

iNADO Annual Report

2023-2024

TABLE OF CONTENTS

1. Introduction.....	2
2. Welcome by the Chair of the Board and the CEO	3
3. Governance	6
4. Our Members	9
5. Review of Activities	11
6. Financial Reports	20
7. iNADO Staff.....	22

1. Introduction

This annual report covers a 2-year period. It reflects the activities over the years 2023 and 2024, years marked by some transition in the Association, in terms of membership, governance and management.

On the operational side, 2023 marked the year the new iNADO Strategic Plan 2023-2027 was implemented, and in this report we provide an overview of activities conducted since then. We believe these showcase what iNADO stands for, the impact it has, and the value it brings to its members and to the broader anti-doping community.

Enjoy reading!

2. Welcome by the Chair of the Board and the CEO

Approximately one year ago, Anders Solheim was elected as a Governing Board member of iNADO, and the following day appointed Chair. In the end of 2024, Peter Van de Vliet joined iNADO as new CEO. For both, serving as Chair and CEO of iNADO respectively is a privilege.

iNADO is a non-profit organization that benefits from the freedom of association, an important human right. We are eager to use our position to engage in dialogues for the best interests of anti-doping

and our members. Our role is to protect, promote, and ensure maximal outcomes of the investment by all of you in anti-doping.

We test our top athletes day in and day out throughout the year. We educate athletes in their own language from an early age in their own cultural context. We provide code-compliant TUE systems that are adapted to local medical practices. We collaborate with domestic law enforcement agencies. And we support and assist our governments and sport organizations in their efforts to create a culture of clean and honest sport.

An important step for iNADO is informing the larger anti-doping community about our collective efforts and activities. We work to improve the framework conditions for all NADOs.

The independence and objectivity of NADOs are essential. Operational independence is important, not only for NADOs but for doping control activities in all ADOs responsible for testing and results management. That should be the long-term goal for the anti-doping community.

The Governing Board met many of you during the iNADO annual workshop and the WADA Symposium in March, discussing iNADO's priorities for the future. We received feedback that you value the opportunity to network and collaborate, and that you appreciate a platform like Basecamp for professional development



where you can learn and raise issues of concern, such as compliance. Others highlighted the importance of iNADO's advocacy role being an independent voice.



As we reflect on the years 2023 and 2024, it is essential to recognize our achievements and the challenges we encountered. 2023 marked the passing of Joseph de Pencier, iNADO's inaugural CEO. Joseph was an instrumental and fundamental part of iNADO over the years: a cherished leader, advocate, and pioneer in the global anti-doping community. He dedicated his life to the pursuit of clean and fair sport, leaving an indelible mark on the world of sports integrity.

2023 also saw the sudden passing of the CEO of the Egyptian NADO, Dr Hanem Amir El Nemr, an active iNADO member, member of the WADA Expert Advisory Group on NADOs, and friend. We were deeply saddened by the news of both and wish to acknowledge them here.

The arrest of the General Director of the Tunisian NADO, Mr. Hambli, shook the NADO community. It is of utmost importance that no NADO representative face penal reactions for trying to fulfill their duties under the World Anti-Doping Code.

In 2022 the iNADO General Assembly approved full membership status for Regional Anti-Doping Organizations (RADOs). In 2023, seven RADOs were welcomed as new members to the Association.

The management and governance of iNADO underwent changes, welcoming new colleagues while bidding farewell to others. At the end of 2023, Jorge Leyva announced his departure as CEO, and early 2024, a new Governing Board was elected. We would like to thank both Jorge and the outgoing Board, led by Nick Paterson, for their commitment and guidance over the past years.

Finally, we wish to express our gratitude to Dr. Andrea Gotzmann, former CEO of NADA Germany, who stepped in to lead the management team during the transition period of the new Board and CEO.

Based on what we deliver, NADOs are the cornerstone of anti-doping, and we need to have a clear voice in our community. Together with you, the Governing Board and Management will work for iNADO to be a strong representative of our common interests in the sport and anti-doping community.

Let us carry forward the spirit of collaboration and continuous improvement that defines our community, striving together for excellence.

3. Governance

iNADO operates as a non-profit association (e.V.) constituted in Germany (VR 11606). Our constitution, elections and other major resolutions are in conformity with the laws of Germany and are audited by the District Court of Bonn.

General Assembly

The iNADO General Assembly 2023 was held in presence on 12 March 2023, with the participation of 38 member organizations.

iNADO Chair, Nick Paterson, reflected upon the 10th anniversary of iNADO, with the Board actively listening to the different voices and perspectives of the members and the wider world in which we operate. He furthermore reported on the conclusion of the WADA Governance Reform Process with the creation of a WADA Expert Advisory Group for NADOs, an advisory group to WADA addressing more strategic issues across all NADOs. The NADO EAG Chair and Vice Chair represent NADOs at the Foundation Board of WADA.

In his report to members, iNADO CEO, Jorge Leyva, focused on the development of a new strategic plan, presented to the membership in November 2022 as iNADO's "New Ways of Working". The outcomes of this work formed the basis of the Strategic Plan 2023 – 2027 "Working Together Towards Excellence".

During the Assembly members received and approved the 2022 Financial Statements and 2023 Budget. Additionally, an amendment to the iNADO Membership Fee Regulations was passed, ensuring the necessary adjustments to the approved membership fees for RADOs following their transition to full membership status.

The iNADO General Assembly 2024 was held in presence on 13 March 2024, with the participation of 51 member organizations.

iNADO's (outgoing) Chair, Nick Paterson, updated the membership on the positive aspects after the first year of execution of the iNADO Strategic Plan 2023-2027, as well as on the impact of the Ukraine war and regional challenges.

Now that he is leaving the organization, the CEO reflected upon the achievements of the past years, and the challenges that lie ahead of iNADO.

During the Assembly members received and approved the 2023 Financial Statements and 2024 Budget. The Assembly approved changes to the iNADO Constitution to allow non-members as observers in Board meetings, and to reflect the possibility to take protective measures in the event of

extraordinary circumstances, e.g. in acts that damage the reputation of the association, such as acts of war.



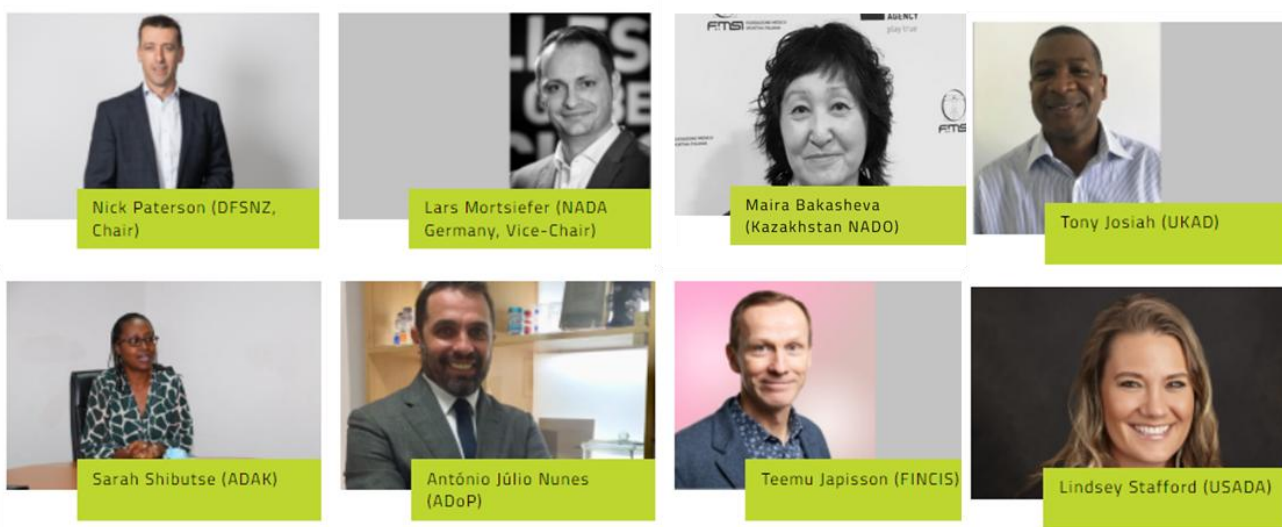
The Assembly also elected 8 new Governing Board members: Mr. Anders Solheim (Norway), Ms. Beatrice Bourgeois (France), Ms. Deslyn Pather (South Africa), Ms. Sarah Benson (Australia), Mr. Li Zhiquan (China), Mr. Teemu Japison (Finland), Ms. Lindsey Stafford (U.S.), Mr. Tony Josiah (U.K).

The newly elected members met on 14 March 2024 and, following the Rules of Procedure, appointed Anders Sollheim as Chair, and Lindsey Stafford as Vice-Chair for the period 2024-2027.

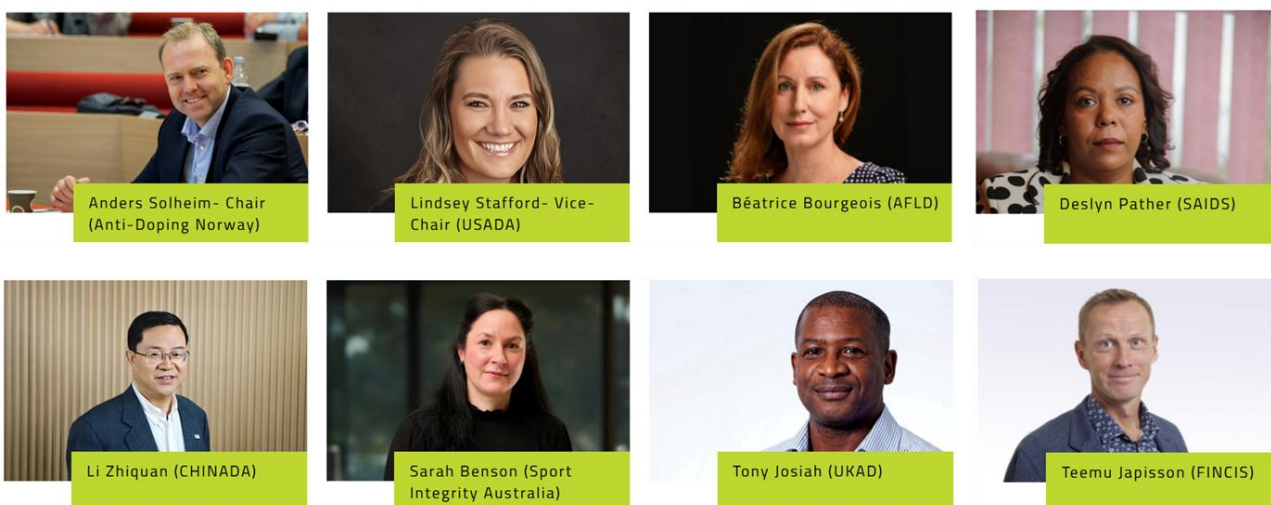
Governing Board Meetings

In February 2023, Ms. Maria Bakasheva, Director of the Kazakhstan Anti-Doping Center, was appointed to the Governing Board in order to fill the position fallen vacant by the resignation of Luisa Parente (ABCD) as of 1 January 2023.

In 2023, four on-line meetings were held. In 2024, five on-line meetings were held, with an additional 2 ad-hoc meetings in view of the CEO recruitment. Summaries of the (regular) Board meetings are shared with the membership afterwards.



iNADO Governing Board 2021-2024



iNADO Governing Board 2024-2027

4. Our Members

In 2023 we welcomed the following new members:

- Botswana National Olympic Committee
- India National Anti-Doping Agency
- Indonesia Anti-Doping Organisation
- Agence Marocaine Antidopage
- Anti-Doping Singapore
- Africa Zone V Regional Anti-Doping Organisation
- Africa Zone VI Regional Anti-Doping Organisation
- Caribbean Regional Anti-Doping Organisation
- Central Asia Regional Anti-Doping Organisation
- South Asia Regional Anti-Doping Organisation
- West Asia Regional Anti-Doping Organisation
- Oceania Regional Anti-Doping Organisation

In 2024, we welcomed the following new members:

- Papua New Guinea Sports Anti-Doping Organisation

Regretfully, we lost 5 members at the end of 2023:

- Polish Anti-Doping Agency
- National Anti-Doping Agency Austria
- Slovak Anti-Doping Agency
- Slovenian Anti-Doping Organisation
- National Anti-Doping Agency Romania

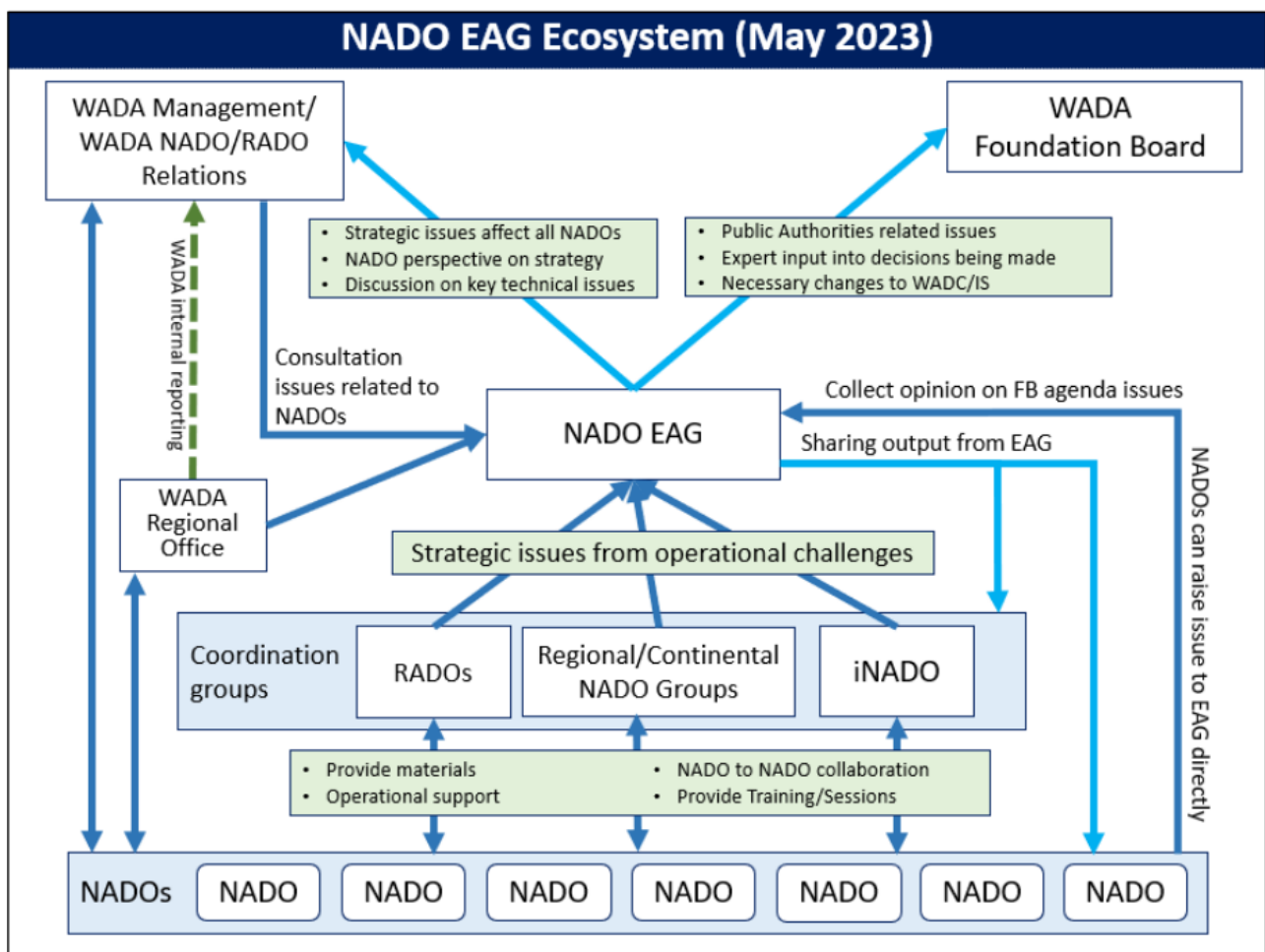
At the end of 2024, the iNADO Membership consists of 58 NADOs and 9 RADOs. After the invasion of the Ukraine in 2022, RUSADA and NADA Belarus were asked to refrain from participating in iNADO events and activities. This status of "self-suspension" is still in place.



5. Review of Activities

In terms of priorities of the respective Governing Boards, the decision of the General Assembly to allow non-member organizations as observers to Board meetings in 2023, meant that WADA returned to our meetings through Tom May, Director Engagement and Development. This assisted with additional information for our discussions and aided collaboration between both organizations.

The creation of the WADA Expert Advisory Group on NADOs, addressing more strategic issues across all NADOs, enabled iNADO to engage with WADA to define roles and mandates, as well as interactions with iNADO. These are diagrammatically represented as follows:



The interactions with WADA, entitled the iNADO Chair to present our work at the annual WADA Foundation Board meeting in 2023 and 2024. For iNADO, it is important to inform the larger anti-doping community



about our collective efforts and activities. We must show the added value of iNADO and its members in the fight against doping. We will then be in a position to highlight both opportunities and challenges as NADOs when important decisions are made. We must work to improve the framework conditions for all of us. The participation of iNADO in the meetings of the

Council of Europe and ad Hoc European Committee for WADA (CAHAMA) (September) must be seen in this regard as well.

With the invite of WADA for input into the Code drafting process, our Latin American members submitted a number of ideas through the Red Iberoamericana de Lucha Contra el Dopaje (Ibero-American Anti-Doping Network, RILD). As an observer to that process, in error iNADO became a signatory to the communication with WADA. This was quickly corrected. While we strongly support our members having a voice at WADA, it would not be right to sign up to this regional communication on behalf of all our members. Unfortunately, despite the quick correction and an accompanying explanation, iNADO lost five members in the aftermath of this event.

The Board in 2024 approved a communication crisis protocol as part of a broader communication strategy.

The objectives of this protocol are:

- To ensure all communication with external parties is handled professionally, consistently, and in accordance with iNADO interests
- To maintain a unified voice and message that reflects the values and positions of iNADO
- To protect the organization from any miscommunication or unauthorized disclosure of information

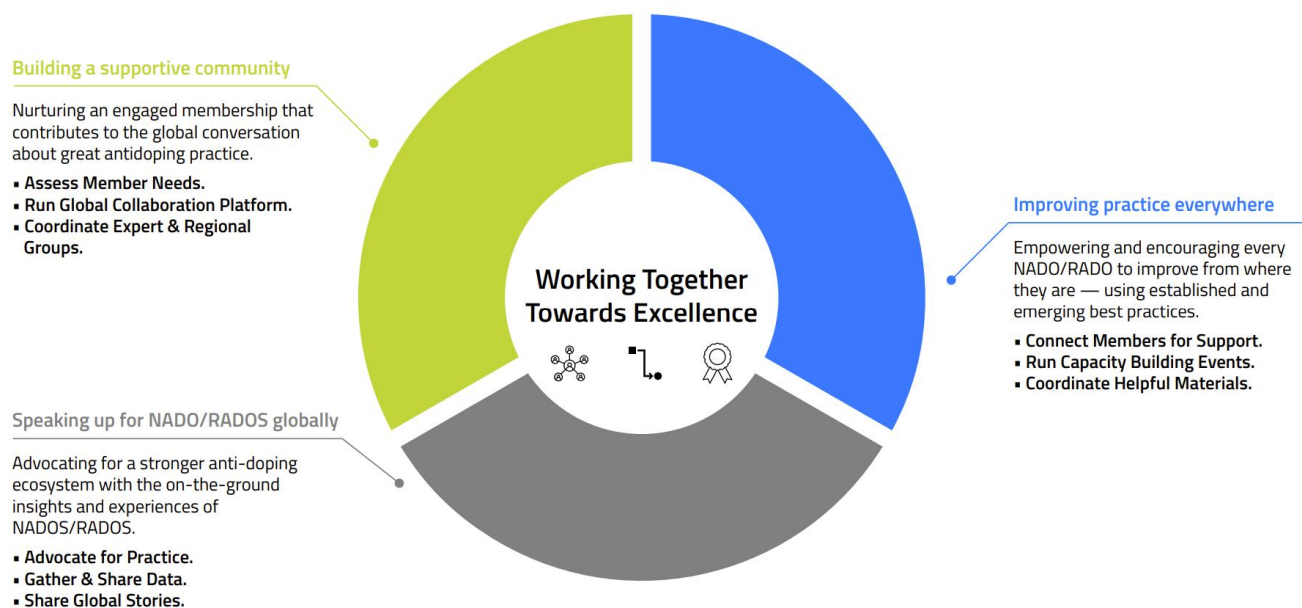
- To enable swift and coordinated decision-making in response to external requests

2024 also saw the signing of a Memorandum of Understanding with the World Association of Anti-Doping Scientists (WAADS). The primary goals of the MoU include identifying common interests, proposing solutions to open questions,



offering expert support, and preparing proposals for optimizing the regulatory framework. The collaboration was swiftly activated upon with a contribution from Prof. Dr. Henrique Marcelo Gualberto Pereira, WAADS President to the iNADO Webinar of the 2025 Prohibited List in November 2024.

On the operational level, 2023 was the first full year on the iNADO Strategic Plan 2023-2027. This plan, themed “Working Together Towards Excellence”, is built around 3 key strategic areas:



The Strategic Plan was rolled out in 2023, and although the activities in 2024 were to some extent impacted by the transition of the Board and the CEO position, iNADO can be proud of what has been achieved so far.

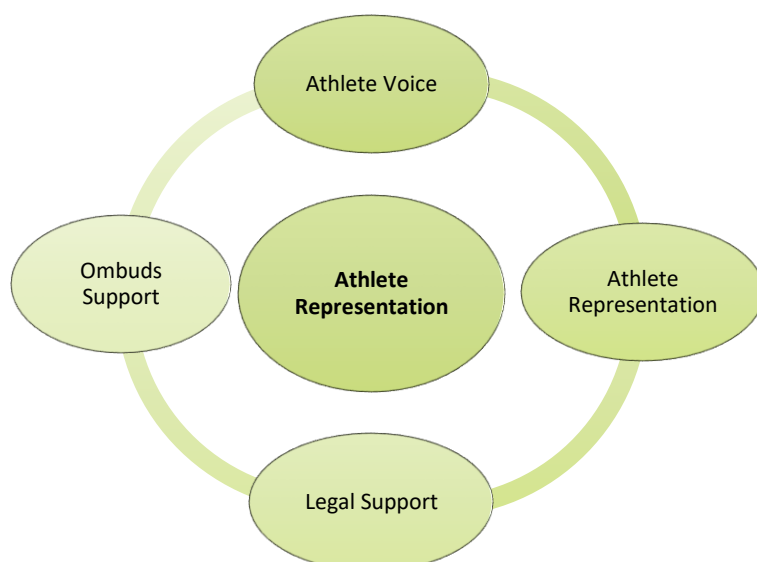
Building a Supportive Community

Early in 2023, we shared with the entire community the results of an iNADO Member Survey (conducted end of 2022) which gave insights into the items which members have a need. The top-ranked needs include:

- Examples of trends in the use of prohibited substances
- Information on how to bridge gaps in (scientific) knowledge to better understand the capabilities from recent advances in laboratories
- Best practices around data protection and privacy
- Best practices around information and intelligence gathering
- Best practices to enhance sustainability in anti-doping practice
- Advocacy to improve the functionality of ADAMS and ensure it is fit for purpose
- Best practices around how to monitor, evaluate and learn from anti-doping programs
- Best practices on communication and collaboration between NADOs and International Federations
- Information about other ADO's code compliance audit experiences
- TUE case studies

These themes were incorporated into the activities 2023-2024.

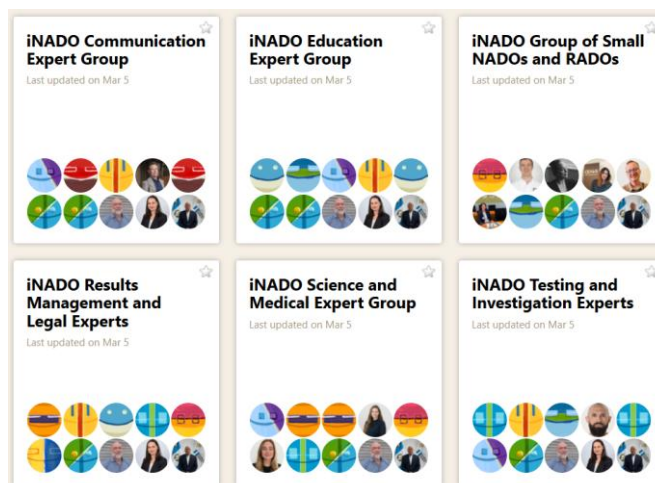
In June 2024, iNADO launched the Athlete Representation Survey, assessing various aspects of athlete representation and support:



A continued dialogue with the membership was secured throughout the year (online and in person). The meetings exchanged points of view on iNADO activities, discussed general anti-doping topics, and explored

opportunities to make iNADO more relevant and trusted among the CEOs of members. This also includes assisting candidate members towards a membership engagement.

Basecamp is the peer-to-peer exchange platform for iNADO Members to exchange practices, ask questions, share challenges or tips, and inform others about events or important announcements from their organization. It currently has 10 discussion groups covering 5 disciplines (e.g. legal, education etc.) and specific groups (e.g. ADAMS, testing of non-binary athletes, Code Review 2027).



Throughout 2023 and 2024 members raised questions and shared experiences on a range of topics, including but not limited to:

- Education initiatives
- Unsuccessful attempts to test RTP athletes out of competition
- Removal of Cannabis from Prohibited List
- Dried Blood Spot Testing Strategy
- (Supplement) contamination / inadvertent doping
- Testing management inquiries (e.g. conduct towards DCOs, testing pool structures, whereabouts failure, sample storage)
- ADAMS
- Compliance of NGBs with anti-doping regulations
- Operational Independence under the 2027 Code

Summaries of discussions in Basecamp are regularly shared with the Governing Board and in our Newsletters.

Over the course of the past 2 years, different expert (discussion) meetings were held, either in-person or online, on the following topics:

- RADO Round Table Expert Discussion on funding and associated challenges and solutions for RADOs.
- Different meetings with the ADAMS Expert Group to address themes such as the Application Program Interface (API), the decommissioning of ADAMS Classic/Introduction of ADAMS NextGen, and the development of ADAMS modules. In October 2024, iNADO members and representatives from International Federations were joined by representatives from WADA in an online meeting on the ADAMS theme.
- Challenges ADOs face regarding testing procedures and policies relating to transgender and non-binary athletes.

In addition, iNADO was invited in November 2024 as observer to a Data Analytics Workshop, hosted by UKAD and SIA, aimed at exploring collaborative, data-informed decision making and the ethical use of Artificial Intelligence.

Improving Practice Everywhere



The iNADO Annual Workshop remains the absolute highlight of the year. Under the themes “Women & Anti-Doping: Working Together Towards Excellence” (2023) and “Embracing Diversity in Anti-Doping Practice” (2024), an ever-growing audience (> 220 participants) witnessed

the great work of our members, reflected on critical issues/challenges of our community, and built bridges to other organizations. The 2024 Workshop was opened with the inaugural “in memoriam” keynote to commemorate the late Joseph de Pencier, the first iNADO CEO.

Alongside the Annual Workshop, webinars are proven to be an effective and efficient way to engage with the membership. Over the past 2 years, the following themes were covered:

- prevention programs for para athletes
- testing updates
- inadvertent doping & contamination cases
- treatment of substances of abuse and easing the results management process with rapid admission
- EPO testing strategies to promote best practices in our community
- the opportunities for artificial intelligence in anti-doping
- (digital) education resources
- the WADC 2025 Prohibited List
- legal aspects of anti-doping
- athletes' vulnerability and mental health
- iNADO's overview of international collaboration projects among NADOs & RADOs



In September 2023, iNADO invited members to the 50th Anniversary Symposium of the Doping Control Laboratory of the University of Ghent, and in September 2024, iNADO attended the Annual USADA Symposium on Anti-Doping Science. Both initiatives are of significant value in strengthening ties with the Laboratories and scientific community.

Documents in the iNADO Library were reviewed and reorganized under a new library structure.

Speaking Up for NADOs and RADOs Globally

iNADO drives the “Guiding Principles for the Future of Anti-Doping”. Firmly supporting the principles of good governance, separation of power, quality of delivery & innovation, justice, education and an athlete voice as bedrocks of sport, over 30 organizations have signed up to promote these Guiding Principles:



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.

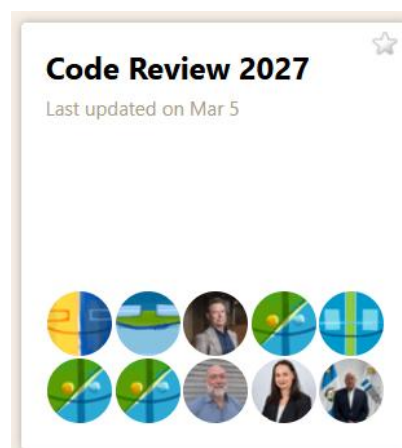
On 4 September 2024, the Council of Europe's Anti-Doping Convention celebrated its 35th anniversary in Strasbourg. In a congratulation speech, iNADO highlighted the significance of this milestone, emphasizing that the Anti-Doping Convention remains a global leader in advancing anti-doping efforts. At the occasion of the Council of Europe meetings, iNADO also participated in a NADO Leaders Summit.

Over the past 2 years, iNADO created and shared a number of reports for its membership:

- correlating 2021 testing figures to budget changes from 2020-2021 for some iNADO members
- an overview of scientific research published around inadvertent doping in foods, pharmaceuticals, and supplements, and analyzed cases in the Anti-Doping Knowledge Center database for inadvertent doping cases, and cases claiming contamination (of any type) from 2015 to 2022.
- A survey on the participation of Russian athletes in Major Events, indicating a widely shared view that the participation of Russian athletes deserves special attention from an anti-doping perspective.

- leadership briefs with advice to members on areas such as the usefulness of introducing comparable performance indicators for education programs, and some of the most important changes for the 2027 WADC
- representation of staff members of National Anti-Doping Organizations (NADOs) and Regional Anti-Doping Organizations (RADOs) in different WADA advisory groups, revealing an underrepresentation notwithstanding the in-field expertise that is critical to continuously strengthening and improving WADA’s anti-doping policies

iNADO continues supporting its members during the 2027 Code and IS Stakeholder Consultation Process. Shared feedback and summaries of engaged discussions in Basecamp were presented to WADA as part of the Stakeholder Consultation Process, with the most important topics addressed in personal meetings with WADA as well (e.g. operational independence). The Code review process does not end in 2024 and iNADO will continue to summarize and share Member feedback, encouraging and supporting transparency in the Code Review process.



Communications

In 2023, the iNADO Newsletter was changed to a bi-monthly edition to members and the wider anti-doping community. The Newsletter provides an overview of anti-doping activities including stories of success of our members, iNADO activities, and iNADO outputs. The Newsletter is recognized by members as one of the most valuable channels for communication, with over 800 newsletter subscribers.

iNADO primarily switched to LinkedIn to raise awareness of its role and to draw attention to its activities and to anti-doping issues on social media. By the end of 2024, we had 1,384 followers.

6. Financial Reports

As a German association iNADO must comply with German financial and accounting regulations and thus, bookkeeping records are in Euros. Given iNADO's non-profit status, following § 4.3 of German income tax law, financial statements are produced based on simplified cash-based accounting. The profit (or loss) is determined by subtracting the operating expenses from the operating income.

The table summarizes the financial statements as prepared by the iNADO Tax Accountant.

Description	Approved Budget 2023	Financial Statement 2023	Approved Budget 2024 (April 2024)	Financial Statement 31.12.2024
Membership Fees	€ 280.000	€ 286.890	€ 265.000	€ 261.963,36
Sponsorship and Commissions	€ 30.000	€ 29.700	€ 30.000	€ 30.700,00
Registration Fees WS	€ 6.000	€ 7.182	€ 8.300	€ 8.854,00
Currency Exchange variations USD/EUR				€ 9.182,25
Non-operating income				€ 408,69
Total Income	€ 316.000	€ 323.772	€ 303.300	€ 311.108,30
Salaries	€ 225.000	€ 199.251	€ 242.000	€ 239.358,74
Office Costs	€ 24.000	€ 24.791	€ 22.000	€ 23.877,32
Administrative and Insurance Expenses	€ 30.000	€ 21.452	€ 23.500	€ 21.516,20
General Program Costs	€ 7.650	€ 7.104	€ 6.250	€ 5.238,06
Travel Expenses	€ 25.000	€ 17.639	€ 15.000	€ 8.784,40
iNADO Workshop	€ 20.000	€ 25.161	€ 23.000	€ 23.922,25
Other iNADO Events	€ 0	€ 3.030	€ 1.000	€ 0
Consultancy Expenses	€ 12.000	€ 29.799	€ 12.000	€ 17.227,10
Total Expenses	€ 343.650	€ 328.227	€ 347.750	€ 339.924,07
Depreciation	€ 3.000	€ 6.645	€ 3.500	€ 5.832,33
Result	€ 346.650	€ -11.952	€ -44.450	€ -34.648,10

Total Income in 2023 was € 7.770 more than budgeted, with savings made on the expenditure side. In contrast, costs for hosting the 2023 Workshop and for Consultancies (Strategy and Communications) were higher than initially budgeted, resulting in a deficit of almost € 12.000 for 2023.

The withdrawal of membership of five members at the end of 2023 (loss of € 30.000 in revenue) and additional costs for the transition period to a new permanent CEO position in 2024, pressured the 2024 budget, leading to a deficit of € -34.648,10.

At the end of 2024, iNADO held cash (i.e., accumulated funds) amounting to € 240.000.

7. iNADO Staff

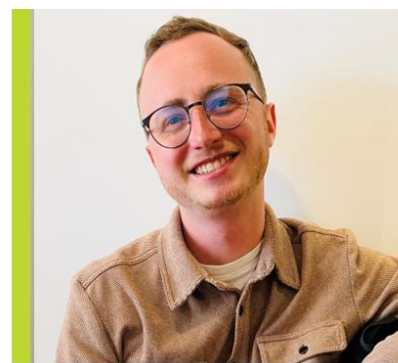
At the beginning of 2023, the Management Team comprised of Kaitlyn Schäfer (Program Manager), Janka Deszatnik (Communications Coordinator), and Ilayda Arslan (Administrative Assistant). By December 2023, the team had undergone significant changes and is now made up of Amy Dyer (Program Manager), Andrea Herrera (Communications and Office Manager), and Alex Brown (Campaigns and Membership Coordinator).



Andrea Herrera
Communications and
Office Manager



Amy Dyer
Program Manager



Alex Brown
Campaign and Membership
Coordinator

iNADO

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