



STRATEGIC PLAN 2011–2016



WORLD
ANTI-DOPING
AGENCY



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I. FOREWORD

The World Anti-Doping Agency (WADA) was formally established in November 1999. WADA is the collaborative organization created by the Sports Movement and Governments worldwide for the purpose of promoting and coordinating the global harmonized campaign against doping in sport.

WADA's initial Strategic Plan (Plan) was created in 2001, revised in 2004 and 2007, and this revision in 2011 has been developed to align its activities and resources over the next five years.

The Plan has eight Strategic Objectives. They are based on the World Anti-Doping Code (Code), the current environment and emerging trends in anti-doping, and WADA's governance and operational activities. The Plan outlines key objectives, major strategies, programs and performance indicators that focus WADA's strategic direction and enable it and stakeholders to assess its effectiveness.

Doping in sport results from a combination of individual, cultural, societal and physiological factors. Prevention of doping in sport must be based on a clear understanding of the complex nature of the problem and the comprehensive mix of strategies needed to address them successfully. The development of the Plan takes this into account.

The Code provides the basic framework for WADA's work: "To protect the Athletes' fundamental right to participate in doping-free sport and thus promote health, fairness and equality for Athletes worldwide." In addition, the current environment and emerging trends in the areas of education, science, medicine, international trafficking of doping substances and investigations provide the context for the objectives and strategies of the Plan. Advances in collaboration with international partners such as the International Criminal Police Organization (INTERPOL), the International Laboratory Accreditation Cooperation (ILAC) and the International Federation of Pharmaceutical Manufacturers & Associations (IFPMA), and other governmental bodies, are forming partnerships to assist in this environment.

In all of WADA's work and the fulfillment of its Strategic Objectives, it will:

- preserve the integrity and value of sport and youth
- actively promote the "level the playing field" philosophy
- act independently, professionally and without bias or influence

"WADA is committed to protecting the rights of clean athletes, where hard work and talent are justly recognized and doping cheats are exposed for what they are. Clean sport is fundamental to a healthy society and sets the best example for future generations of athletes."

- John Fahey AC., WADA President



II. VISION, MISSION AND VALUES

Vision:

A world where all athletes compete in a doping-free sporting environment.

Mission:

To lead a collaborative worldwide campaign for doping-free sport.

Core Values:

Independence

- We are impartial, objective, equitable and balanced.
- We avoid improper influences or conflicts of interests that would undermine our independent and unbiased judgment.

Ethical Approach

- We conduct our activities in accordance with the highest standards of ethical behaviour.
- We develop policies, procedures and practices that reflect justice, equity and integrity.

Accountability

- We are fully accountable to our funding bodies.
- We conduct our activities in accordance with principles of transparency, cost efficiency and accountability.

Professionalism

- We adopt a professional approach when conducting business for and on behalf of WADA.

Best Practice

- We benchmark off and apply best practice standards to all our activities.

Innovation

- We develop innovative and practical solutions to assist countries and sport organizations to implement and comply with the Code.

Integrity

- We act as the guardian of the values and spirit inherent in the Code.

Respect

- We respect the rights and integrity of clean athletes.



III. SUMMARY OF STRATEGIC OBJECTIVES

WADA's Plan is built around eight Strategic Objectives:

1. Provide comprehensive leadership on current and emerging issues and in the communication of effective strategies and programs in the campaign for doping-free sport.
2. Achieve compliance by all anti-doping and international sport organizations with the Code to honour the rights of clean athletes and maintain the integrity of sport.
3. Generate universal involvement of public authorities and public leaders in the campaign against doping in sport, and in particular encourage national laws to allow the sharing of evidence gathered or collected through investigations and inquiries by appropriate bodies.
4. Promote an international framework for education programs that instil the values of doping-free sport.
5. Promote universal awareness of the ethical aspects and health, legal and social consequences of doping so that stakeholders use that knowledge in their interaction with and education of athletes to prevent doping, protect health and the integrity of sport.
6. Implement an international scientific research program and foster an international scientific research environment and expert network that monitors and predicts trends in doping science and actively promotes reliable research outcomes in the effective development, improvement and implementation of detection methods.
7. Lead, assist and perform oversight so that every accredited anti-doping laboratory performs at a level consistent with international standards.
8. Be a respected organization whose corporate governance and operating standards reflect international best practice.

The Strategic Objectives reflect the expectations of WADA's stakeholders. They form the cornerstones of this Plan. The Plan underpins the Annual Business Plan and Operating Budget.



IV. STRATEGIC OBJECTIVES

Objective 1:

Provide comprehensive leadership on current and emerging issues and in the communication of effective strategies and programs in the campaign for doping-free sport.

Outcome:

WADA is recognized by the international community as the authority and the “thought-leader” in the campaign against doping in sport in all its forms.

Strategies:

1. Develop and implement a communications strategy to promote and advocate WADA's role, vision, core values, strategic initiatives and advancements made in the campaign against doping in sport.
 - a. Ensure quality participation and representation of WADA at events to deliver WADA's messages and leadership role in the anti-doping campaign.
 - b. Maintain an environment that encourages two-way communication with our stakeholders through dynamic tools and technologies
2. Continue to publish technical, best practices and other anti-doping material and engage the clean athlete in all programs and activities.
 - a. Collate and disseminate to stakeholders and the public at large, information based on reliable research and the campaign against doping in sport.
 - b. Support stakeholders in the implementation of athlete targeted anti-doping activities by sharing best practices and supplying the appropriate information.
3. Continue to build strategic alliances to expand the anti-doping capabilities/ knowledge/proficiency.

Performance Indicators:

1. Review the effectiveness of WADA's communications plan as it applies to each of its Strategic Objectives, integrating resources and methods. Review to be conducted by 30 June 2012 and improvements implemented by 31 December 2012.
2. Annually align media activities to Agency priorities taking into account world coverage and events-based objectives.



3. Collate and disseminate expert research and evidence to stakeholders and in trade journals and WADA publications. Annually review process with goal of increasing expansion of network.
4. Produce yearly and promote globally a number of substantive WADA-generated articles for publication in specialized magazines or journals as well as a number of WADA message-based articles for publication in major newspapers or magazines (online and paper).
5. Give presentations and represent WADA at conferences and events to deliver WADA's messages and leadership role in the anti-doping campaign — a minimum of 24 presentations each year, as prioritized by the Director General.
6. Host a minimum of two anti-doping forums a year.





Objective 2:

Achieve compliance by all anti-doping and international sport organizations with the Code to honour the rights of clean athletes and maintain the integrity of sport.

Outcome:

Every anti-doping program is fully compliant with the Code.

Strategies:

1. Continue to coordinate and manage the evolution and improvement of the Code through consultation with stakeholders.
 - a. Continue to identify the evolving jurisprudential outcomes from the Court of Arbitration for Sport (CAS) appeals and from other related hearings
2. Continue to monitor (daily and substantive) stakeholder Code implementation and compliance and report to the Agency's Board on progress of same.
 - a. To ensure that the integrity of the Code and its harmonized rules are consistently and equitably applied.
3. Continue to build on and promote programs that inform anti-doping and sport organizations and athletes about their Code responsibilities.
 - a. Continue to identify and promulgate best practices in anti-doping policies, programs, activities and research.
 - b. Encourage, assist, support and engage all anti-doping organizations in anti-doping program development and implementation with emphasis on quality.
4. Foster the sustainable development and long term independence of Regional Anti-Doping Organizations (RADOs).
5. Oversee the development and continued improvement of the ADAMS system and ensure it is functional, user-friendly and compliant with best practice data protection regulations.
 - a. Enhance, strengthen and promote the ADAMS training and implementation program to ensure ADAMS is implemented by all anti-doping and international sport organizations.
6. Continue to promote the engagement of professional sporting leagues worldwide in Code-compliant programs.
7. Continue to manage an out of competition testing program until International Federations are compliant with the Code.



Performance Indicators:

1. Report to the Executive Committee on stakeholder Code compliance and implementation (every two years). Submit interim reports three times per year.
2. Annually review the effectiveness and quality of anti-doping programs to inform stakeholders of their Code responsibilities and best practices.
3. Actively monitor results and sanctions applied by CAS and related hearings and where appropriate, appeal non-compliant results and sanctions.
4. Actively monitor individual RADOs to ensure they are achieving agreed targets/ outcomes each year.
5. Annually review the ADAMS program to ensure it is achieving WADA's objectives and to identify gaps and areas for improvement including investment, enhancement and new strategies.
6. Develop and publish the assessment methods adopted by the Executive Committee to the wider anti-doping community to measure compliance.





Objective 3:

Generate universal involvement of public authorities and public leaders in the campaign against doping in sport, in particular encourage national laws to allow the sharing of evidence gathered or collected through investigations and inquiries by appropriate bodies.

Outcome:

All governments actively committed to the campaign against doping in sport in all key areas of influence including education, scientific research and public health programs, as well as through the promulgation of rules and regulations enabling doping investigations and sanctions by enforcement agencies.

Strategies:

1. Work with the United Nations Educational, Scientific and Cultural Organization (UNESCO) and the Conference of Parties to encourage every country to ratify and fulfil its responsibilities under the UNESCO International Convention against Doping in Sport (UNESCO Convention).
2. Work with individual countries to encourage the implementation of appropriate legislation and where appropriate, assist governments develop their legal frameworks to ensure compliance with the Code at national and/or regional levels.
3. Interact with governments to ensure that legislation supporting the Code, but particularly addressing the issue of trafficking and distribution of prohibited doping substances is in place.
4. Facilitate the integration of anti-doping programs with government programs through education, scientific research, public health and related initiatives.
5. Develop model rules and protocols for public and sports authorities to coordinate activities in anti-doping investigations and sharing information.
6. Ensure that every country has a Code-compliant anti-doping program, either through a national agency or a regional program.
7. Work with INTERPOL and other international law enforcement bodies to ensure appropriate sharing of evidence and information.
8. Ensure that every country maintains its commitment to anti-doping through financial commitment to WADA.



Performance Indicators:

1. With UNESCO each year, identify those governments that are non-compliant and actively encourage them to ratify the UNESCO Convention.
2. Annually review the effectiveness of WADA's facilitation of the integration of anti-doping/government programs, with the purpose of annually increasing harmonization among their rules/regulations, the Code and the UNESCO Convention until all rules are harmonized.
3. Annual increase in level of investigations led by public authorities and coordinated with sport.
4. Increase in the number of governments supporting Code-compliant national or regional anti-doping organizations.
5. Annually review and renew the working strategy and practice with INTERPOL.
6. An annual increase in the number and in the amount of governments fulfilling their financial commitment to WADA.





Objective 4:

Promote an international framework for education programs that instil the values of doping-free sport.

Outcome:

A stakeholder culture that understands, promotes and practices the values of doping-free sport.

Strategies:

1. Engage all stakeholders in integrating a values-based component into education programs and, where practicable and appropriate, placing particular emphasis on youth and younger athletes as primary targets.
 - a. Facilitate and monitor stakeholder development, implementation and sharing of values-based education materials including interactive tools and outreach programs directed at youth and that can be run and adapted by stakeholders to fit their specific needs.
 - b. Continue to collect and make available to stakeholders current relevant information and education materials developed by stakeholders and others.
 - c. Continue to develop, enhance and make available education tools and materials for customization and use by stakeholders as well as facilitate and monitor stakeholder development, implementation and sharing of such materials and programs.
 - d. Facilitate the accessibility of information and materials through relevant communication channels, in particular targeting the young athlete.
2. Continue to promote ongoing social science research focused on attitudes about doping including its risk factors as well as research about effective prevention strategies.
 - a. Collect and make available to stakeholders reports of outcomes of current relevant social science research



Performance Indicators:

1. Annual increase in the number of stakeholders developing, implementing and maintaining values-based anti-doping education programs.
2. Annual increase in interest across all continents in the use of social science research outcomes to assist with the development of anti-doping education programs.
3. Increase in the number of Governments/Ministries of Education each year, moving from providing information to subscribing to and implementing teaching modules for the development of values of respect, self-respect and fair-play as an integral part of primary and secondary school curricula.
4. Anti-doping education symposia, seminars or workshops conducted in new countries where communities and sports organizations have not been reached before, benefit from the programs.
5. Stakeholder surveys every three years to show increased satisfaction with the diversity and quality of anti-doping education materials made available by WADA, either developed in-house or that developed by stakeholders for use by other stakeholders.





Objective 5:

Promote universal awareness of the ethical aspects and health, legal and social consequences of doping so that stakeholders use that knowledge in their interaction with and education of athletes to prevent doping, protect health and the integrity of sport.

Outcome:

All stakeholders, especially sport medical practitioners and other members of the athlete entourage, are aware of the ethical aspects and health risks of doping and are actively sharing that knowledge with athletes and youth so that they may be dissuaded from doping.

All stakeholders ensure that athletes and their entourage are fully informed of the contents of the Prohibited List and its annual changes.

Strategies:

1. Develop close relationships with international and national bodies addressing health (e.g., World Health Organization) and professional organizations (e.g., sport medicine practitioners) to promote education about the health risks of doping to practitioners, other members of the athlete entourage, athletes and youth.
2. Develop educational tools and charters to help sport medical practitioners inform and educate athletes and coaches about the health risks of doping.
3. Raise awareness on anti-doping matters among members of the medical profession, in particular sport medical practitioners, sport physiotherapists but also general physicians and pharmacists.
4. Promote longitudinal follow-up (Athlete Biological Passport) to concomitantly reinforce health protection and improve anti-doping efficiency.

Performance indicators:

1. Review each year the priority list of the network of appropriate medical and health organizations that are recipients of WADA's education campaign on the health risks of doping by athletes.
2. Review annually WADA's current education campaign for implementation with these organizations to increase the number of health care professionals reached.
3. Review annually the Athlete's Biological Passport program and identify areas for improvement.



Objective 6:

Implement an international scientific research program and foster an international scientific research environment and expert network that monitors and predicts trends in doping science and actively promotes research outcomes in the effective development, improvement and implementation of detection methods.

Outcome:

The expansion of international anti-doping research programs to increase the active monitoring and prediction of trends in doping science for the development of enhanced and new detection methods.

To identify those involved in developing and promulgating doping substances.

Strategies:

1. Find alternative source(s) of funding to ensure high quality international anti-doping research programs while decreasing reliance on internal funds for the WADA Scientific Research Program.
2. Develop partnerships and strategic alliances with external organizations and individuals in order to increase the resources dedicated to and the amount of scientific research performed in anti-doping.
3. Develop earlier assessments of the doping potential of new drugs in collaboration with external partners (e.g. drug agencies, and pharmaceutical and biotechnology companies).

Performance Indicators:

1. WADA Scientific Research Program funding increased or supplemented annually by external monies to a budget no less than the 2011 level.
2. Research outcomes analyzed regularly but at least annually and appropriate ones implemented. Publication of outcomes as appropriate.
3. Annually review and prioritize partnerships and strategic alliances in the areas of scientific anti-doping research. Monitor the number of international research programs and promote an annual increase thereof.



Objective 7:

Lead, assist and perform oversight so that every accredited anti-doping laboratory performs at a level consistent with international standards.

Outcome:

WADA, stakeholders and public at large have confidence that every accredited anti-doping laboratory performs at a level consistent with international standards.

Strategies:

1. Review and update existing, and develop and implement new policies, standards and protocols for accreditation and reaccreditation.
2. Strengthen the expertise and independence of the review development process.

Performance Indicators:

1. Annually review the current accreditation/re-accreditation policies, standards and protocols.
2. Monitor the implementation of the new process for independent review and adjust if required.



Objective 8:

Be a respected organization whose corporate governance and operating standards reflect international best practice.

Outcome:

WADA is a highly respected organization capable of leading the international campaign against doping in sport and fulfills its fiduciary responsibility to stakeholders with respect to best practice governance and operational effectiveness.

Strategies:

1. Implement best practice governance, management and administration standards at every level of its operations.
 - a. Consistently review activities in relation to operational performance, including cost-effectiveness.
 - b. Implement good employer human resource policies and practices to ensure the recruitment and retention of qualified staff.
2. Continue to expand its strategies and partnerships to ensure WADA's ongoing financial viability.
3. Provide an adequate level of resources to enable WADA to achieve its Mission and key Strategic Objectives through its annual business plans and operating budgets.

Performance Indicators:

1. Best practice standards to be reviewed each year as part of the annual business plan and improvements implemented within six months of recommendation.
2. To enable the effective implementation of annual program plans, 70 percent and 90 percent of levies to be collected by March and July respectively.
3. Annual business plan objectives to be achieved within operating budgets.
4. Human resource policies to be implemented and policies and manuals to be reviewed and updated regularly to ensure that they are effective and enable the recruitment and retention of qualified staff.

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