

STRATEGIC PLAN 2023-2027

WORKING TOGETHER TOWARDS EXCELLENCE



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Foreword from the Chair

As we return after a few years of disruption, the newly refreshed board of iNADO wanted to take a step back, reflect together and set the right course for iNADO. To do this we made sure that we carefully listened to the different voices and perspectives of our members and the wider world in which we operate.

For the board, this document represents a new phase of iNADO that we believe can transform the value we bring and the impact we have. It sets a clear purpose and direction — but we know we will need to keep learning as we go, and making sure we remain open to adapt, in service of our members and our purpose.



Nick Paterson
Chair, iNADO Governing Board

Message from the CEO

iNADO's new Strategic Plan does not represent a radical change. And nonetheless, it has the potential to transform our organization in the coming years with a series of simple and coherent ideas.

We recognize that the strength of iNADO comes from the knowledge and skills of our members, and we welcome the contributions of all. Our purpose is global and working together means we connect with non-member organizations and invite them to contribute to our activities.

The strategic plan is based on the premise that excellence in anti-doping is not an end-goal, but rather a process and every single step in that direction is a success. In this regard, iNADO will complement its "bottom-up" approach to supporting members with "top-down" ideas of what best practice looks like and we will support our members to get there.

Finally, by including regional perspectives and working on the topics that benefit most from common effort, we work together towards excellence.

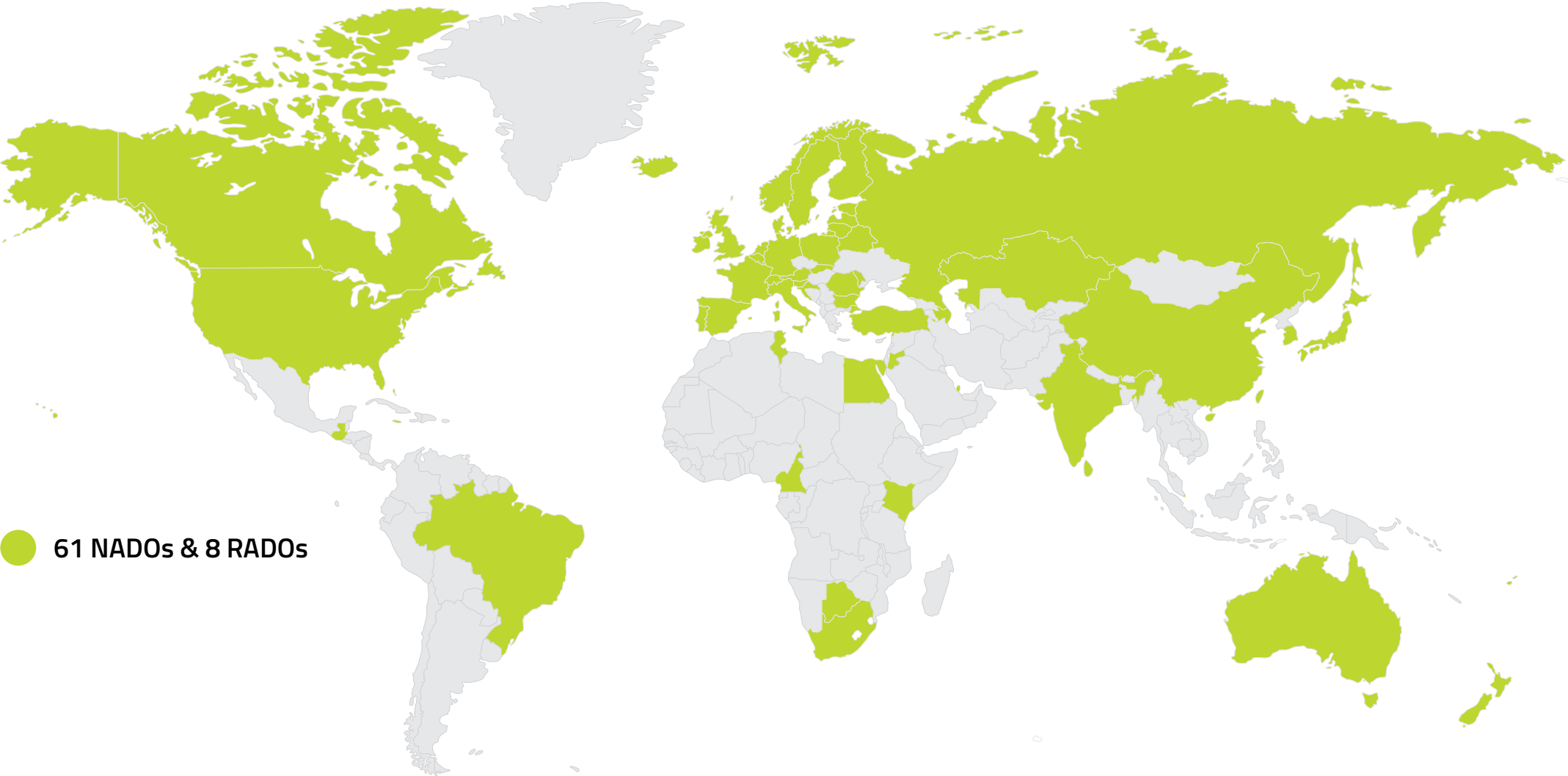
Bringing coherence to our activities is essential to support our members to navigate an ever-growing complexity in anti-doping, and we look forward to our continued work together with our members and anti-doping community.

Jorge Leyva
CEO, iNADO



Who We Are

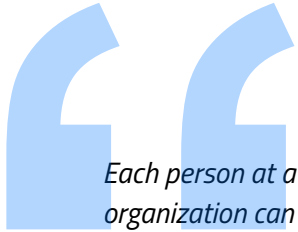
The Institute of National Anti-Doping Organisations (iNADO) is the international member body for National Anti-Doping Organisations (NADOs) and Regional Anti-Doping Organisations (RADOs), and the largest international network of experts in anti-doping. iNADO is a German non-profit association (e.V.)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



Our Purpose

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

Working Together Towards Excellence



Each person at a member organization can contribute and be enriched by the contributions of others — and we collectively benefit from each person's experience.

Our mission is global and includes not-yet members – since we all benefit when every athlete is clean.

For us excellence is always a work in progress and there are steps that every NADO and RADO can take that move them forwards.

The practice of antidoping work on the ground is ultimately in support of athletes and fair competition.



Our Spirit

We believe that how we show up has a huge impact on what we can achieve together – we resolve to show up with:



Togetherness

We listen, contribute & value real empathy.



Agility

We experiment & adapt — learning as we go.



Credibility

We root ourselves in expertise & make decisions with data.



Our Strategic Priorities 2023 - 2027

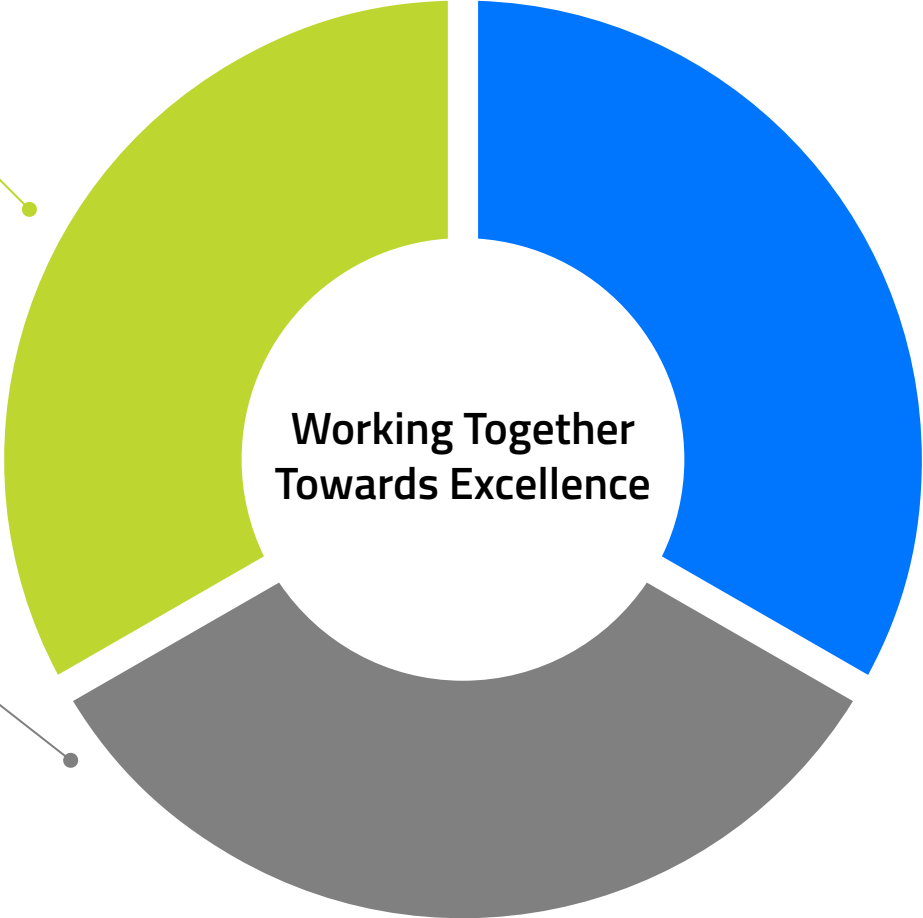
iNADO has identified three strategic priority areas to guide our work over the next five years and beyond. Our strategic priorities are interdependent and work together.

Building a supportive community

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

Speaking up for NADO/RADOS globally

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



Improving practice everywhere

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

Strategic Priority: Building a Supportive Community

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

Assess Member Needs

Through a mix of conversations, interviews, and surveys we will stay close to the needs of our members. These needs will inform our plans and activities.

Coordinate Experts & Regional Groups

Matching Hot Topics with experts who can (in collaboration) bring distilled recommendations to the wider community. Bringing together regional voices to discuss their particular context.

Run Global Collaboration Platform

Moving Basecamp to the next level — creating more order, using it to identify hot topics, taking the quality discussions and turning them into useful documents to distribute.



Strategic Priority: Improving Practice Everywhere

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

Connect Members for Support

Connecting NADOS who need support with those who are equipped and able to support. Be a central coordination and knowledge centre.

Run Capacity Building Events

Bring best practices to the awareness of everyone through interactive conversations and lectures — both online and in person.

Coordinate Helpful Materials

Make available to members the useful capacity-building materials (e.g., documents, templates, guides). We want to help members to help themselves.



Strategic Priority: Speaking Up for NADOs/RADOs Globally

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

Advocate for Practice

Bringing the perspective of our members together to advocate for the changes in the wider system we want to see. We will work with the WADA, ITA and other stakeholders.

Share Global Stories

Putting the brilliant work of our NADOS and RADOS at the centre of the anti-doping conversation. Sharing success and lessons from real practice.

Gather & Share Data

Collect and publish stats from individual NADOS (e.g., number of tests, ADRVs, etc.). So that members and other stakeholders can see transparently.



Our Big Picture

Building a supportive community

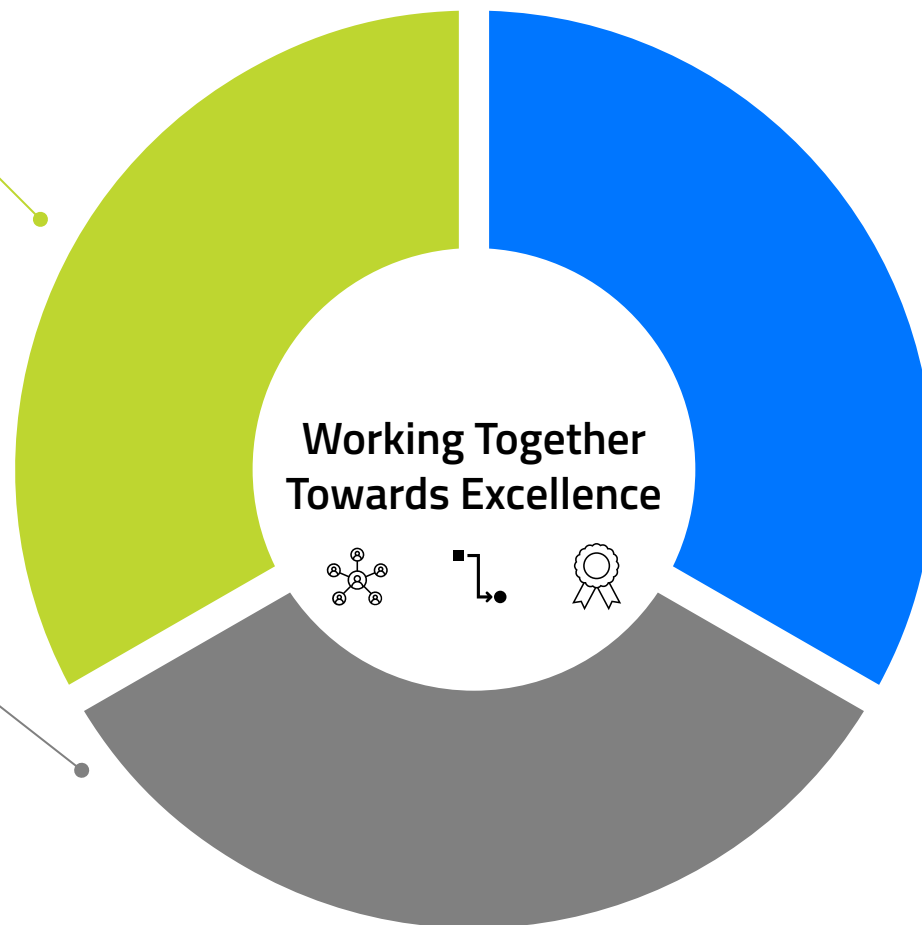
Nurturing an engaged membership that contributes to the global conversation about great antidoping practice.

- **Assess Member Needs.**
- **Run Global Collaboration Platform.**
- **Coordinate Expert & Regional Groups.**

Speaking up for NADO/RADOS globally

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

- **Advocate for Practice.**
- **Gather & Share Data.**
- **Share Global Stories.**



Improving practice everywhere

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

- **Connect Members for Support.**
- **Run Capacity Building Events.**
- **Coordinate Helpful Materials.**

Defining Excellence: Guiding Principles for the Future of Anti-Doping

We understand the pathways to excellence through the lens of the recently published Guiding Principles for the Future of Anti-Doping:



Athlete's voice

Anti-doping focuses on protecting the rights, careers, health and safety of athletes, who are the main focus of anti-doping.



Justice

Objective investigations, due process, transparency and proportionality.



Education

Maximizing deterrence, targeted programs, and athlete engagement.



Good Governance in all Code Signatories

Transparency, inclusion, avoidance of conflict of interests.



Quality of Delivery & Innovation

All actors in anti-doping must ensure excellence, responsibility, and transparency by implementing the highest standards of quality and innovation.



Separation of Powers

Establishment of a system of internal check and balances in anti-doping.



Defining Excellence: Hot Topics

iNADO also looks out for Hot Topics — the specific issues, challenges or concerns that resonate most for our members. These topics change over time and might be more linked to a specific region or context.

Our aim is to surface those shared issues that benefit the most from collective effort — and then to coordinate to resolve them to our satisfaction.



Defining Excellence: Roles within iNADO

Board

A globally representative group to set strategic direction, provide governance/oversight to management and provide insight/input. To listen to members' needs and to advocate for iNADO in the wider ecosystem.

Technical Leads

Ad hoc roles to be taken on as needed. To lead on specific technical topics or enquiries, incorporating the perspectives of other members — synthesizing and reporting back recommendations.

Management

Enable the operations of iNADO including scoping out and managing the work of technical leads — to coordinate with the wider ecosystem (WADA, ITA, IFs, Public Authorities, etc.) for the purpose of iNADO.

Members

Every expert who works in a member NADO/RADO is invited to fully participate in the community. Contributing and receiving value in service of our purpose. Elect the board.



Defining Excellence: Our Organizational Commitments

A Representative Board

Representation from each region and gender balance.

Improving Processes

Improving operations through good processes.

Growing our People

Providing growth opportunities and professional development.

Professionalising Governance

Ongoing work to mature our governance structures.

Good Financial Management

Careful stewardship of limited resources.

Active Membership Recruitment

A plan to increase income primarily through growing membership over increasing fees.



iNADO Strategic Plan 2023 - 2027... at a glance

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Our Purpose

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Our Spirit

- Togetherness.
- Agility.
- Credibility.

Guiding Principles for the Future of Anti-Doping

1. Athlete's Voice.
2. Justice.
3. Education.
4. Good Governance in All Code Signatories.
5. Quality of Delivery & Innovation.
6. Separation of Powers.

Our Strategic Priorities

- Building a Supportive Community.
- Improving Practice Everywhere.
- Speaking Up for NADOs/RADOs Globally.

Our Organisational Commitments

- A Representative Board.
- Professionalising Governance.
- Improving Processes.
- Good Financial Management.
- Growing our People.
- Active Membership Recruitment.





INSTITUTE OF NATIONAL
ANTI-DOPING ORGANISATIONS

WORKING TOGETHER TOWARDS EXCELLENCE

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