used by ADOs for anti-doping research

GlobalDro and other medication databases

Continent	Number of Searches
Africa	0
Asia	0
Caribbean, Central & South America	0
Europe	1,118,199
North America	444,753
Oceania	419,922
All respondents	1,982,874

Table 5.2 Use of GlobalDRO or other databases and number of searches recorded – overview by continent

Besides traditional research projects, the hosting of a medical database was frequently mentioned as a key task taken on by an in-house research unit. Since most respondents do not have such a function, it is of particular interest to understand how this important information is being communicated to athletes. Data shows that half of the surveyed members utilize **Global Drug Reference Online**⁴¹ (Global DRO) which is provided by a group of iNADO members, at least partially, to inform their athletes⁴². Of those not using Global DRO, 39% developed their own databases. Most of those with their own databases revise and update them at least twice a year but often more frequently.

The following list includes links to respondents' databases other than Global DRO as well as interesting citations⁴³.

⁴¹ Global Drug Reference Online: <https://globaldro.com/> was brought through a partnership between: ADCH (Switzerland), CCES (Canada), DFSNZ (New Zealand), JADA (Japan), UKAD (United Kingdom), USADA (United States)

⁴² Question 38 of the survey; 52 answers received (44 NADOs and 8 RADOs).

⁴³ Question 39 of the survey; 46 answers received (40 NADOs and 6 RADOs).

⁴⁴ Question 41 of the survey; 52 answers received (44 NADOs and 8 RADOs).



“We are about to launch our own consultation tool in partnership with the Brazilian Health Surveillance Agency, which is the government agency responsible for the inspection and registration of medications in Brazil.”

— ABCD, Brazil

“Before 2019 we got a medications database that is under review and planned to be available on its update version next year.”

— ANAD, Tunisia

<https://nada.by/doping/PageAntidoping.html>

— BNADA, Belarus

www.ads.gov.sg

— Sport SG, Singapore

<https://www.zakazanelatky.sk>

— SADA, Slovakia

TUEs processed in the reporting period⁴⁴

The Table 5.3 corresponds to the number of Therapeutic Use Exemptions processed by the respondents over a period of 12 months comprised between 2018 and 2020, as per the reference period they had individually chosen to fill in the survey against.

Members	Total TUEs	Avg. No. of TUEs per Organization	TUEs granted	TUEs denied
Africa	7	1	4	3
Asia	189	32	178	15
Europe	2,429	81	1,434	318
Caribbean, Central & South America	65	11	31	27
N. America	1,128	564	582	45
Oceania	326	163	166	4
NADOs	4,138	94	2,393	408
RADOs	6	1	2	4
All respondents	4,144	80	2,395	412

Table 5.3 TUEs processed by members

Although no rigorous statistical analysis can be drawn from the figures themselves, one can still observe that:

- NADOs reported having granted 58% of the TUE requests they had received and denied 10%. The remaining 32% of TUE requests were found not to be needed (mentioned by 3 members), incomplete (mentioned by 2 members) or referred to relevant federations (3 members). This leads to additional, unnecessary work for NADOs, raising attention to the need to better inform athletes and ASP on prohibited substances and TUE requirements.
- For the RADOs, all TUEs processed were either granted (33%) or denied (67%).
- Only half of the responding RADOs (4) had to process a very low number of TUEs.
- 2 other RADOs declared outsourcing this activity to a NADO or that the TUE requests issued from International Level Athletes had been processed directly by their International Federations.

The large contrast between the number of TUEs processed between NADOs and RADOs relies mainly in the relatively small number of athletes registered in the testing pools of RADOs. In some cases, RADOs may also delegate their TUE committee to another Code Signatory.

Conclusion

Despite the historic scientific nature of anti-doping, scientific and/or research departments with member organizations tend to be less formally established. Research is not yet an integral part of NADOs' and RADOs' work. Predominantly a lack of resources available in this field seems to be an issue. Many respondents have found a solution by the outsourcing of research to other institutions to access expertise and to save human and financial resources. However, even if this solution seems to work, there is still a great potential when it comes to collaboration projects and the use of research funds provided by governmental and non-governmental organizations such as the recently strengthened "Social Science Research Grant Program" by WADA.

We have taken note of the two most important scientific areas iNADO members are interested in: social science and drug detection methods.

Despite the complexity that it represents to establish and maintain a medication database (large numbers of medicines under different commercial and health systems, that vary from country to country and which is heavily regulated), the survey shows that a high portion of our members are using their own or shared medication databases such as GlobalDro. This is a good service for athletes.

The survey suggests that more work can be done around the identification of best practices for TUEs. The number of applications processed may not be a good indicator of the amount of work involved when deciding to grant a TUE or not. This factor is to be considered in the future as the survey showed that often TUEs are not required highlighting the need for further education in this area.



Results Management

The process of results management carried out by an ADO, starting from the initial review until the final resolution of the matter, requires not only legal input but an interaction of several fields of expertise. Due to the great responsibility, as well as the legal accountability, ADOs need to follow a well-defined and precise process when undertaking results management to ensure the right outcome and to comply with the International Standard for Results Management. In this section we give you an overview of the work processes in place within the surveyed members.

Survey questions

The survey questions were:

- Results Management Unit and RM conducted on behalf of other ADOs. (Qu.33, 35, 43).
- Name of laboratories acting as APMU (Qu.34).
- All Adverse Passport Findings ever reported (Qu.37).
- Independence of TUE Advisory Committee, of Hearing Panel and appointment rules (Qu.42,49, 50).
- AAF: number of sanctions issued, number of acquittals (Qu.44).
- Number of ADRVs handled (Qu.45).
- Top 5 prohibited substances found in samples and N° of sports disciplines concerned (Qu.46, 47).
- Number of ADRV proceedings from I&I (Qu.48 – see **Intelligence & Investigations** for results).
- Number of cases from Hearing Panel appealed to CAS (Qu.51).
- Type of sanctions for anti-doping offences in country(ies) of NADO and RADOs (Qu.52, 53).
- Satisfaction of members with their sciences and results management activities (Qu.54).
- Willingness to provide support or receive support from other members (Qu.55).

⁴⁵ Question 33 of the survey; 52 answers received (44 NADOs and 8 RADOs).

⁴⁶ Question 35 of the survey; 50 answers received (42 NADOs and 8 RADOs).

⁴⁷ Question 43 of the survey; 52 answers received (43 NADOs and 9 RADOs).

⁴⁸ Question 33 of the survey; 52 answers received (44 NADOs and 8 RADOs).

⁴⁹ Question 42 of the survey; 50 answers received (41 NADOs and 9 RADOs).

Results and analysis

Results Management: in-house or on behalf of other ADOs

It should be noted that 93% of surveyed organizations have their results management function installed in-house⁴⁵. 27% of these additionally conduct results management on behalf of other ADOs⁴⁶. Moreover, 40% have reviewed ABPs on their own or in cooperation with the accredited laboratory acting as their APMU⁴⁷. Figure 6.1 displays the seven most often used laboratories to act as an APMU⁴⁸.

Independence of TUE Advisory Committee

We were interested in understanding the structure of the organizations' TUE advisory committee, and most specifically its independence. 62% of members reported that their committee was acting completely independent from the organization⁴⁹. Individual responses showed a variety of ways to achieve this independence of which a selection is listed below.



“TUE committee [...] is independent. Members and chair are appointed by Minister.”

— Sport Integrity Australia

“Platform with three independent medical advisors plus three others for appeal.”

— NADO Flanders, Belgium

“There is an independent commission of doctors, publicly appointed for this purpose.”

— ABCD, Brazil

“Volunteer TUEC.”

— CCES, Canada

“All members are physicians with expertise in different areas. The budget is allocated by the Government.”

— RNADA, Romania

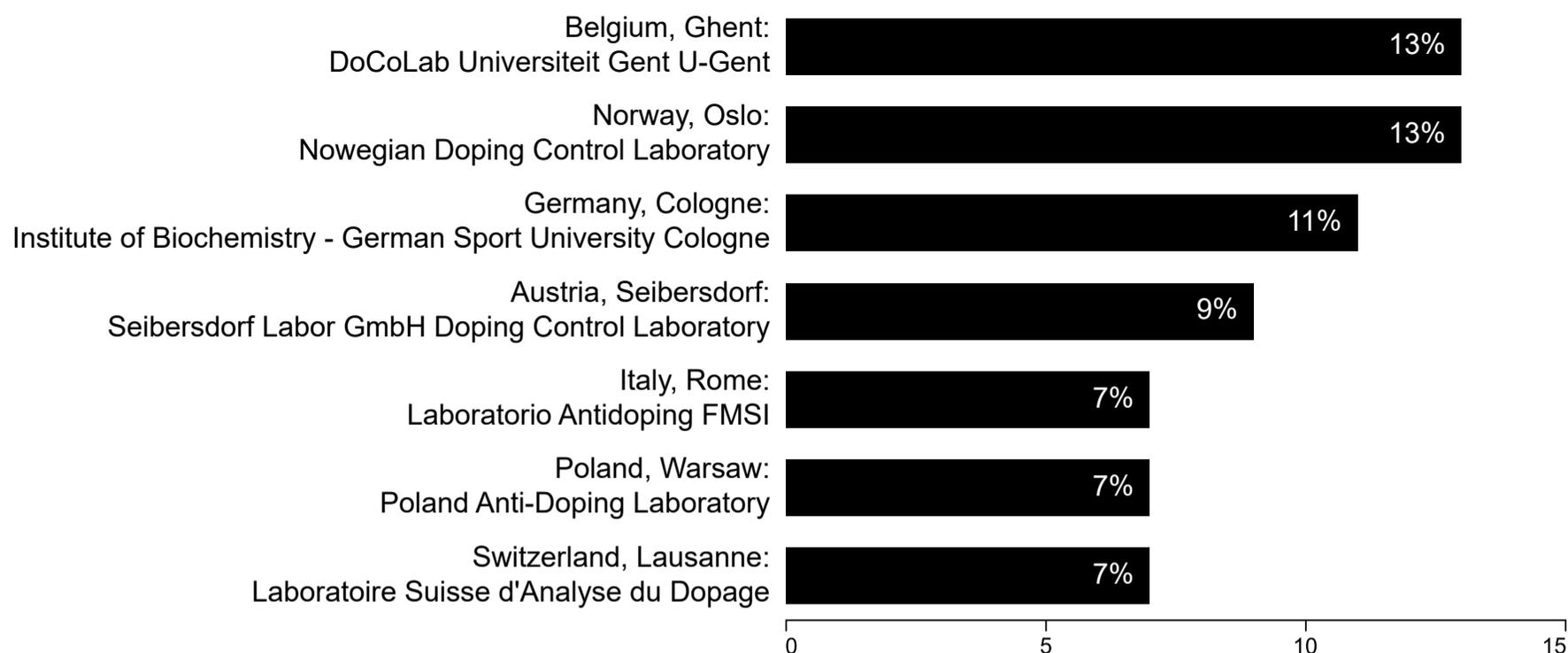


Figure 6.1 Most frequently used accredited laboratories as APMU

Overview of ADRVs from AAFs⁵⁰

In general, Table 6.1, the number of AAF sanctioned within a reference period will be less than the number of AAFs. In this table this is not always the case because a few respondents entered a number of AAFs sanctioned but provided no information regarding the total no. of AAFs.

In question 37.1 the survey asked whether respondents registered Adverse Passport Findings (APF) in the reporting period. 17 members, all NADOs, (31%) reported an APF.

It should be noted that there is a large difference between the volumes of Adverse Analytical Findings (AAF) and Adverse Passport Findings (APFs) processed by NADOs and RADOs.

While NADOs recorded an average of 28.5 AAFs that led to a sanction in the reporting period, RADOs reported an average of only 4.1 AAFs having led to a sanction in the same period.

	Average total No. of AAF	Average No. of AAF Sanctions	Average No. of members' ADRVs (own ADRVs)	Average No. of ADRVs forwarded to you from other RM (number only)	Average of sports disciplines sanctioned
Africa	10	10	13	3	3
Asia	15	16	15	3	12
Caribbean, Central & South America	25	23	14	1	5
Europe	28	17	35	0	9
North America	95	32	28	3	10
Oceania	3	3	25	0	9
NADOs	29	19	32	1	9
RADOs	4	5	3	4	2
All respondents	25	17	27	1	8

Table 6.1 Overview per continent of (1) average a. total No. AAF, b. sanctions and c. acquittals; (2) average No. of ADRVs handled and (3). sport disciplines sanctioned

⁵⁰ Question 44: 49 answers received (41 NADOs and 8 RADOs), question 45: 50 answers received (41 NADOs and 9 RADOs), question 47: 48 answers received (40 NADOs and 8 RADOs).

Top 5 prohibited substances found⁵¹



Substance Class	Total (substances found in the samples that led to sanctions)
S1 - Anabolic Androgenic Steroids (AAS)	78
S5 - Diuretics and Masking Agents	30
S6 - Stimulants	22
S8 - Cannabinoids	17
S4 - Hormone and Metabolic Modulator	15

Table 6.2 Number of total positive results by substance class

We invite members to visit our [online data visualization page](#), where you will be able to play with additional variables and get a more accurate result for a final benchmarking assessment.

Independence of hearing panels⁵²

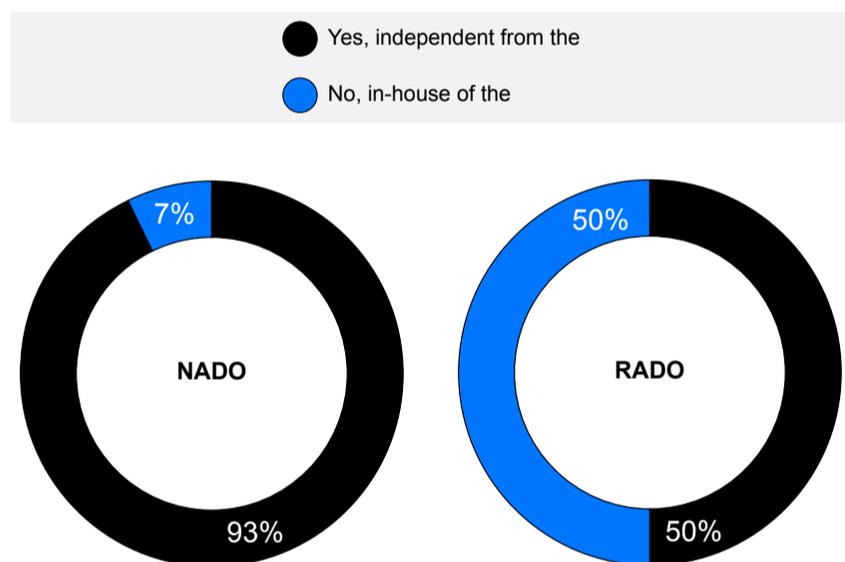


Figure 6.2 Independence of hearing panels

In general, NADOs that declared having an independent hearing panel, were mostly describing 2 types of scenarios:



The hearing panel is one dedicated legal entity in the country appointed to manage and decide on doping cases. This is the case for example for:

- RADO Afrique Zone I: “RADO Zone I independent RM committee”,
- UKAD, United Kingdom: “National Anti-Doping Panel”,
- CCES, Canada: “Sport Dispute Resolution Centre of Canada”,
- NADO Flanders, Belgium: “Hearing panels of Flemish community for low-level athletes and Governing federations tribunal for elite level athletes”.

Each Sport federation has their own hearing body:

- TDMK, Turkey: “Hearing Panels are different for each sports federation, so each sport federation has its own disciplinary body”,
- ANAD, Tunisia: “Hearing Panel of the NF”.

“The members are selected among magistrates of the ordinary and administrative-accounting jurisdictions, university professors of legal subjects, lawyers or experts in sports law, police officers and officials, even in retirement and scientific experts.”

— NADO Italy

Some criteria considered for appointment in the ADRV hearing panel from POLADA, Poland:

- Work in the field of medicine, sport, ethics, biology or law. At least fifty percent of the Panel members shall hold a university degree in law.
- Guarantee the proper fulfilment of the Panel’s tasks.
- Have full legal capacity and enjoys full civil rights.
- Are of sufficiently good repute.
- Have not been validly sentenced for an intentional crime or an intentional tax offence.
- Have not been sanctioned for doping in sport.
- Have experience in adjudicating on disciplinary cases in sport.

One RADO declared appointing the independent hearing panel on an ad-hoc basis depending on the sports disciplines concerned and the expertise needed.

In the reference period 10 NADOs had cases appealed to CAS and one appealed the decision of its panel⁵³.

⁵¹ Question 46 of the survey; 47 answers received (40 NADOs and 7 RADOs).

⁵² Question 49 of the survey; 53 answers received (43 NADOs and 8 RADOs).

⁵³ Question 51 of the survey; 47 answers received (41 NADOs and 6 RADOs).

Continent	Average No. of cases handled by the Hearing panel
Africa	12.50
Asia	11.40
Caribbean, Central & South America	12.00
Europe	28.82
North America	5.00
Oceania	25.00
Grand Total	21.89

Table 6.3 Cases handled by hearing panel

Types of Anti-Doping sanctions^{54, 55}

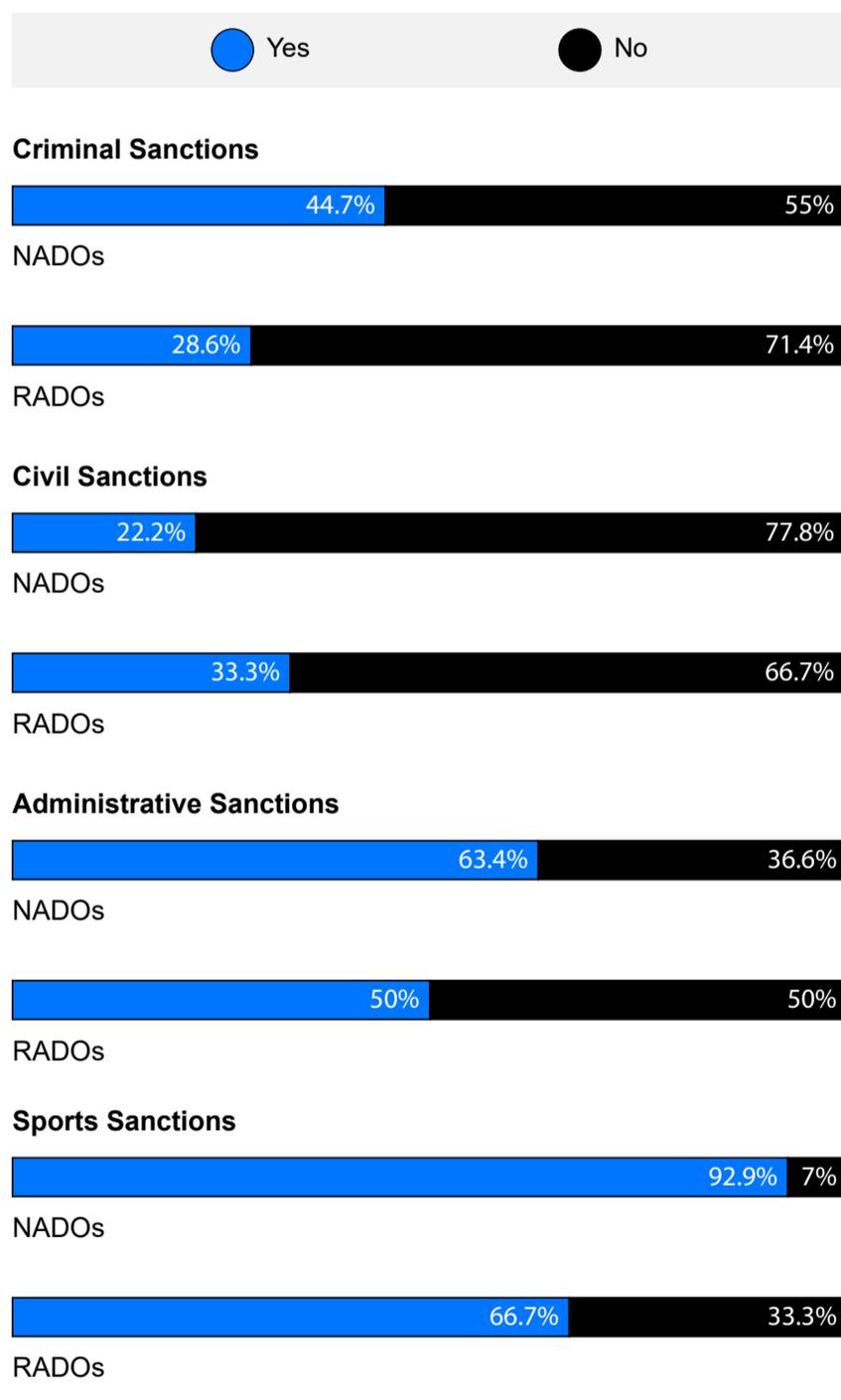


Figure 6.3 Types of anti-doping sanctions for NADOs and RADOs

⁵⁴ Question 52 of the survey (NADOs); for each category, respectively 43, 42, 37, 39 answers received.

⁵⁵ Question 53 of the survey (RADOs); for each category, respectively 6, 6, 6, 7 answers received

⁵⁶ Question 52.5 and 53.5 of survey in "Comments".

⁵⁷ Question 54 of the survey; 48 answers received (41 NADOs and 7 RADOs). Full overview of all sections' satisfaction survey is available at the end of this report. Comments are extracted from sub-question 54.2.

Per continent, Europe shows the highest average number of cases handled by the hearing panel (see Table 6.3). Interestingly, only a very small number of North American ADRVs were heard by the national hearing panel. There are special circumstances that likely explain the large number of cases heard in Oceania. It was reported in the survey that many non-analytical ADRVs were brought forward by one single Intelligence and Investigation case in this region. The rest of the continents show constant proportions of anti-doping cases heard by the hearing panel against the number of ADRVs.

Other types of anti-doping sanctions and comments provided by the NADOs and RADOs⁵⁶ are listed below:



It is mentioned by many NADOs that criminal sanctions are only foreseen in the case of drug policy, trafficking.

— NADOs of Belgium, Brazil, Norway

In Burundi, Egypt, Eritrea, Ethiopia and Kenya there is no specific anti-doping legislation; anti-doping rules apply.

— RADO Africa Zone V

One RADO explained that only the sanctions mentioned in the Code applied, whereas another RADO was uncertain about the specific rules and sanctions applying at the individual member countries."

Libya and Mauritania are not concerned by the sport/disciplinary, administrative and civil sanctions that apply to the "other" members countries, Morocco Tunisia and Algeria.

— RADO Africa Zone I

Sciences and results management: satisfaction survey⁵⁷

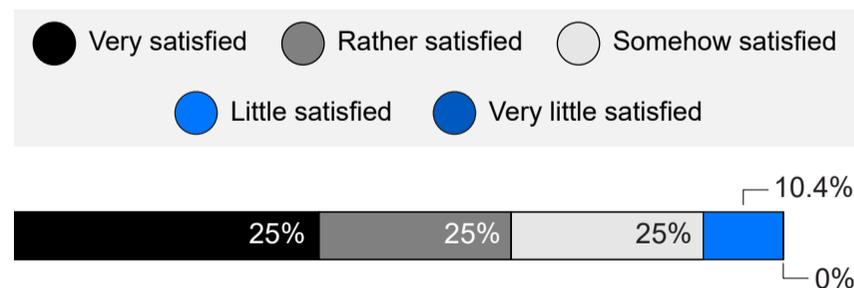


Figure 6.4 Satisfaction of members with their science and results management activities



Very satisfied

“The expertise and recommendations were implemented and give value to our TDP and Risk Assessment.”

— NADO, Europe

“High level of occupational competency amongst the personnel. Good balance between workload and resources ”

— NADO, Europe

“One very competent person who does an excellent job given resources etc.”

— NADO, Oceania

Rather Satisfied

“Despite the slow progress in cases, good experience is acquainted by the members of the RADO RM committee and good judgment.”

— RADO, Asia

Somehow satisfied

“Results Management committee are volunteers. Pressure of work could delay timely actions.”

— RADO, Americas

“We recognised the need to increase resource for research & innovation activities and hence created a new role and recruited a full-time member of staff dedicated to this area.”

— NADO, Europe

“Only 1 staff to manage all the whole RM process.”

— NADO, Asia

Little satisfied

“Some delay in RM process due to the availability of RM panel.”

— RADO, Africa

“We don't know the sanctions”

— NADO, Americas

Conclusion

Over the past two decades, led by WADA, a general harmonization of anti-doping programs has been achieved. However, our survey indicates that there is still a good level of variance in some areas of results management. For instance, the practical application of hearing panels but also in the type of sanctions for anti-doping rule violations in each country. These are two factors for which the NADOs will have limited influence but will have an impact in results management and in general over the NADOs.

This means the process of results management can be very different from one country to another and recognition should be given to these differences. The new International Standard for Results Management now intends to harmonize activities in these two areas and a future edition of the Capability Register could already show some of the changes.

The impact of intelligence and investigations can also be seen in results management. On average iNADO members issued 27 sanctions in the reference period. 6 (22% or one in every five) of these sanctions comes from I&I. Non-analytical cases require other skills and attention than ADRVs based on analytical evidence.

Charts

Area Chart



Bar Chart



Donut Chart



Line Charts

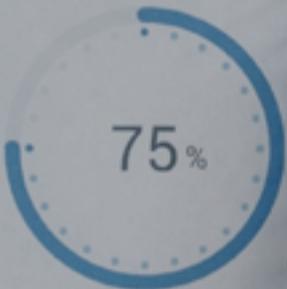
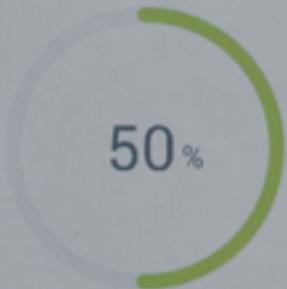
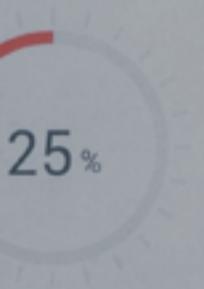
Bar Chart



Pie Chart



Progress Charts



Intelligence & Investigations

In 2015, the importance of Intelligence & Investigations (I&I) was highlighted when it officially became part of the International Standard for Testing and Investigations (ISTI). There was a clear need for formal procedures on how to handle this quickly evolving component of anti-doping work. ADOs have continued to develop their programs to include I&I in their day-to-day work. In this section we give you an overview of the different processes the respondents have established in relation to their I&I departments.

Survey questions

The survey questions were:

- Existence of an I&I Unit (Qu.56).
- Skills or competence required to work in I&I unit (Qu.57).
- Existence of a whistleblowing report mechanism (Qu.58).
- Number of whistleblowing reports received, investigated, led to targeted tests (Qu.59).
- Satisfaction of members with their own I&I programs (Qu.61).
- Willingness to support or receive support from other members (QU.62).

Results and analysis

Members with functioning I&I unit

74% (32) of the NADOs had a functioning in-house Intelligence & Investigations department during the reference period and 11% (1) for the RADOs. 2 NADOs and 1 RADO mentioned they were in the process of building one (Qu.56) or still performing I&I tasks although not having a dedicated department (ABCD, Brazil). RADO Afrique Zone I has an I&I process in place to manage reception of *“relevant information from antidoping colleagues/ APMU recommendations which could help [...] target some athletes”*.

Out of the 16 members (31%) not having an I&I unit, 11 (69%) explained that it was due to a lack of financial or human resources, whereas another NADO mentioned that *“our doping incidence is very high, near 7% without in-house intelligence”* but is following up on any information reported to them.

Intelligence & Investigations staff profile

The respondents had varied skills, experience and training required of their Intelligence and Investigations personnel. Here are some examples:



Skills:

- Formal investigative qualifications (Government - minimum standard: Certificate IV in Investigations for investigator and Diploma in Investigations for investigation manager) digital forensic formal qualifications, appropriate investigative experience and a current Working with Vulnerable People/ Children government clearance.

Specialised skill sets to analyse data sets and make assessments to support decision making across the business (from tactical investigation support to strategic priorities). Specific training within the intelligence field (e.g., foundation intelligence courses, OSINT, forensic analysis) are often gained with law enforcement experience prior to joining this regulatory environment, or courses offered on the job. Higher level security clearances are often required to support work with partner agencies.

— Sport Integrity, Australia

- Proactive and intelligent people with higher degree, with skills in social networks, able to use computer skills in social networks, love of sport and ethics, among other requisites.

— ABCD, Brazil

- The ability to establish and maintain effective working relationships with internal and external stakeholders, demonstrated ability to keep sensitive information strictly confidential, strong analytical skills, excellent written and verbal communication skills.

— Sport Ireland

- Knowledge, Skills and Attributes, Integrity, Problem Solving and a Team Player.

— ADAK, Kenya

Experience:

- Legal knowledge and experience in law enforcement.
 - **NADA, Austria**
- Certain expertise of medication and law, to improve the investigation capability, and strengthen the cooperation with other law enforcement departments.
 - **CHINADA, China**
- Experience with investigative interviews, in social network analysis, effective project management of complex investigations, an interest in/experience in sport or sport related environment, experience working collaboratively across a range of different business units.
 - **Sport Ireland**
- Bachelor's Degree in any of the following disciplines: Physical Education, Sports Science or Leisure and Recreation Management, Social Sciences with a Post-Graduate Diploma in Sports Administration and Management, criminology and criminal justice or equivalent qualification with a Post-Graduate Diploma in Sports Administration and Management and a Certificate in Computer Applications from a recognized institution.
 - **ADAK, Kenya**



“In Latvia the result management and investigative work is done by expert in legal and in some cases by deputy director. the obligation for expert in legal is a Law degree but in the same time the LAT-NADO provide the possibility to go to courses to get the skills that are needed to get better in the investigative and intelligence work. For example, sport radar provided courses in which LAT-NADO expert in legal, director and deputy director participated. Also, LAT-NADO has started the collaboration with Latvian police to teach us some skill in this matter.”

— **Anti-doping Bureau of Latvia**

Contribution of I&I to an informed anti-doping program⁵⁸

Table 7.1 provides an overview of the share of Anti-Doping Rule Violations (ADRV) originating from Intelligence & Investigations out of the total ADRVs issued by members.

	Total ADRVs from members (own ADRVs)	ADRVs from I&I	Percentage of ADRVs from I&I
Africa	79	8	10%
Asia	108	37	34%
Europe	1,011	204.1	20%
Caribbean, Central & South America	85	5	6%
North America	28	3	11%
Oceania	25	22	88%
NADOs	1,307	278	21%
RADOs	29	1	3%
All Respondents	1,336	279	21%

Table 7.1 Total ADRVs vs. ADRV proceedings from Intelligence and other sources

Analyzing the number of ADRV proceedings from I&I, the survey shows that on average, European organizations sanction 7.5 ADRVs based on I&I. Members from Asia follow with on average, slightly more than six cases per reporting period. It should be noted that the average cases from Oceania are extremely high due to particular circumstances of I&I being reported that led to specific testing. The average cases of members from Oceania should be taken with caution as particular circumstances reported in the survey were responsible for the extremely high number of cases in the reporting period reviewed.

Continents	Average No. of ADRV proceedings from I&I per organization
Africa	1.33
Asia	6.17
Europe	0.83
Caribbean, Central & South America	7.56
North America	3.00
Oceania	22.00
All respondents	5.94

Table 7.2 Average Number of ADRV proceedings from I&I

⁵⁸ Question 45 of the survey. 50 answers received (49 NADOs and 1 RQDO); Question 48 of the survey; 47 answers received (39 NADOs and 8 RADOs)

A performed T-test⁵⁹ for independent sample comparing ADOs having a functioning in-house I&I unit with those who had not, showed no significant difference in percentage of ADRVs originating from I&I information with a t-value of 1.78 and a p-value of .08 giving a variance of 41⁶⁰. Results may wrongly suggest that I&I work does not have much impact on effective testing. However, these results would need to be analysed further and put in perspective with the nature of the ADRVs themselves, as breaches of the code cannot necessarily flow out I&I information, e.g., whereabouts failures.

However, out of the seven ADOs reporting the greatest percentage of ADRVs originating from I&I (from 44% to 88%), six also had an in-house I&I unit, i.e., 86% of this smaller sample. Based on the earlier findings investigating the whole sample, this information might indicate that having an I&I unit likely impacts the testing efficiency of an ADO, e.g., by providing them with the necessary resources and skills to investigate information identified by the unit itself or reported e.g., via whistleblowers.

It is also to be noted that although I&I is seen to improve the efficiency of anti-doping and testing program implementation, the reality and need to conduct important testing campaigns, with TDP unrelated to I&I, is a non-negligible factor to consider in the limitation of this analysis. Other factors, such as the mode of operation of ADOs, needs to be taken into account. The developing field of I&I influences the efficiency of testing; therefore, the anti-doping system could benefit from greater collaboration to learn from members who have demonstrated high levels of efficiency in this area.

Please also refer to **Statistics** of this report for more information about regression analyses performed.

Whistleblowing mechanisms and other investigation channels

73% of members declared having a whistleblowing mechanism (32 NADOs and 3 RADOs)⁶¹. Of the 25% (12) members that did not have a mechanism, 2 NADOs were in the process of preparing a platform to be launched in 2021. 2 others noted having a simple link to a form on their website or related organization.

Respondents declared having received a total of 1,805 reports from whistleblowers, 782 (43%) were investigated, out of which 491 (63%) led to targeted testing. 5 members mentioned not tracking reports received. They only tracked them in informal ways or they were still under review and were not available at the time of submitting the survey. These reports concerned athletes as well as athlete support personnel. A RADO in Africa stated “Irregularities report on conduct of an athlete support personnel was received and investigated”.

⁵⁹ A T-test is a hypothesis testing technique used in statistics to determine if there is significant difference between two or more groups that may have related or similar features and to determine the importance.

⁶⁰ Question 56 of the survey: 52 answers received (43 NADOs, 9 RADOs); question 48 of the survey: 47 answers received (39 NADOs, 8 RADOs)

⁶¹ Question 58 of the survey; 48 answers received (40 NADOs, 8 RADOs).



“All information received at Sport Integrity Australia is used to inform our activities across the business. Sometimes it leads to specific action by a specific team. Sometimes it is trend data that informs and influences the best prevention and/or disruption opportunities.”

— Sport Integrity Australia

“Usually, we got information before competition about prohibited substance use.”

— NADO, Europe

“It can be stated that in the relevant period 35% of ADRV’S published by UKAD were intelligence led.”

— UKAD, UK

The Figure 7.1 shows the breakdown of whistleblowing reports received, investigated and which lead to targeted tests.

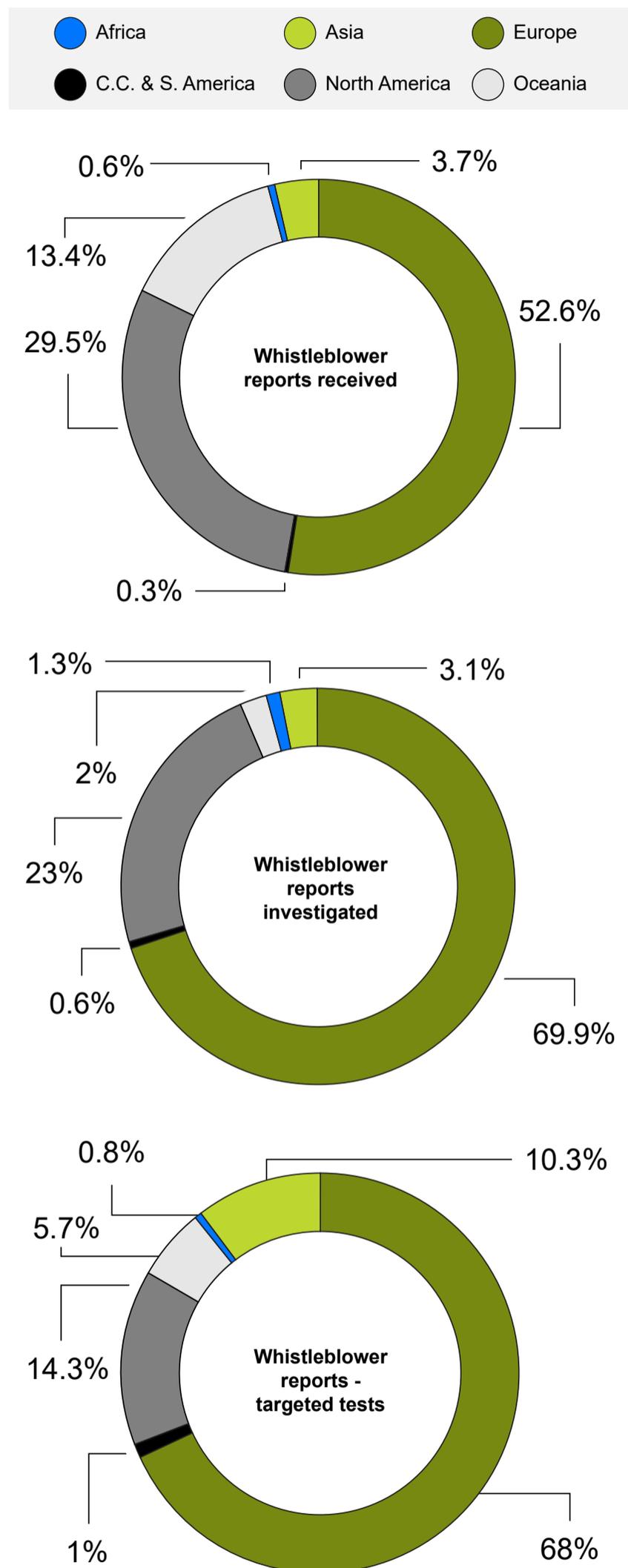


Figure 7.1 Whistleblower reports received, investigated and having led to targeted tests

⁶² <https://aepsad.culturaydeporte.gob.es/colabora.html>

⁶³ www.anad.tn/index.php/signaler-un-acte-de-dopage/

The most common whistleblowing mechanisms reported by the members were: email, web platforms^{62,63}, hotlines, personal interviews, informants or organizations (e.g. Got Ethics), reports from governmental inspection and audit bodies, the WADA Speak-up Platform and mobile app, mailbox and chat messaging (e.g. WeChat).

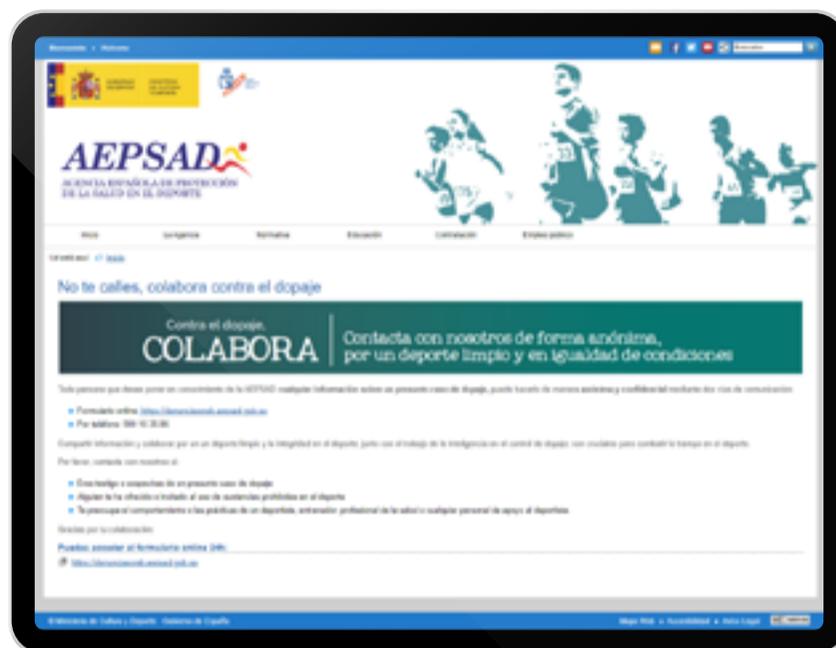


Figure 7.2 Spain, e.g., of a whistleblowing platform "Contra el dopaje, colabora"

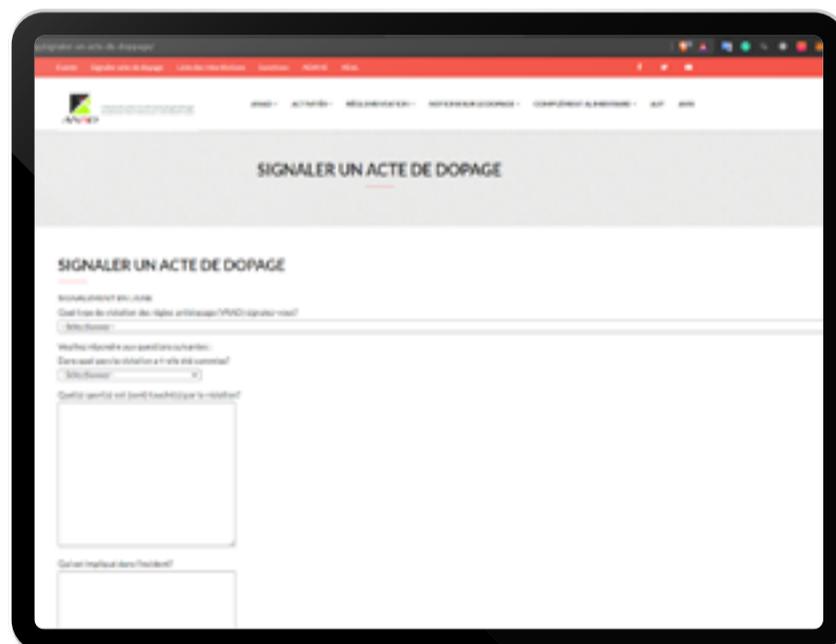


Figure 7.3 ANAD Tunisia, e.g., whistleblowing platform "Signaler un acte de dopage"

I&I activities: satisfaction survey⁶⁴



Figure 7.4 Satisfaction of members with their Intelligence & Investigations activities



Very satisfied

“We need to enrich the methods of investigation.”

— NADO, Asia

“Very effective tool despite small manpower, extremely useful information from cooperation with law enforcement agencies.”

— NADO, Europe

“They were able to address all the concerns raised and within good time.”

— NADO, Africa

Rather satisfied

“In comparison to global capabilities and capacity, [Our organization] is fortunate in terms of staffing levels and expertise and legislation to support this type of work. However, our analytical and case management tools could be improved.”

— NADO, Oceania

“In 2019 we have started restructuring our I&I department with an updated policy & procedures, and with additional employee more capacity to investigate cases.”

— NADO, Europe

Somehow satisfied

“We have capacity problems for spending more energy in I&I.”

— Small NADO, Europe

“Lack of available resources (staff, education, national coordination policy).”

— NADO, Europe

“As we did not have a separate intelligence & investigations department, we lacked technical knowledge, human resources and sufficient time for enough investigations.”

— NADO, Europe

“Basic level of follow up and action plan given the lack of financial and human resources to follow up closely to obtain more information and to plan tests accordingly.”

— RADO, Asia

“Lack of Substantive Cooperation by the Subjects because there is no real sanctions for refusal to cooperate.”

— NADO, Europe

Little satisfied

“Due to the lack of personnel, [Our NADO] does not yet have an exclusive intelligence and investigation department dedicated exclusively to these activities.”

— NADO, Americas

“We don’t do it investigation or have systematic denounces.”

— NADO, Americas

“Collaboration is very limited.”

— RADO, Africa

Very little satisfied

“We would like to have one contact person who could share all information from law enforcement. Also we need experience personal who could perform investigation.”

— NADO, Europe

“No reactivity towards our web whistleblowing system.”

— NADO, Africa

⁶⁴ Source and Scope: Question 61 of the survey – 45 members answered (38 NADOs and 7 RADOs). Full overview of all sections’ satisfaction survey is available at the end of this report. Comments are extracted from sub-question 61.2.

Conclusion

Respondents reported to spend on average less than 3% of their budget on I&I. However, three quarters of members have an established I&I unit and equally three quarters utilize established whistleblowing mechanisms.

In the reporting period, from the 1,806 whistleblowing reports received 43% were investigated. Only 20% of the organizations which received one or more reports did not investigate (7 of the 35). In our view, this reflects a large level of acceptance and effectiveness which whistleblowing has achieved in our field. This does not mean that the whistleblowing tip-offs not investigated are not useful or legitimate. There could be valid reasons not to further investigate a whistleblowing tip-off: the behaviour reported may not constitute an ADRV, the evidence may not be sufficient, or the alleged violation could have been already reported elsewhere. This information however can prove to be useful in the mid- and long-term.

All of this speaks to the efficiency of I&I methods in anti-doping. Despite the relatively low funding directly allocated to this department, 21% of all ADRVs are based on I&I information.

The qualification requirements to work in the I&I department cover a wide range of fields. This is an indication of the breadth of knowledge ADOs utilize for efficient I&I. It is also indicative of the large possibilities they see in I&I. Many members will find the list of qualifications required to work in I&I as a good frame of reference and possibly a source of inspiration for future hires in this area.

This is all evidence of the great acceptance and effectiveness that I&I has in anti-doping. This report has identified current best practices by our members. As this area is in its infancy, we look to see where this develops over the medium-term until the next edition of this survey.

Governance

There is a wide range of governance structures among member organizations given that anti-doping work is global. What works for one member may not work for another. This reality is important to keep in mind when drawing conclusions based on the structure and processes of any anti-doping organization. In this section we give you an overview of different elements of the members' governance structures as well as a snapshot of the different certification methods and WADA audit experience.

Survey questions

The survey questions were:

- Formal process to appoint Board Members (Qu.63).
- Length of term and basis of the appointment of Organization's CEO (Qu.64).
- List of anti-doping committees represented at the organization (Qu.65).
- Existence of Data Protection and Privacy Policy (Qu.66).
- Certification of the ISO 9001:2015 Standards and scope (Qu.67).
- Other certifications of external or regulatory audits and scope (Qu.68).
- Organization receiving a physical audit from WADA (Qu.69).
- Satisfaction of members with the governance of their Organization (Qu.70).
- Willingness to support or receive support from other members (Qu.71).

Results and analysis

Terms and Appointment of Board members ^{65 66}

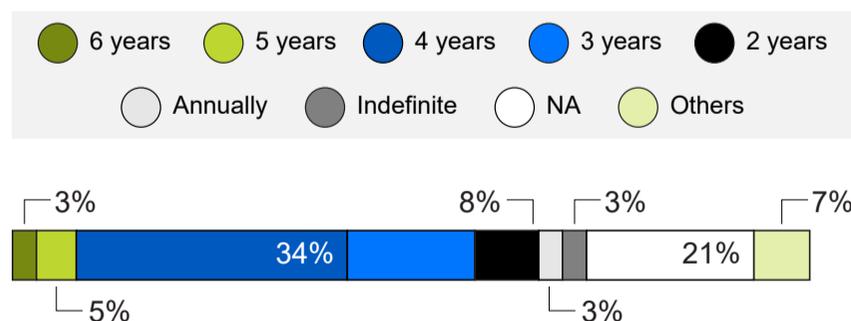


Figure 8.1 Length of term at NADOs and RADOs' Boards (3 answers (3%) selected for "Others", 1: Change in progress, 1: different term according to appointment, 1: appointed by law)

⁶⁵ Question 63.3 of the survey. 38 answers received (29 NADOs and 9 RADOs)

⁶⁶ Question 68 of the survey; 52 answers received (43 NADOs and 9 RADOs)

⁶⁷ Question 63.3 of the survey. 38 answers received (29 NADOs and 9 RADOs)

⁶⁸ Question 68 of the survey; 52 answers received (43 NADOs and 9 RADOs)

Election of Board members⁶⁷

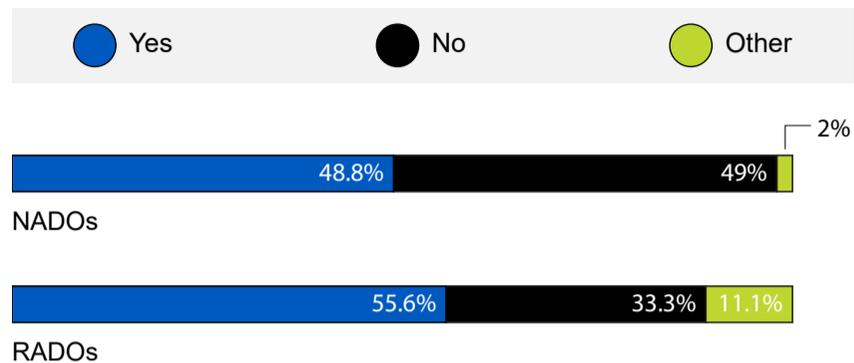


Figure 8.2 Election of NADOs and RADOs' board members via formal process

The questions related to board members and the election process showed a wide range of answers. Some examples of the process to appoint board members include:



"6 members are appointed by the Minister of Culture. 4 members, including the chairman, are appointed by the Minister of Culture, 1 member is appointed by Team Denmark and the DIF jointly, and 1 member is appointed by DGI and Dansk Firmidræt jointly."

— ADD, Denmark

"Appointed directly by the ministry of sport and the Olympic committee of each country."

— ORAD-CAM

"The board of directors to recommend candidates, and the board of councillors to elect. The Presidents appoints the members of Committees evaluating the areas of expertise."

— NADO Italy

"Designation of members by countries"

— Africa Zone VI RADO

It is evident that many members strive to benefit from boards composed of diverse sectors, not necessarily only linked to sport. Members mentioned the following comments and listed as some areas of expertise to be represented⁶⁸:



“Ethics, Legal, Judicial, Medical, Sport, Athlete, Law Enforcement, Communications, Public Sector Management.”

— **CCES, Canada**

“Health and Sport Organizations and also representatives of Olympic and Paralympic athletes.”

— **NADO, Europe**

“Mixed expertise in various fields is desired, must not be associated currently to any sports organization.”

— **NADO, Europe**

“All professionals from different fields with a background in sports management and administration.”

— **ADAK, Kenya**

“The members of the board shall together possess the necessary expertise from the areas of law, medicine and finance.”

— **ADNO, Norway**

“Not strictly assigned (but), basically background areas such as Ministry of sport, university, former Athlete, Doctor, Lawyer, Police Force, human rights expert, etc.”

— **NADO, Europe**

From the respondents who indicated that there was a formal process to appoint board members, one (3%) stated the members were appointed annually, and on the other end of the spectrum, one (3%) stated the members were appointed for an indefinite term. The most common length of a term was 4 years (13 answers, 34%). A total of 23 respondents (46%) stated that there was no formal process to appoint board members.

Committees of the members⁶⁹

The TUE Committee is by the far the most represented at NADOs and RADOs with 95% (42) of NADOs and 78% of RADOs (7) having one. A Hearing Committee is present at all respondent RADOs, 100% (9), and present at 68% (28) of NADOs.

In addition to the pre-listed ones proposed in the survey and identified below with an asterisk (*), other committees mentioned by the members are:

TUE Committee* (49), Hearing Committee* (37), Athletes Committee* (12), Whereabouts Committee* (12), Scientific Committee* (9), Results Management Committee (6),

Governance, Audit & Risk (6), Finance Committee (5), Education (5), Disciplinary Committee (4), Human Resources (3), ADRV Hearing Committee (2), Veterinary Committee (2), Appeal Committee (2), DCO (2), Compliance (2), Ethical Issues Review Committee (2), Anti-Doping Committee (2), Scholarship & Academic Committee (2), Selection / Test Distribution Plan Committee (1), Scientific Advisors Committee (1), Health & Safety (1), Communications (1), ABP Committee (1), Sports pharmacists Committee (1), Initial Review Committee (1).

Whereabouts Committees



NADOs



RADOs

TUE Committees



NADOs



RADOs

Hearing Committees



NADOs



RADOs

Scientific Committees



NADOs



RADOs

Athletes Committees



NADOs



RADOs

Figure 8.3 Committees represented in member organizations

⁶⁹ Source and Scope: Question 65. Between 43 and 53 Members answered. Only “Yes” answers are displayed in the graphs.

Data Protection and Privacy Policy

With the objective to run their daily activities, comply with the World Anti-Doping Code and the International Standard for the Protection of Privacy and Personal Information (ISPPPI) and legal requirements, all members declare having a Data Protection and Privacy Policy. 51% of members (21 NADOs and 4 RADOs) fulfil this “only at a level requirement” and 49% (21 NADOs and 3 RADOs) have their “own Data Protection and Privacy Policy”.

We would like to remind the reader about the guidelines: **“Introducing IT-security Principles for ADOs”**⁷⁰ developed by a group of member NADOs in 2020 that can assist ADOs to improve their IT Security. We also list here some of the examples and additional comments mentioned by members in the survey.



The following are examples of national mandatory Data Protection and Privacy Policies:

- **General Protection Data Regulation (GDPR)**
 - European Union
- **Personal Information Protection and Electronic Documents Act PEPIDA**
 - Canada
- **Kenya Data Protection Act 2019**
 - Kenya

- Train staff in data protection.
 - **NADO, Europe**
- Seek for external support for expertise in digital and data security.
 - **BNADA, Belarus**
- Managed via mandatory internal audit.
 - **NADA Austria**
- Develop your own policy for both employees and visitors, monitor implementation: “incl. personal data protection officer responsibilities and strict regulations for employees who process personal data. Personal data protection is ensured as it follows: physical protection, personal protection, documentary protection, automated information systems and networks protection and cryptographic protection. Personal data protection officer conducts regular control for compliance with the requirements.”
 - **NADO, Europe**
- Identify key areas, e.g., for limited resources.
 - “Data governance committee at organisation level”.
- **NADO, Sport Singapore**
 - Audit and certification against external Standards and frameworks (e.g. ISO 270001).
- **UKAD, UK**
 - “Each member country is required to appoint a person to monitor and ensure compliance with each country’s laws.”
- **RADO, Africa ZoneV**

Anti-doping program certification, WADA and other audits⁷¹

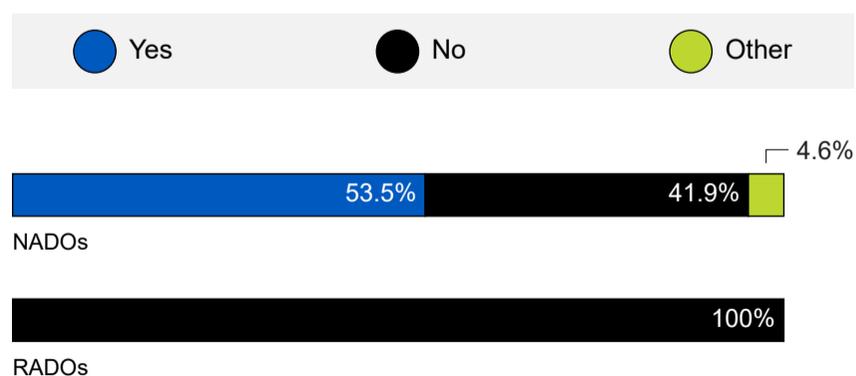


Figure 8.4 Members with ISO 9001: 2005 certification and other QMS Certification

⁷⁰ To watch webinar: <https://www.gotostage.com/channel/inado-public>; to download the guidelines: [click here](#)

⁷¹ Question 67 of the survey; 50 Answers received (43 NADOs, 7 RADOs)

While none of the RADOs declare having a quality management system in place, 50% of the NADOs received some form of external or internal audit and certification to ensure the quality of development and implementation of their anti-doping programs in the reference period. 46% (23) were certified against the ISO 9001:2015 Standards for Quality Management Systems and 4% against other types of standards or they follow other audit processes. One NADO follows the ISO 9001:2015 standard without undergoing the certification process and another follows the **“Sport Organization Good Governance Rules, adopted by NOC/IOC.”**

Reasons given for not implementing such internal or external audit processes are: a lack of time, financial resources, working to implement their own policy, and working with older versions of ISO 9001 Standards.

It is to be noted that although 23 NADOs were certified against the ISO 9001:2015 Standards, all did not cover the same scope of the anti-doping program’s policy and implementation.

Here are some examples of the audit scope listed by the members:



“Conduct of doping control in sport, Training and authorization of doping control officers, Anti-doping training for prevention of the use of prohibited substances and methods in sport, Issuing permits for therapeutic use.”

— NADO, Europe

“Doping test, selecting laboratories (excluding laboratory analysis etc.), results management, therapeutic use exemption, investigation, hearing and progressing of anti-doping rule violations.”

— CHINADA, China

“Scope education, testing, TUE, ADRV.”

— FINCIS, Finland

“Promotion, implementation and coordination of anti-doping work in [our country] by means of suitable sports science, educational, social, medical and legal measures.”

— NADO, Europe

“Scope: doping control activities: day to day activities in line with requirements conforming to ISO.”

— NADO, Asia

“Scope: Activity Planning; Preparation and Conducting Controls; Anti-Doping Rule Violation Results Management; Athlete’s Location System; Responses to Therapeutic Authorization Requests; Education, Information and Communication; Human Resources Management and Training; Planning and Improving the Quality Management System; Purchasing and Media Management; Selection, Monitoring and Evaluation of Responsible Doping Controls; Biological Passport Management Unit.”

— NADO, Europe

“Scope education, testing, TUE, ADRV.”

— FINCIS, Finland

“DP12 - Intelligence Sharing and Information Management.”

— NADO, Europe

“Testing and TUE.”

— SADA, Slovakia

In addition, or in parallel to the Quality Management Systems control, 75% of members also received other types of regulatory audits⁷². 35 NADOs and 4 RADOs reported these in the survey as: finance & legal (26), governmental mandatory audits, IT/ cyber security audit, audits from ministries of Sports and Education, audits from the Council of Europe.

At the time of the survey, 35% of respondents had been audited by WADA at least once, (18 NADOs and one RADO). 2 NADOs had been audited twice (NADO Romania and NADO Guatemala), and two members had received a virtual audit (National Anti-Doping Organisation Flanders, Belgium and POLADA) and ADNO had not yet been audited, however, its staff have formed part of the WADA audit team in other countries.

Governance: satisfaction survey⁷³

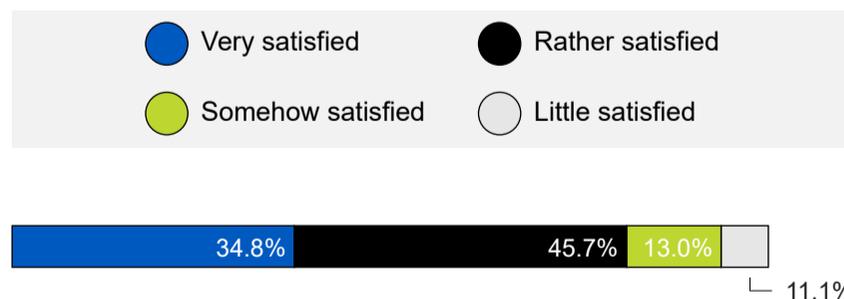


Figure 8.5 Satisfaction of members with their Organization’s governance

⁷² Question 68 of the survey; 52 answers received (43 NADOs and 9 RADOs).

⁷³ Source and Scope: Question 70 of the survey – 46 members answered (39 NADOs and 7 RADOs). Full overview of all sections’ satisfaction survey is available at the end of this report. Comments are extracted from sub-question 70.2.



Very satisfied

“While there is always a process of continuous improvement across the agency with respect to governance, there is a comprehensive governance framework in place to guide staff, there are multiple controls in place to inform/protect the agency e.g. audit committee, internal audit, finance audit, cyber audit, mandatory fraud training. Matters of governance for action are respected across the agency and prioritised when necessary.”

— NADO, Oceania

“Naturally satisfied except influences caused by COVID-19 2019 in ordinal activities and financial aspect.”

— NADO, Asia

“Appropriate policies and procedures are in place across all relevant areas. [Our organization] complies with externally created standards where possible and creates its own standards and working practices that prioritise ethics and confidentiality when given ownership over activities.”

— NADO, Europe

“Everything is going well, including the execution of the strategic and operational plan.”

— NADO, Africa

Rather satisfied

“There is always room for improvement and with more human resources and funds it would be possible to improve the service that [our organization] provides both in quality and in quantity. As a continental country, there are many challenges and public resources are limited. For this reason, [our organization] has sought private partnerships to achieve its objectives.”

— NADO, Americas

“Due to the Tokyo Olympics [...] plus [...] many big events, [our Organization] will face tremendous work stress in recent 2 years, especially the Human Resources. 2)The research on the Code and IS should be strengthened.”

— NADO, Asia

“A clear separation between supervisory board and executive board provides independence of the NADO’s operational business. The model of checks and balance within the board guarantees a compensation of interests. Financing must be regulated in the longer term by government (mainly) and other stakeholders, including sport.”

— NADO, Europe

“We strive to fulfil all the requirements of the Code, with a special focus on independence, transparency and avoiding conflict of interests.”

— NADO, Europe

“Staff evaluations - Bi-annually, Exposure to WADA training and annual Financial Audits.”

— RADO, Americas

Somehow satisfied

“The Board are still working out their role.”

— NADO, Oceania

“We’re satisfied with the level of funding, human resources and expertise. However, we didn’t have a formal process in place for the structure of the board during the reporting period. This issue will be resolved when the new anti-doping legislation will be enacted in 2021.”

— NADO, Europe

“There are weaknesses in having the NOC and Government officials nominating Board Members since we sometimes end up with unqualified persons.”

— RADO, Africa

Little satisfied

“[Our organization] is a big public organization dealing predominantly with public health issues [...], the governance could be more efficient if the NADO would not be a part of a such complex organization and if it would only be dedicated to the anti-doping matters and fight for clean sport.”

— NADO, Europe

No rating

“[Our organization] operates under various polices which are developed by many board sub committees which are then reviewed and approved by the Board. Staff members possess a variety of skill sets which allow for a member to satisfy many functions of the organization. Many Board members also possess many years of experience in their fields which also greatly assist in the successful governance of the organization.”

— NADO, Americas

Conclusion

Anti-doping governance is an essential part of sport governance in every country. iNADO advocates for independent policy and decision making in anti-doping. Therefore, strengthening the governance of NADOs is of utmost importance to iNADO.

There is no one-size-fits-all formula for the governance of ADOs. The governance of an organization will be shaped in many different ways relevant to its context with any model having its benefits and disadvantages.

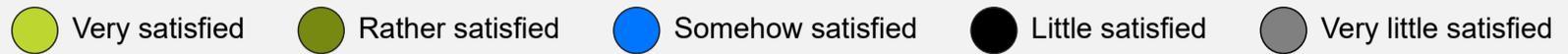
Almost half of the respondents stated to have a formal process to appoint board members and many boards are composed by a mix of qualifications which often represent different national stakeholders. Besides national governing bodies of sport and ministerial offices in charge of anti-doping (health, education, culture, etc.) other institutions represented include athletes, science, law enforcement, management bodies, and independent members.

More than 75% (41) of respondents affirmed to undergo some sort of audit and 23 of them have ISO 9001:2015 certification. This is a good indication to understand the importance of proper management practices to run a structured anti-doping program, alongside a deep understanding of medicine, the sporting environment, legal framework, and other key areas.

The integration of formal athlete committees within ADOs is something to promote and provide support to our members to implement as only one quarter affirmed to have an Athlete Committee established.



Overall Satisfaction

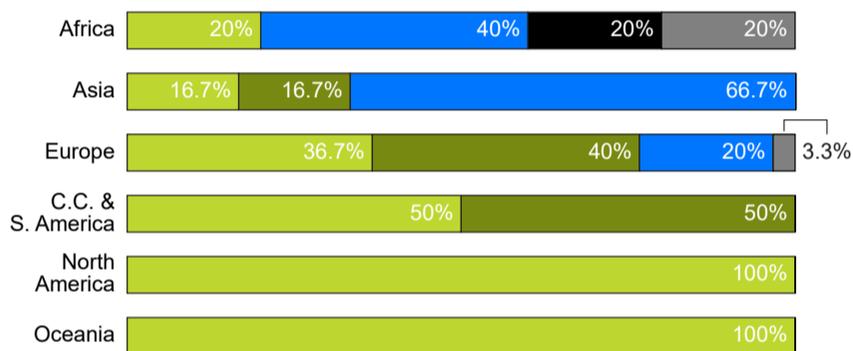


NADOs



RADOs

NADO-RADO comparison⁷⁴

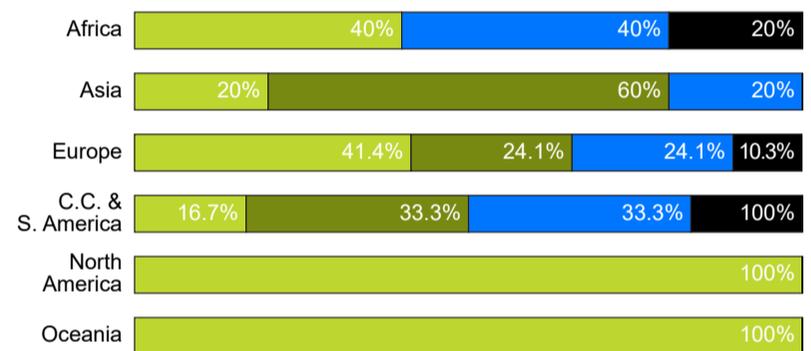


NADOs



RADOs

NADO-RADO comparison⁷⁶

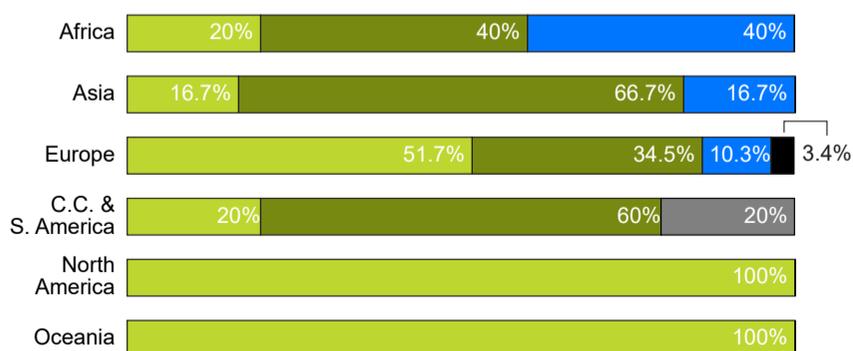


NADOs



RADOs

NADO-RADO comparison⁷⁵

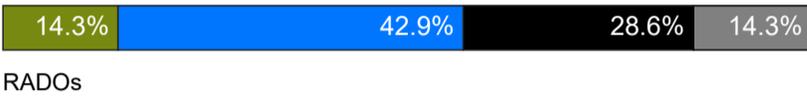
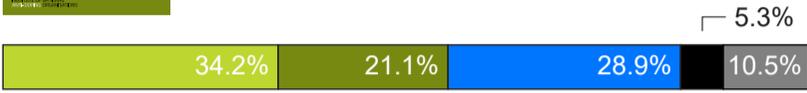


⁷⁴ Source and Scope: Question 15 of the survey –49 members answered.

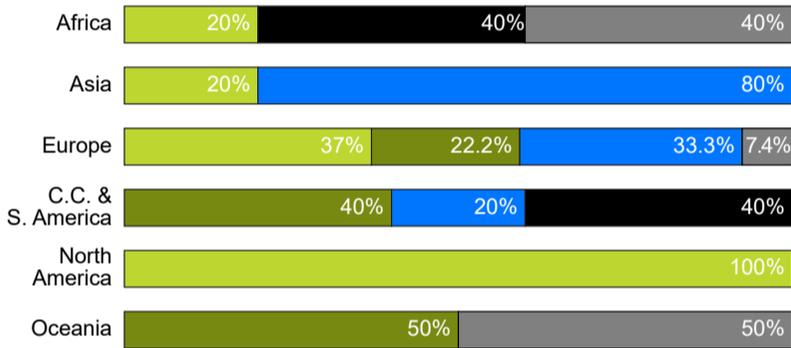
⁷⁵ Source and Scope: Question 26 of the survey –49 members answered.

⁷⁶ Source and Scope: Question 54 of the survey –46 members answered.

● Very satisfied
 ● Rather satisfied
 ● Somehow satisfied
 ● Little satisfied
 ● Very little satisfied



NADO-RADO comparison⁷⁷

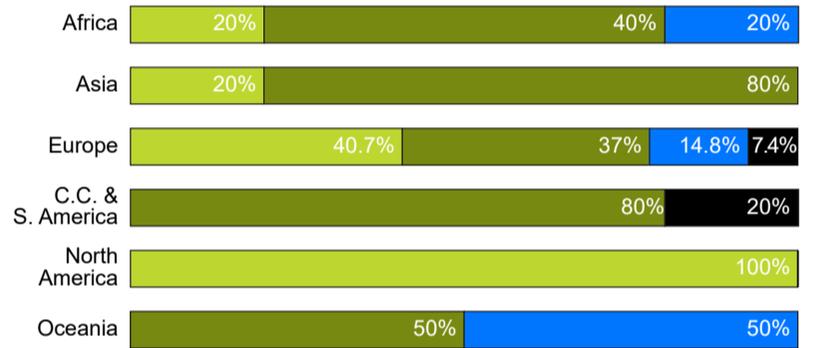


⁷⁷ Source and Scope: Question 61 of the survey –45 members answered.

⁷⁸ Source and Scope: Question 70 of the survey –46 members answered.



NADO-RADO comparison⁷⁸



Conclusion

Feedback from members to this survey:

In the view of two respondents, the implementation of this survey was not ideal: the excel sheet could have been more user-friendly; less questions, larger font-size and additional alternatives whenever the response is not within the drop-down options. Three members mentioned potential benefits of the information contained here or even made specific proposals on how to utilize the information based on the results of the survey. iNADO thanks these members for their feedback.

[We'd love your feedback!](#)

General conclusion and acknowledgements

This report of the first Capability Register was designed to assist our members, and other organizations of the wider anti-doping community, to understand better the capability of members to conduct an anti-doping program, individually and collectively.

We hope our members, and the wider anti-doping community, reflect on the information provided here or in any of the other tools developed from this exercise. We hope it ignites discussions and is a catalyst for joint initiatives to develop anti-doping capabilities, as together we can raise the bar for clean sport.

To complete this report, it has been necessary to pull almost all human resources of iNADO for a substantial amount of time. We have learned a lot from the information provided and we thank all iNADO members who contributed their time from their full agendas to participate in the survey.

We would like to thank the following iNADO members for their support in the design and prototyping phase: Sports Integrity Australia, Sport Ireland, JADA, ADAK- Kenya, Anti-Doping Bureau of Latvia, Anti-Doping Lithuania, SAIDS, SEARADO, AEPSAD and UKAD.

We also thank external advisors Vanessa Webb and Nikki Hamblin for their invaluable work in the analysis and presentation of information. Lastly, thanks to our graphic designer Eduardo Morán for patiently accompanying us all the way.

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List of iNADO member NADOs and respondents to the survey

#	NADO Countries	Name of NADO or RADO	Acronym	Responded
1	Andorra	Agència Andorrana Antidopatge	AGAD	Yes
2	Australia	Sport Integrity Australia	BNADC	Yes
3	Austria	Nationale Anti-Doping Agentur Austria GMBH	NADA Austria	Yes
4	Azerbaijan	Azerbaijan National Anti-Doping Agency	AMADA	Yes
5	Bahamas	Bahamas Anti-Doping Commission	BADC	No
6	Barbados	Barbados National Anti-Doping Commission		No
7	Belarus	National Anti-Doping Agency of Belarus	BNADA	Yes
8	Belgium	Organisation Nationale Antidopage de la Commission communautaire commune de Bruxelles-Capitale	ONAD Brussels	Yes
9	Belgium (Dutch)	National Anti-Doping Organisation Flanders/ Vlaanderen	NADO Vlaanderen	Yes
10	Belgium (French)	Organisation Nationale Antidopage Communauté française	ONAD Communauté française	Yes
11	Belgium (German)	National Anti-Doping Organisation German-speaking Community of Belgium/ Nationale Anti-Doping-Organisation für die Deutschsprachige Gemeinschaft	NADO-Deutschsprachige Gemeinschaft	Yes
12	Bermuda	Bermuda Sport Anti-Doping Authority	BSADA	Yes
13	Bosnia and Herzegovina	Agencija za antidoping kontrolu Bosne i Hercegovine	ADA	No
14	Brazil	Autoridade Brasileira de Controle de Dopagem	ABCD	Yes
15	Bulgaria	Anti-Doping Center Bulgaria/ АНТИДОПИНГОВ ЦЕНТЪР	ADC Bulgaria	Yes
16	Cameroon	Organisation Camerounaise de Lutte Contre le Dopage dans le Sport	OALUDS	No
17	Canada	Canadian Centre for Ethics in Sport	CCES	Yes
18	China	China Anti-Doping Agency	CHINADA	Yes
19	Croatia	HRVATSKI ZAVOD ZA JAVNO ZDRAVSTVO (HZJZ) - SLUŽBA ZA ANTIDOPING - CROATIAN INSTITUTE OF PUBLIC HEALTH (CIPH) - DIVISION FOR ANTIDOPING	HZJZ- ANTIDOPING/ CIPH - ANTI-DOPING	Yes
20	Cyprus	Cyprus Anti-Doping Authority	CyADA	No
21	Denmark	Anti Doping Danmark	ADD	Yes
22	Egypt	Egypt NADO	EGY-NADO	No
23	Estonia	Eesti Antidoping	EAD	Yes
24	Finland	Finnish Center for Integrity in Sports	FINCIS	Yes
25	France	Agence française de lutte contre le dopage	AFLD	No
26	Germany	Stiftung Nationale Anti Doping Agentur Deutschland	NADA Deutschland/ Germany	Yes
27	Greece	ESKAN-Greece	ESKAN-Greece	No
28	Guatemala	ANADO Guatemala	ANADO Guatemala	Yes
29	Hong Kong	Hong Kong Anti-Doping Committee	HKADC	No
30	Iceland	Lyfjæftirlit Íslands	-	No
31	India	National Anti Doping Agency	NADA	No
32	Ireland	Sport Ireland	-	Yes
33	Italy	NADO Italia	NADO Italia	Yes
34	Jamaica	Jamaica Anti-Doping Commission	JADCO	No
35	Japan	Japan Anti-Doping Agency	JADA	Yes
36	Kazakhstan	Kazakhstan National Anti-Doping Organization	KazNADO	Yes
37	Kenya	The Anti-Doping Agency of Kenya	ADAK	Yes
38	Korea, South	Korea Anti-Doping Agency	KADA	No
39	Latvia	Anti-doping Bureau of Latvia	LAT-NADO	Yes
40	Lithuania	Lithuanian Antidoping Agency	LTU NADO	Yes
41	Luxembourg	Agence Luxembourgeoise Anti Dopage	ALAD	Yes
42	Malta	National Anti-Doping Organisation	MLT -NADO	No

#	NADO Countries	Name of NADO or RADO	Acronym	Responded
43	Moldova	Agenția Națională Antidoping Guvernul Republicii Moldova/ Government of the Republic of Moldova National Anti-Doping Agency	ANAD	No
44	Netherlands, The	Doping Authority Netherlands/ (Doping Autoriteit)	DAN-NL	No
45	New Zealand	Drug Free Sport New Zealand	DFSNZ	Yes
46	Nicaragua	Comité Olímpico Nicaragüense	CONIAD	Yes
47	Norway	Anti Doping Norge	ADNO	Yes
48	Poland	Anti-Doping Poland	POLADA	Yes
49	Portugal	Autoridade Antidopagem de Portugal	ADoP	Yes
50	Qatar	Qatar Olympic Committee	QOC	No
51	Romania	Romania Agenției Naționale Anti-Doping/ Government of Romania National Anti-Doping Agency	RNADA	Yes
52	Russia	Russian Anti-Doping Agency	RUSADA	Yes
53	San Marino	National Anti Doping Organization DO San Marino	NADO San Marino	Yes
54	Singapore	Sport Singapore/ (Singapore Sports Council)	Sport SG	Yes
55	Slovakia	Slovak Anti-Doping Agency	SADA	Yes
56	Slovenia	Slovenska LOVENSKA ANTIDOPING ORGANIZACIJA/ Slovenian Anti-doping Organisation	SLOADA	No
57	South Africa	South African Institute for Drug-Free Sport	SAIDS	No
58	Spain	Agencia Española de Protección de la Salud en el Deporte	AEPSAD	Yes
59	Sri Lanka	Sri Lanka Anti-Doping Agency	SLADA	No
60	Sweden	Svensk Anti-Doping	-	
61	Switzerland	Antidoping Switzerland	Antidoping CH (ADCH)	Yes
62	Tunisia	Agence Nationonale Antidopage - Tunisie	ANAD - Tunisie	Yes
63	Turkey	Türkiye Dopingle Mücadele Komisyonu/ Turkish Anti-Doping Commission	TDMK - TADC	Yes
64	United Kingdom	UK Anti-Doping Ltd	UKAD	Yes
65	United States of America	United States Anti-Doping Agency	USADA	Yes
66	Virgin Islands of the United States	Virgin Islands Olympic Committee	-	No

List of iNADO Members RADOs and respondents to the survey

#	NADO Countries	Name of NADO or RADO	Acronym	Contributor
1	RADO - Africa	Organisation Régionale Antidopage AFRIQUE ZONE I (AFRIQUE ZONE I RADO)	Algeria, State of Libya, Mauritania, Morocco, Tunisia	Yes
2	RADO - Africa	Organisation Régionale Antidopage AFRIQUE ZONE II et III (AFRICA ZONE II & III RADO)	Benin, Burkina Faso, Cape Verde, Côte d'Ivoire, Guinea, Guinea Bissau, Mali, Niger, Senegal, Togo	Yes
3	RADO - Africa	Africa Zone V Regional Anti-Doping Organization (AFRICA ZONE V RADO)	Burundi, Egypt, Eritrea, Ethiopia, Kenya, Rwanda, Sierra Leone, Somalia, South Sudan, Sudan, Tanzania, The Gambia, Uganda	Yes
4	RADO - Africa	Africa Zone VI Regional Anti-Doping Organization (AFRICA ZONE VI RADO)	Angola, Botswana, Kingdom of eSwatini, Ghana, Lesotho, Malawi, Mozambique, Namibia, South Africa, Zambia, Zimbabwe	Yes
5	RADO - Africa	Indian Ocean Regional Anti-Doping Organization	Comoros, Djibouti, Madagascar, Mauritius, Seychelles	No
6	RADO - Asia	Central Asia Regional Anti-Doping Organization (RADOCA)	Afghanistan, Kazakhstan, Kyrgyzstan, Mongolia, Pakistan, Tajikistan, Turkmenistan, Uzbekistan	Yes
7	RADO - Asia	South Asia Regional Anti-Doping Organization (SARADO)	Bangladesh, Bhutan, Maldives, Nepal, Sri Lanka	Yes
8	RADO - Asia	South East Asia Regional Anti-Doping Organization (SEARADO)	Brunei Darussalam, Cambodia, Indonesia, Laos, Malaysia, Myanmar, Philippines, Singapore, Thailand, Timor-Lest Vietnam	No
9	RADO - Asia	West Asia Regional Anti-Doping Organization (WARADO)	Iraq, Jordan, Lebanon, Palestine, Syria	Yes
10	RADO - Oceania	Organización Regional Antidopaje de Centroamérica - Central America RADO (ORAD-CAM)	American Samoa, Cook Islands, Federated States of Micronesia, Fiji, French Polynesia, Guam, Marshall Islands, Nauru, New Caledonia, Palau, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu, Vanuatu	No
11	RADO - Europe	Eastern Europe Regional Anti-Doping Organization (EERADO)	Albania, Armenia, Bosnia & Herzegovina, Georgia, Kosovo, North Macedonia, Moldova, Montenegro	No
12	RADO - Caribbean, Central & South America	Caribbean Regional Anti-Doping Organisation (Caribbean RADO)	Antigua and Barbuda, Aruba, Barbados, Bonaire, British Virgin Islands, Cayman Islands, Curaçao, Dominica, Grenada, Guyana, St. Kitts and Nevis, St. Lucia, St. Vincent and the Grenadines, Suriname, Trinidad and Tobago, Turks and Caicos, United States Virgin Islands	Yes
13	RADO - Caribbean, Central & South America	ORAD-CAM	Belize, Costa Rica, Guatemala, Honduras, Nicaragua, Panama, Puerto Rico	Yes
14	RADO - Caribbean, Central & South America	Organización Antidopaje Sudamericana/ South American RADO	Bolivia, Paraguay, Peru	No

List of abbreviations

AAF	Adverse Analytical Finding
ABP	Athlete Biological Passport
ADO, NADO, RADO	Anti-Doping Organizations, National -, Regional -
ADR	Anti-Doping Rule Violations
AI	Artificial Intelligence
ANCOVA	Analysis of Covariance
APF	Adverse Passport Finding
APMU	Athlete Passport Management Unit
ASP	Athlete Support Personnel
BCO	Blood Collection Officer
C.C & South America	Caribbean Central and South America
CIS	Compliance Investigation Section
CoE	Council of Europe
CSP	Commercial Service/ Sample Provider
DBS	Dried Blood Spot
DCO	Doping Control Officer
FTE	Full-Time Equivalent
Global DRO	Global Drug Reference Online
I&I	Intelligence and Investigations
iNADO	Institute of National Anti-Doping Organisations
IF	International Federation
ISE	International Standard for Education
ISTI	International Standard for Testing and Investigations
ISRM	International Standard for Results Management
IT	Information Technology
MEO	Major Event Organizer
MsM Tool	Members support Members Tool
PCC	Partnership for Clean Competition
QMS	Quality Management System
RM	Results Management
RTP	Registered Testing Pool
TDP	Test Distribution Plan
SCP	Sample Collection Personnel
WADA	World Anti-Doping Agency

Members only annexes

Master Table Capability Register (Members only)

The Master Table: Capability Register is available for our iNADO Members on our Website: [iNADO.org/library](https://www.inado.org/library), The document shows the “raw” answers as provided by iNADO members for a more thorough reading. For the purposes of the statistical analysis of this report, it has been necessary in some cases to proceed to data cleaning or harmonization of answers, i.e. edit content or move answers provided in “comments fields” to their relevant cells so the data could be considered in the overall overview and statistical count. This may have for instance consisted in substituting a cell left empty to “n/a” or “no”, moving information written in “comments fields” to their corresponding question.

The data-cleaning does not alter the nature of information received from the members.

The editing is not reflected on the Master Table - displaying only original answers provided by NADOs and RADOs. The iNADO team is available to answer any query regarding this matter.

MsM Tool – Members support Members (Members only)

- a. iNADO MsM Education and members’ own Education Material
- b. iNADO MsM Testing
- c. iNADO MsM Sciences Research and Results Management
- d. iNADO MsM Intelligence & Investigations
- e. iNADO MsM Governance

This annex is a practical and simple-to-use deliverable: The Member support Members tables. The intention of this tool is to encourage collaboration between members, by displaying useful information in a user-friendly and simple way.

This first level support tool lists types of help members expressed to be happy to provide or willing to receive in different anti-doping areas.

The iNADO team welcomes any feedback members are willing to share with us (e.g., exchange of information, new collaboration) that we would happily feature on our different platforms to the community.

Members mostly expressed a willingness to share best practices and exchange with each other in Education.

A high proportion of members requested support and collaboration in:

1. Education materials: plans, same-language materials, tools, staff capacity, etc.
2. Testing: practices to improve “effective testing”, risk assessment, RTP, sport specific TDP, international athletes, science knowledge, etc.

The document will be made available in PDF and Excel spreadsheet to iNADO members only.

