

iNADO Strategic Plan 2012-2015

Mission	Objectives	Strategies	Activities
NADOs and RADOs sharing best practices	To encourage and nurture best practice by member NADOs and RADOs	Build the capacity of NADOs and RADOs (1) by assisting developing NADOs and RADOs, and new ones (2) through arranging partnering between NADOs and RADOs, (3) by disseminating and promoting best practice, (4) by benchmarking practices, and (5) by conducting peer and independent reviews of NADOs and RADOs	<p>Create expert-based working groups (Education, Science, Code/Standards Review, Doping Control, Law, Quality System, Administration, etc.) as virtual centres of expertise on specific issues, and to encourage informal exchanges among NADOs and RADOs</p> <p>iNADO workshops (in conjunction with AGMs)</p> <p>Build on ASADA/SAD quality improvement project and make available to members</p> <p>Support DFSNZ performance measurement project and make available to members</p>
		Develop and maintain a repository of best practice	<p>Support SADAN Anti-Doping Knowledge Center</p> <p>Recover and evaluate material from ANADO quality project and educational workshops</p>
		iNADO leads by example with its own quality system	Annual peer-to-peer review of iNADO operations by senior member of a NADO with ISO internal auditor training and experience

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NADOs and RADOs sharing best practices	To promote communication and sharing between members	(1) Pushing information out to members and potential members, (2) soliciting the views of members and potential members, and (3) putting members and potential members in contact with each other	Monthly iNADO Updates iNADO website Regular bi-lateral communication with NADO and RADO CEOs and senior staff iNADO mentoring program to match experienced and less-experienced NADO and RADO CEOs and senior staff CEO's anti-doping blog iNADO social media platforms

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<p>NADOs and RADOs speaking with one voice</p>	<p>To represent the collective views of NADOs and RADOs to sporting and to government bodies to: (1) influence the strategic direction of anti-doping, (2) communicate the positions of anti-doping practitioners, (3) promote improvements in anti-doping, and (4) enhance the recognition of iNADO as an independent advocate of anti-doping</p>	<p>Engage members and potential members on key anti-doping issues (such as Code and International Standards Review, implementation of the 2015 Code and International Standards, achieving Code compliance, etc.)</p>	<p>Code and International Standards Review to (1) engage members and potential members, and their Public Authorities, (2) provide members with analysis and recommended positions, (3) to develop consensus positions to be submitted by iNADO to complement members submission, and (4) prepare members and potential members for implementation and full compliance</p> <p>Task expert-based working groups to analyse and report on anti-doping developments or emerging issues</p>
			<p>Support Public Authorities in their role as partners in WADA funding and Governance</p>

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		Nuture strategic partnerships to increase iNADO's reach	Partnership with WADA Partnership with IADA Partnership with SportAccord Observer Status at Council of Europe and at UNESCO
	To build and maintain iNADO membership	Membership recruitment focusing on former ANADO members and on those paying top-tier membership fees	Secure membership of Board members' NADOs, followed by former ANADO members paying top-tier membership fees, followed by other former ANADO members, followed by all other NADOs Secure RADO memberships Locate iNADO in Europe

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NADOs and RADOs speaking with one voice	To ensure iNADO financial security and stability	Adopt sound corporate policies and financial practices from established NADOs	Create iNADO policies for confidentiality, conflict of interest, travel, gifts & hospitality, leave, expense reimbursement, etc.
		Back office support provided by (an) established NADO(s)	Conclude fee-for-service arrangements with one or more NADOs (or their service providers) for iNADO back office support
		Put into place a well-organised and transparent iNADO management	<p>Clear and dependable iNADO governance documents and practices, including quarterly Board meetings, and an audit committee</p> <p>First and successive iNADO AGMs, and including first election of directors</p> <p>Balanced budget + external financial audit</p> <p>Proactive financial disclosure</p>