



# INTERNATIONAL COOPERATION PROJECTS

A guideline with templates

for

Anti-Doping Organizations

2017

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**This Guideline was initiated by Anti-Doping Norway (ADNO) and the World Anti-Doping Agency (WADA). WADA would like to recognize and thank ADNO for their significant contribution in the drafting and development of this Guideline.**

**Following two International Symposia held in 2013 and 2017, experience, knowledge and discussions from International Federations (IFs), National Anti-Doping Organizations (NADOs), WADA, the Global Association of International Sport Federations (GAISF, formerly SportAccord) and the Institute of National Anti-Doping Organisations (iNADO) are reflected in this latest version of the Guideline.**

**This version is an update of the 2013 version. It extends the scope of the Guideline to more categories of Anti-Doping Organizations than only NADOs, which were the focus of the 2013 version.**

## Introduction

Anti-Doping Organizations (ADOs) have exchanged experience and cooperated on many topics, particularly following the introduction of the World Anti-Doping Program in 2003 and the mandatory requirements of the World Anti-Doping Code (the Code) and the International Standards.

There has been a constant need to discuss the implication of the requirements of the Code and the International Standards in terms of building good anti-doping programs and the best organizational structure to fulfil the requirements of the Code and to implement the different anti-doping programs.

To determine the best organizational structure of an ADO and achieve a constant flow of better anti-doping program practices, close cooperation on a practical level is essential. Such cooperation will – on a short and long-term basis - benefit all parties for the ultimate purpose of working towards “Clean Sport”.

Cooperation between all ADOs, including National Anti-Doping Organizations (NADOs), Regional Anti-Doping Organizations (RADOs) and International Federations (IFs) is increasing and should be encouraged further. Cooperation can be multilateral: IFs-NADOs, IFs-RADOs, IFs-IFs, NADOs-NADOs, RADOs-RADOs, NADOs-RADOs, etc.

There are still many NADOs and IFs who are facing challenges implementing effective Code Compliant anti-doping programs. NADOs and IFs that are well developed should include in their Strategic Plans the assistance to other NADOs and IFs in their pursuit of implementing effective Code Compliant anti-doping programs, thus contributing to increasing the number of clean athletes.

This revised version of the Guideline identifies methods for assisting and cooperating amongst all ADOs.

Such cooperation projects will often have a mentor and a mentee. These roles may alternate between the parties. One organization may have better knowledge and experience in planning and carrying out investigations and target testing with a

### Benefits of cooperation

- Increases mutual understanding and familiarity, and greater respect for differences
- Complements national interest and foreign affairs priorities
- Complements WADA activities by increasing program quality
- Establishes international benchmarks for best practice
- Reveals practical issues and shares solutions
- Provides models for other ADOs
- Builds anti-doping competence and professionalism in individuals
- Motivates staff and helps retain them
- Levels the playing field for the partner countries' own international-level athletes and increases athlete confidence in global anti-doping
- Improves quality management of national anti-doping programs, including implementing ISO certification where desired
- Facilitates testing of international-level athletes
- Improves information exchange in support of investigations
- Prepares ADOs to become mentors to other organizations
- Improves the effectiveness of anti-doping world-wide

comprehensive Athlete Biological Passport program, while another may have developed an advanced anti-doping education program. An IF will have a different perspective than a NADO. All knowledge, irrespective of perspectives, will benefit all parties in a cooperation project.

To succeed in these cooperation projects there are some basic elements that should be addressed.

ADOs might not need every element set out in this guideline. All elements could however, be included to guide cooperation projects between ADOs.

If an ADO is facing a possible non-compliant issue with WADA, additional elements may be added or strengthened.

These types of cooperation efforts are supported by WADA, GAISF and iNADO. WADA will often be an important partner in a cooperation project, identifying issues requiring attention and assisting in the support as required, while also coordinating global ADO cooperation activities.

iNADO and GAISF may assist in disseminating best practice models and documents. They may also encourage ADOs, in cooperation with WADA, to seek and to develop appropriate partnerships with fellow ADOs.

## Critical Success Factors

In order to succeed with a cooperation project, there are some critical success factors that need to be in place before entering a possible cooperation project:

- **Joint ownership and dedicated willingness** of all parties entering into a Cooperation Project should be the willingness to learn. Identifying the need for international cooperation in strategic plans and annual plans in each organization will increase the ownership and dedication of a project.
- **Government support for NADOs** both in term of resources and facilitation. Such support can be addressed through different parts of the government (Ministries of Sports, Culture, Health, Foreign Affairs, International Trade and International Development). Funding must be available for the entire project period in addition to the regular funding of the NADO.
- **International Federation support** both in term of resources and facilitation. IFs should include ADO collaboration into their Strategic Objectives and allocate funds for development purposes.
- **Long-term commitment** is essential to achieving the identified goals and objectives. Building anti-doping activities requires time. Senior management support must be visible and apparent.
- **WADA** may be an important ‘door opener’, enabling the project to proceed as intended. Its monitoring role allows the parties to focus on providing knowledge and experience to each other, leaving the review of progress as per the project plan to WADA.
- **Project planning and management**, including measurable results are essential to allow all parties to know in which direction to move. A practical approach should be observed with achievable outcomes addressed. Staff personnel should be used at all times to increase commitment and to ensure that learning is addressed in the right way.
- **Cultural differences** may be a challenge, but also an opportunity to increase an in-depth understanding of each party.
- Using **media and external communication** will increase the enthusiasm and dedication to the project. Media attention gives more credibility to the Project, builds relationships, creates positive public awareness and increases the attention of Government, the sport and athletes.

### How to succeed

- Keep it simple
- Identify practical measurable objectives
- Create enthusiasm
- Identify deadlines
- Remove stress – make the tasks achievable

- The hosting of **Major Events** is an opportunity for ADOs to collaborate and build capacity through training and the sharing of staff.

## Topics to consider for cooperation purposes

The topics to include in a cooperation project are virtually unlimited.

Organizations taking part in these projects will be at different levels in their development. Some organizations may be in the early stage of being established, whilst others may have reached different levels of better practice. Some may have been declared non-compliant to the Code and others may experience challenges in remaining compliant with the Code.

### **Pre-project evaluation**

An understanding of where the organization is at and its needs should be completed prior to identifying the elements to include in the Project.

The following is a list of topics to consider for inclusion in a cooperation project, depending on the results from the pre-project evaluation and the identified needs of the organization:

### **Basic elements:**

If one of the parties is at the starting point of developing an organization and anti-doping programs, a plan of action, activities and elements should typically consist of the following (some of these elements may exist, but can be included so that possible missing requirements are being handled):

- 1 Identify and receive support on a long-term basis from Government and/or others as required.
- 2 Identify the entire anti-doping structure, including who shall make the rules, who shall plan and carry out the anti-doping tasks as per the Code and who shall determine rule violations, all of which must be independent, competent and have no conflict of interests.
- 3 Identify and initiate cooperation with relevant organisations particularly related to sport.
- 4 Develop an organization (NADO or IF):
  - a. The Board (or similar).
  - b. A Chief Executive Officer (CEO) (or equivalent).
  - c. Management and Operational personnel.
  - d. Competence (administration, legal, medical, sport, finance, etc).
  - e. Independence must be observed and any member or person must have no conflict of interests.
- 5 Identify existing rules and regulations, and develop and carry out a plan on how to embrace or revise these rules to reflect the World Anti-Doping Code and International Standards.

### **Win-win for all**

This basic program will naturally be beneficial for the “mentee” as they will have the close connection with both knowledge and experience of the “mentor” organization. There is, however, also a benefit to the “mentor”. Raising these issues in an educational manner will allow the “mentor” to revisit and secure these crucial elements in its own organization.

- 6 Identify other support and develop where necessary;
  - a. Independent Disciplinary Panel and Appeal Panel to conduct hearings
  - b. Independent Laboratory Services
  - c. Medical Committee for Therapeutic Use Exemptions (TUEs).
  
- 7 Identify and develop basic activities including an annual plan of action relating to:
  - a. A basic Physiological Risk Assessment, relevant to the ADO
  - b. Doping Control Program and activities that cover Test Distribution Plan, Registered Testing Pools and Whereabouts, Athlete Biological Passport, and Investigation and Intelligence (including personnel, equipment and a minimum set of process descriptions ensuring the requirements are met.)
  - c. Information and Education Programs (Programs from WADA may be used initially)



### **Moving towards better practice:**

Some ADOs will have the basic elements in place and may look to further their knowledge and competence. Such cooperation is beneficial to both organizations. Typical elements to include in these cooperation projects should be identified and developed into the ADO's respective strategy and other plans for the coming years. These may include:

1. Registered Testing Pool and Whereabouts
2. Target testing
3. Athlete biological profiles/passports
4. Investigations
5. Values-based education
6. International cooperation
7. Media and communications
8. Organization and personnel
9. Consolidating necessary support
10. Optimizing organization, competence and skills
11. Introducing Quality Management Systems

The benefit of cooperation for both organizations addressing issues with the intent of improving existing systems is obvious. The "mentee/mentor" role will probably shift between the parties involved in different areas depending on knowledge and experience.

### **Funding and Resources**

Costs should be discussed between the Parties once a possible cooperation project is about to be outlined. In principle, the ADO receiving the support should be responsible for the costs of the partnership. However, each case may be different. Funding the project may be an obstacle, as ADOs may not have the resources available from their regular budgets. Both ADOs involved may have a need for additional funding.

The required funding is generally linked to the following:

- Travel and meeting expenses (approximately 2-3 meetings per year)
- Planning and organizing the project require a minimum of one dedicated person.
- Planning and organizing the development of systems and procedures require a minimum of one dedicated person from the ADO developing the systems. The amount of time depends on the complexity of the systems to be developed.
- Developing a system requires dedicated time from personnel within the organization that is developing the systems.

Financial resources may be allocated from other sources. Possible sources may be identified by both ADOs.

1. Governments (Ministries of Sports, Culture, Foreign Affairs, International Trade, International Development).
2. Sponsors and national sports organizations (influential and important partners as these companies will benefit from their support to Clean Sport).
3. UNESCO has a limited fund (Voluntary Fund) for projects related to policy development, capacity building and education (<http://www.unesco.org/new/en/social-and-human-sciences/themes/anti-doping/fund-for-the-elimination-of-doping-in-sport/>.)
4. Depending on the content and complexity of the cooperation, some projects may require one ADO to charge the other ADO to cover some of the actual costs. Costs could be considered shared if one ADO is planning and organizing the project. Costs could also be considered shared if one ADO is using their staff time to provide expert advice, to a large extent.

The most important resource required within each organisation is staff time and commitment. There must be buy-in at management level to enter this type of project and an understanding of the required human resources.

Allocating a minimum of one person part-time to drive the project within the organization is advisable. The allocated person should have a direct communication line to the organization's top management.

Those organizations that are entering a project for the purpose of being a Mentor should use the remaining staff within the organization as required, limiting their time and efforts to those hours required to prepare and present their topics for which they have their knowledge, expertise and experience. Involving staff in the project will generate enthusiasm and dedication for the project and its outcome.

### **Mentor vs. Mentee**

The organizations entering this type of cooperation may often be both mentor and mentee during the project period.

Those organizations that are entering a project for the purpose of being a Mentee should allocate staff time to those issues that shall be addressed within the organization.

## Project Organization and Personnel

### Agreement(s)

An agreement should be used to secure dedication and support to the project. The agreement should identify the purpose, scope and goals of the cooperation, who shall be responsible for what, in addition to providing an overview of cooperation and tasks and for how long the project will last.

The agreement should refer to the project plan, allowing the plan to be subject to changes if necessary.

Since the project is based on dedication and willingness, there is little to gain if the project fails, thus legal consequences can be left to a minimum.

#### Scope of an agreement:

- Purpose & scope
- Goals
- Description of interaction
- Each party's undertaking
- Steering Group & monitoring
- Project period
- Language
- Costs
- Term & termination
- Governing Law & dispute resolution

If WADA is part of the project, it is worth considering having an additional agreement that includes WADA and is focused on monitoring the project's execution. Legal consequences are limited should the project fail and thus should also be limited in this Agreement.

### Project Team

Each partner within the cooperation project should identify a project team and how each ADO will operate internally and towards the other partner(s) in the cooperation project. The project team should be small and flexible allowing for short communication lines and efficient completion.

A typical project team should consist of a Project Lead and project personnel responsible for the different disciplines of each element identified in the project plan. Responsibilities for the following should be allocated to one or several in the project team:

1. Overall responsibility for the project and its completion
2. Contact with the other party
3. Responsibility for ensuring progress as per the project plan
4. Responsibility for detailed planning and carrying out topics as per the project plan.

### Steering Group

A steering group should be identified for the purpose of monitoring the planned activities and their completion. Project Leads and CEOs (or equivalent) of each organization should be part of the steering group. A representative from WADA should also be part of the steering group.

## Project Planning and Accomplishment

A project plan should be developed and include all tasks to be carried out. The project plan should be the working tool of the project.

The plan should be used throughout the project period allowing the project team to follow the plan step by step until all tasks are carried out.

The project plan should identify measurable objectives for each task allowing the project team to identify if the objectives have been achieved.

A typical project plan should identify the following:

- **A reference to the agreement with goals and scope**
  - The overall goals of what is required to be achieved should be short and precise and be the “leading star” for the project teams.
  - The scope must be equally short and descriptive allowing the project teams to understand the frame for which they shall work within and the limitation of their tasks.
- **Responsibilities of the parties**
  - The project teams must understand who is responsible for what, allowing them to work under conditions that are understood by all and allow for good lines of communication.
- **Objectives**
  - The objectives should be identified as a result of the goals and must be closely linked to the tasks to be carried out.
  - There should be a minimum of one objective per task.
  - Objectives should be SMART.
- **Project personnel composition and responsibilities**
  - All members of the project team must understand what is required of them in relation to time and effort and to whom they shall report.
  - Personnel could be dedicated to the different objectives and tasks, making it obvious when, what to and how they are required to provide their efforts.

### Goal & Objective - Example

The **goal** is for the ADO to operate in accordance with the Code and strive towards better practice by the end of 2018.

**Objective 1** is to develop a “Physiological Risk Assessment” by mid 2017.

**Objective 2** is to have a Test Distribution Plan in operation by late 2017.

**Objective 3** is to have identified all relevant athletes for the ADO’s Registered Testing Pool to be applied in the TDP by the end of 2017.

### SMART Objectives

- Specific
- Measurable
- Attainable
- Relevant
- Time Bound

- **Steering group composition and responsibilities**

- The steering group should consist of the top management of each organization in addition to the person(s) running the project from each organization.
- The steering group should monitor the project, advise on actions and support the project.
- The steering group reports provided to the project team should be clear and unambiguous, leaving credit where deserved and a clear description of where to adjust efforts if necessary.
- The steering group should seek the necessary support from relevant stakeholders when needed.

- **Project Description**

The project description should identify how the project should be administered including project meetings, in-between work periods and guidance and support.

- **The project meetings** should be held at the offices of both organizations. The content and purpose of each project meeting should be described, and how often the meetings should be held outlined. Two or three project meetings per year is recommended. Each meeting should include a “latest news” session that will allow each party to provide updated information within its organization in the field of anti-doping. Each meeting should also have a cultural aspect, allowing project teams to understand each other’s different cultures.
  - **In-between work periods** are the times from one project meeting to another. At the end of each project meeting, tasks to be carried out during the in-between work period should be decided. The tasks, outcome and what is expected to be completed at the next meeting should be identified clearly to the project teams. Guidance and support should also be clarified so that all project team members are aware of what is expected from them during the in-between period.
  - **Exchange of personnel** allows for persons with similar background, experience and roles to discuss challenges and issues relating to specific topics. Such exchange could include exchange of doping control personnel, exchange of investigators and exchange of test planners.
- **Schedules and milestones**
    - Schedules should identify all topics and activities to be carried out during the entire agreement period. The schedules should identify milestones for each of the main activities to be carried out. A typical period would last three years, allowing the project teams to get well acquainted and work well together.

Cultural understanding is important to appreciate each other’s thinking and behavior. A dinner or sightseeing can be typical cultural activity in the case of NADOs/countries.

- **Progress reporting**

- A progress report should follow as soon as possible after each project meeting.
- The report should identify what has been achieved since the last project meeting and what is expected to be achieved at the next project meeting.

## **Coordination of activities**

Cooperation and development activities should be coordinated to ensure an effective and efficient process. WADA is in the best position to coordinate such activities. ADOs interested in assisting developing ADOs should contact WADA and provide the following information:

- The specific program areas it can assist with.
- The list of experts and their area of expertise.
- Funding available.
- Language capacities.
- A calendar of capacity building activities / programs planned.
- One central point of contact who is responsible for all development work.

Acting as a “Clearinghouse”, WADA can coordinate international cooperation activities globally. This may include:

- Identifying ADOs who require assistance and in what areas.
- Matching ADOs who require support with those developed ADOs interesting in assisting.
- Managing the pool of experts / ADOs willing to assist.
- Maintaining an up-to-date contact list for ADOs.
- Identifying trends and common areas of capacity building needs.
- Developing and sharing tools/templates/guidelines for key program areas.
- Maintaining a calendar of ADO capacity building activities / programs.

## **Templates Available** (contact WADA for further information)

Agreement (ADO-ADO)

Agreement (ADO-ADO-WADA)

Project Plan

Project Meeting Agenda

Summary Report from Project Meeting