



WORLD
ANTI-DOPING
AGENCY

play true

Leading Anti-Doping in a New Era



Strategic
Plan

2020-2024

»» The spirit of sport is expressed in how we “play true”. Doping is fundamentally contrary to the spirit of sport.

Anti-doping is founded on the intrinsic value of sport. This intrinsic value is often referred to as “the spirit of sport”: the ethical pursuit of human excellence through the dedicated perfection of each athlete’s natural talents.

As the World Anti-Doping Agency (WADA), we seek to protect the health of athletes and to provide the opportunity for athletes to pursue human excellence in sports competition with

out the use of prohibited substances and methods that threaten the principles of fair competition.

In order to maintain the integrity and value of clean sport to the world, we coordinate harmonized and athlete-centered anti-doping programs worldwide with regards to prevention, deterrence and detection of doping.

»» We have come a long way to protect clean sport

WADA was founded in 1999, following a number of major doping scandals. We have always worked diligently to develop an active global ecosystem for anti-doping.

Athletes and sports organizations now benefit from internationally harmonized rules, compliance and enforcement processes, and a network of partners to ensure they are implemented in every corner of the world.

Today, we are proud of the growing contribution of the Sports Movement and governments towards the funding of our operations that aim

to maintain the integrity of sports worldwide. We are equally proud to be recognized as the global leader of anti-doping.

Although recent doping scandals tested the resolve and unity of the global anti-doping community, they ultimately served as a catalyst to enhancing our governance, compliance and investigations processes. However, they have also demonstrated the persistent challenges of doping in sports and called for a renewed focus on our strategy and leadership of the global anti-doping movement.



Our journey of reflection and discovery

During the process of developing our new strategic plan for 2020-2024, we committed to listening to open feedback from key stakeholders and actors in our ecosystem including athletes, representatives of the Sports Movement and governments, external industry influencers; as well as, the global network of national anti-doping organizations and WADA-accredited laboratories.

The feedback highlighted how much we have achieved in this past 20 years and how the growth of WADA has helped to spur on the global movement for doping-free sport.

However, we also heard that we have not been proactive enough in tackling some of the most pressing issues of our times.

We also heard that the growing complexity of anti-doping regulations and monitoring processes can put us in danger of becoming

too bureaucratic, with the risk of losing track of the most important trends and challenges we need to focus on.

Past achievements need to be nurtured with a new spirit of openness and collaboration that will usher the organization into a new era, marked by our collective pledge to proactively support and empower each other in the global anti-doping ecosystem.

There is a clear consensus that our available resources are not reflecting the size of the industry and magnitude of challenges that we are facing; however, we do not plan to use this as an excuse but rather as a motivation to bring the organization to a new level that aims to demonstrate the impact of our work, build bridges and unite efforts to protect the integrity of sports globally.



We Protect
the **Integrity**
of **Sport**

»» WADA is the leading authority of global anti-doping

»» Who we are

WADA is an international independent agency that promotes, coordinates and monitors activities towards the prevention, deterrence and detection of doping.

The DNA of WADA resides in the ability to promote, develop and enforce harmonized

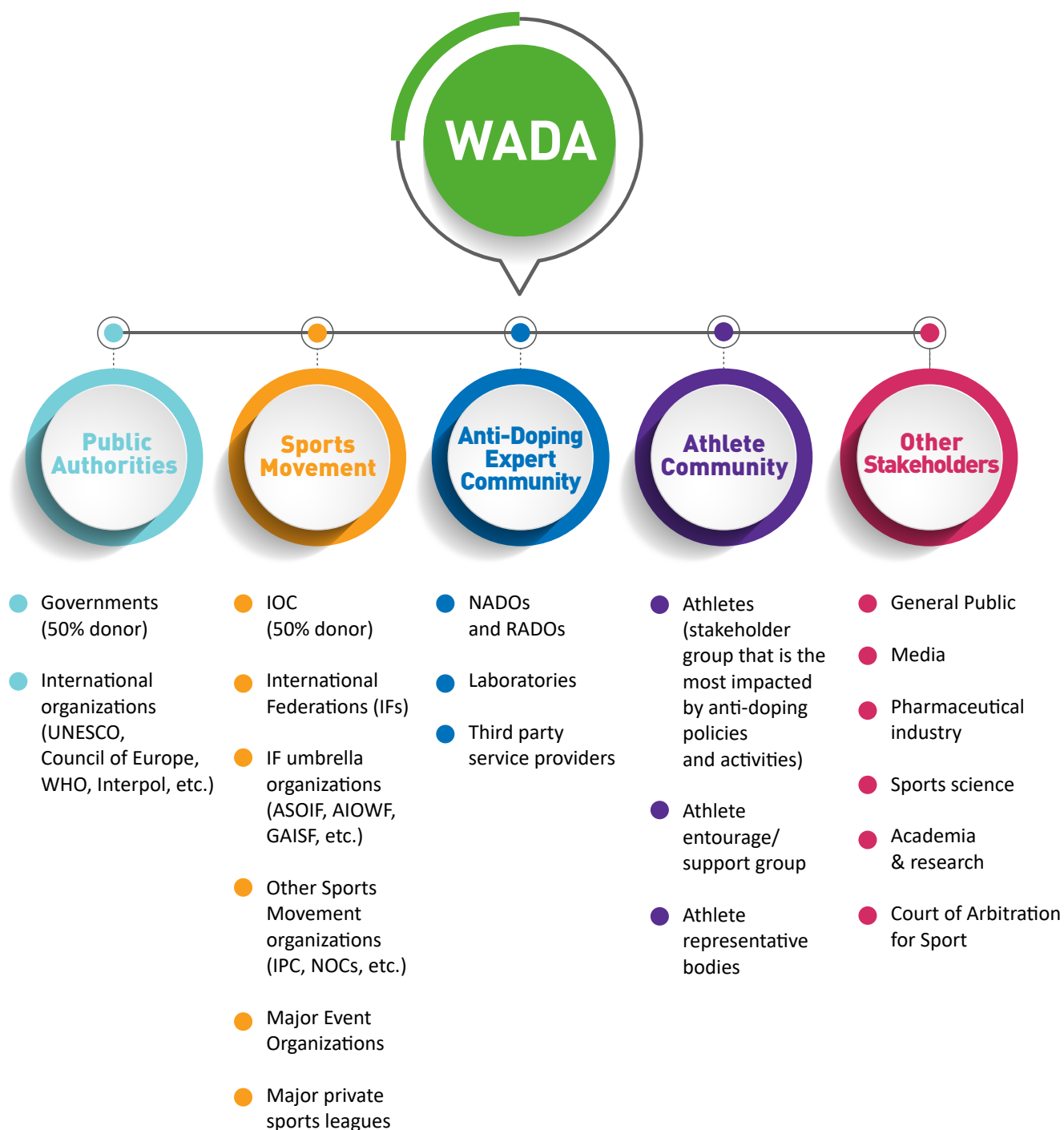
anti-doping rules and regulations across the world, while enabling anti-doping organizations (ADOs) to develop customized and athlete-focused anti-doping programs.

»» What we do

Our key activities include development of regulations, monitoring of compliance and enforcement including through investigations. We also play a critical role facilitating scientific research, education and capacity building for athletes and anti-doping stakeholders.

The backbone of our work is the World Anti-Doping Program, which is comprised of the World Anti-Doping Code (Code), International Standards and Guidelines, which together ensure harmonization and best practice.

WADA stakeholder ecosystem



* See Glossary for full names of organizations.

»» WADA and the anti-doping ecosystem

WADA's ecosystem and scope of activities revolves around sports and athletes.

All WADA activities are ultimately intended to support athletes, and the views of athletes are an important element informing anti-doping policy and WADA activity. The primary focus of the organization's efforts is to engage and empower athletes by informing and educating them in an accurate, timely and engaging fashion on the rules and responsibilities that apply to them under the Global Anti-Doping Program. To achieve that, WADA will strive to engage and consult with athletes and their entourage/support group in a meaningful way on anti-doping matters with the aim of improving services and building further trust in the anti-doping system.

In terms of stakeholders, WADA operates in a complex environment; whereby, the organization engages partners and serves both the Sports Movement and public authorities. The Sports Movement and governments of the world are our key donors, stakeholders and founding partners of the organization.

The Sports Movement has an inherent interest in maintaining a level playing field in sports and protecting the integrity of sports.

Due to the nature of the anti-doping environment, WADA also engages closely with public authorities, both at the national and international level. Public authorities have a keen interest in protecting youth sports and public health and have powers that complement those of the Sports Movement. WADA cooperates with them in particular to improve the legal framework, rules and policies to control trafficking of prohibited substances domestically and across countries.

WADA also engages closely with its partners in the anti-doping expert community that help to implement anti-doping programs globally.

Finally, due to the nature of our activities, WADA engages with the media and the general public; as well as, the various industry sectors to support the organization in its efforts against doping.

Our **Vision** of the
Future
of Doping-Free Sport



»» Our vision and how we will achieve it

OUR VISION OF TOMORROW

A world where all athletes can participate in a doping-free sporting environment

OUR MISSION TODAY

To lead a collaborative worldwide movement for doping-free sport

»» Our guiding values

Integrity

- We protect the rights of all athletes in relation to anti-doping, contributing to the integrity in sport
- We observe the highest ethical standards and avoid improper influences or conflicts of interests that would undermine our independent and unbiased judgement
- We develop policies, procedures and practices that reflect justice, equity and integrity

»» Our guiding values (Continued)

Openness

- We are impartial, objective, balanced and transparent
- We collaborate with stakeholders and the industry to find common ways to fight doping
- We listen to athletes' voices, as the stakeholders that are most impacted by anti-doping policies and activities
- We strive to be diverse and inclusive to ensure that everyone has equal opportunities to be represented
- We are self-reflective and ask for feedback
- We are trustworthy and respectful of all our stakeholders

Excellence

- We conduct our activities with the highest standards of professionalism
- We develop innovative and practical solutions to enable stakeholders to implement anti-doping programs
- We apply and share best practice standards to all our activities
- We look for the most efficient methods to do our work



Our Strategic
Priorities
for 2020-2024

»» How are we going to pursue our new strategic plan

»» Our strategic priorities

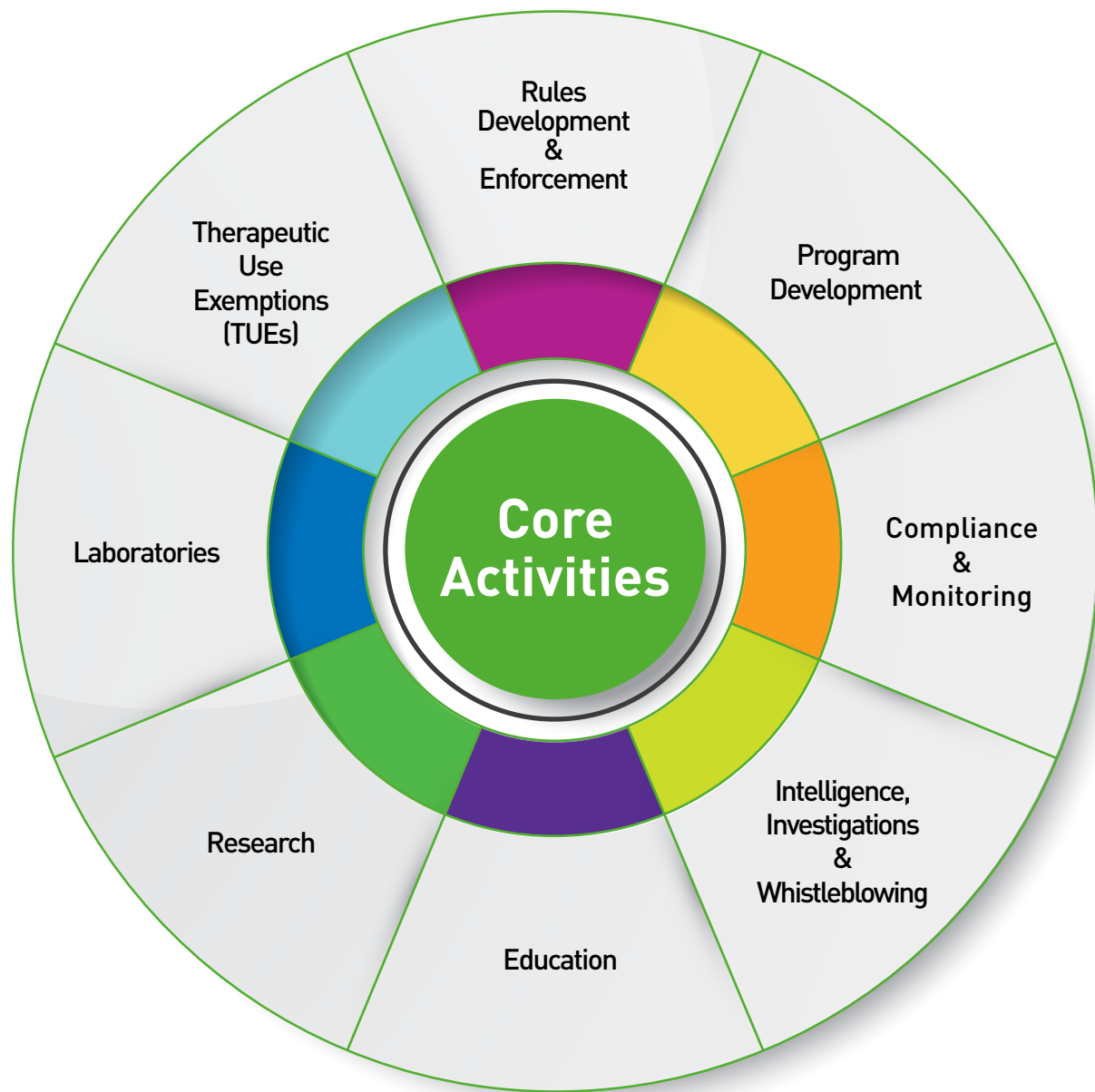
We have defined six strategic priorities for 2020-2024 which are addressing the key issues and challenges identified in our internal discovery and stakeholder consultation process. They help us clarify what is the transformational journey that WADA will undertake over the next five years. All six priorities have been defined with athletes in mind. Athletes are at the heart of everything we do and are key recipients of our work.

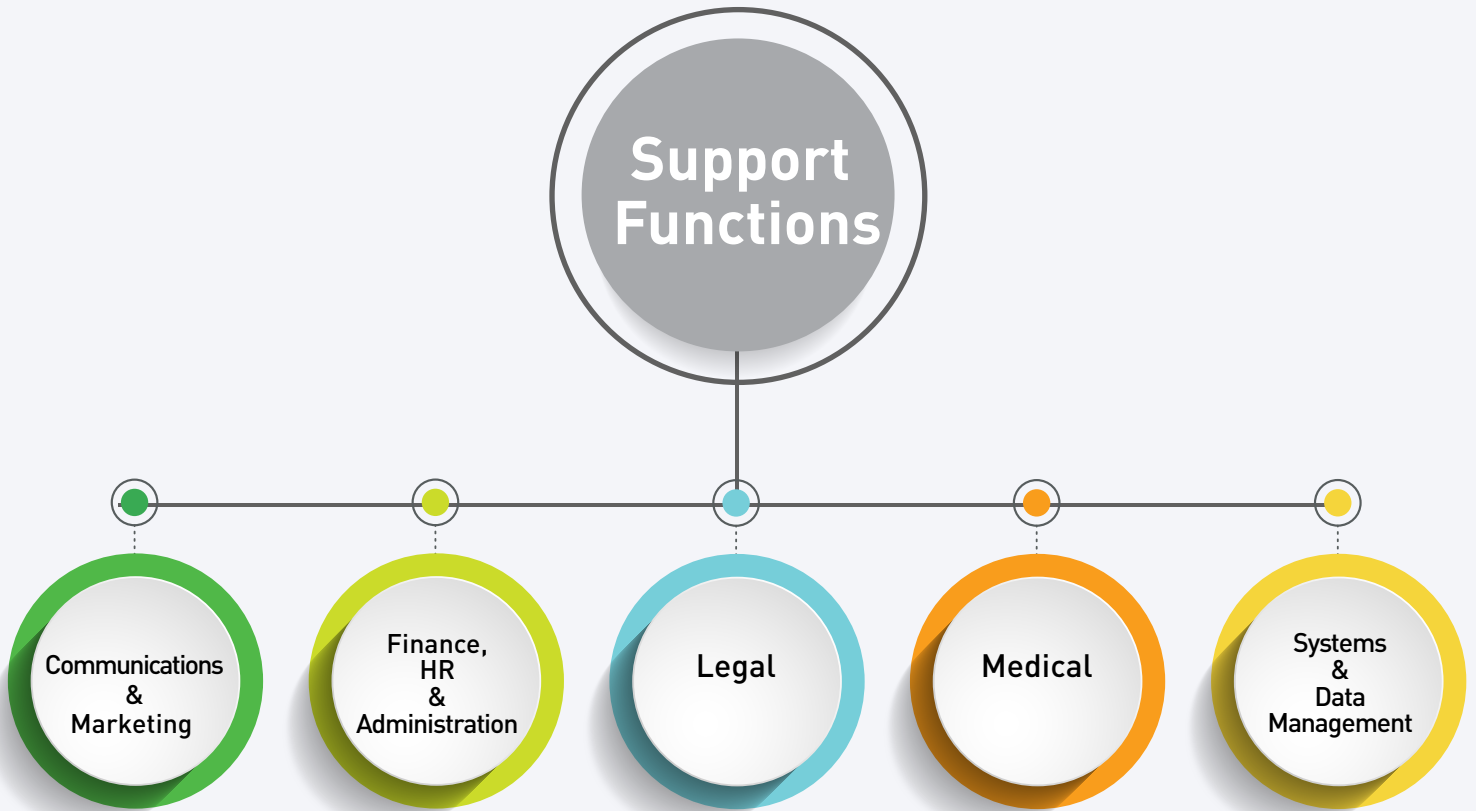
Every area of activity within the organization has reflected on how to contribute towards the achievement of those priorities. We will imple-

ment those priorities through key initiatives, and will monitor their implementation performance through impact indicators.

As part of our yearly operational planning, we will prioritize the implementation of our key initiatives through careful planning of recurring activities and transformational projects. We will also strive to become more efficient by further optimizing our budget and resources, while ensuring they continue to be allocated transparently and fairly.

»» Our areas of activity





»» What will we focus on for 2020-2024

Six strategic priorities



LEAD

Lead by example by taking bold steps to proactively tackle emerging issues with agility and innovative solutions across all facets of anti-doping.



GROW IMPACT

Expand the reach and impact of anti-doping programs by enhancing capacity building and knowledge sharing between ADOs and empowering local program delivery.



BE ATHLETE-CENTERED

Engage and empower athletes to contribute to the development of anti-doping policies; build an easier anti-doping journey for athletes; and, increase the contribution that our programs deliver for athletes and their entourage/support group so that they can build a healthy and sustainable career in sports.



COLLABORATE & UNITE

Engage and collaborate with everyone involved in anti-doping, in particular with the Sports Movement and public authorities, to increase support, unity and coherence in everyone's efforts.



BE VISIBLE

Raise awareness and shape a proactive narrative that will demonstrate the positive impact of doping-free sport and WADA's role.



PERFORM

Provide greater value to our beneficiaries, stakeholders and donors by reducing operational complexities and maximizing impact and cost-effectiveness.



Our **Actions**
and **Expected**
Impact
for **2020-2024**

LEAD

»» **How we will do it (Key initiatives)**

- 1 Plan and oversee strategy execution through the consistent implementation of key initiatives to materialize WADA’s vision.
- 2 Continuously monitor trends, threats and stakeholder developments in the ecosystem to make timely changes to WADA’s strategy.
- 3 Embrace innovation and digital technologies to boost effectiveness of anti-doping programs, particularly by leveraging existing tools and platforms.

- 4 Leverage data to enable more informed decision making across different areas of activity.
- 5 Focus on impactful research based on key priorities and outcomes.
- 6 Develop partnerships with leaders in respective fields to advance new anti-doping system innovations.
- 7 Develop short- and long-term fund-raising strategies.

»» **What we will measure**
(Impact indicators)

- »» Leadership perception
- »» Research impact
- »» Digital transformation impact
- »» Incremental funding

GROW IMPACT

»» **How we will do it (Key initiatives)**

- 1 Monitor ADO compliance with the World Anti-Doping Program to support and improve anti-doping capabilities of stakeholders.
- 2 Actively facilitate sharing of knowledge, best practices and existing tools between ADOs to enhance the capacity and quality of global anti-doping programs.
- 3 Develop training programs and qualifications standards for anti-doping professionals to improve professionalism and enhance the capabilities of the anti-doping workforce.
- 4 Strengthen WADA Regional Offices to coordinate and support ADOs and national authorities in the development and implementation of effective and compliant anti-doping programs.

- 5 Ensure strong collaboration amongst WADA-accredited laboratories to increase global accessibility, harmonization and advancements in scientific research.
- 6 Collaborate with law enforcement agencies and strengthen investigative capabilities of stakeholders to increase support and cross-border cooperation.
- 7 Facilitate a coherent implementation of the 2021 World Anti-Doping Code by Signatories worldwide, engaging proactively with stakeholders and clarifying expectations, roles and responsibilities.

»» **What we will measure**
(Impact indicators)

»» Compliance impact

»» Capacity building impact

»» Partnerships & knowledge sharing development

»» Regional development

BE ATHLETE- CENTERED

»» **How we will do it (Key initiatives)**

- 1 Develop and promote new communication mechanisms to seek athletes' views and address their feedback.
- 2 Engage and empower athletes to contribute to the development of anti-doping policies.
- 3 Design a comprehensive athlete pathway that will prioritize anti-doping resources, with a focus on young athletes.
- 4 Tap into data about athletes and their entourage/support group to detect patterns and predict behaviors in order to provide relevant information and better programs.

- 5 Identify vulnerable athlete groups to connect, support and recommend appropriate interventions.
- 6 Establish an education framework for stakeholders to educate athletes and their entourage/support group.
- 7 Facilitate easy access to useful and relevant anti-doping information for athletes and their entourage/support group.
- 8 Ensure WADA digital tools and user experience are intuitive, modern, functional and accessible.

»» **What we will measure**
(Impact indicators)

- »» Athlete engagement and satisfaction
- »» Athlete education impact
- »» Athlete pathway model adoption
- »» Athlete doping prevention

COLLABORATE & UNITE

»» How we will do it (Key initiatives)

- 1 Promote an organizational culture that fosters sharing of issues, constructive dialogue, collaboration and collegiality.
- 2 Ensure decision-making at all levels is carried out with the highest degree of integrity, competence and expertise.
- 3 Support diversity and inclusion in representation of stakeholders and external experts across all WADA decision-making bodies, Standing Committees and Expert Groups.

- 4 Continuously develop and assess WADA governance structures, processes and communications that are grounded in independence, transparency and integrity.
- 5 Enable a system of direct and open feedback with stakeholders to nurture a culture of openness and transparency in decision-making.

»» What we will measure (Impact indicators)

- »» Collaboration & unity perception
- »» Governance effectiveness
- »» Decision-making effectiveness
- »» Diversity and representation in governance

BE VISIBLE

»» **How we will do it (Key initiatives)**

- 1 Revitalize WADA’s brand to reflect its desired positioning.
- 2 Partner with WADA’s core business areas to support their strategic priorities and objectives.
- 3 Position and reinforce WADA as the leading voice in anti-doping, cementing trust and credibility of the global anti-doping system.

- 4 Transform WADA’s digital footprint in a way that is engaging for all stakeholders.
- 5 Engage athletes and their entourage/support group around doping-free sport and leverage their ability to champion the mission.
- 6 Engage and align our leaders and employees around WADA’s strategic priorities and brand.

»» **What we will measure**
(Impact indicators)

- »» Brand perception
- »» Voice of the customer (Athlete/ADOs)
- »» Media perception
- »» Online engagement

PERFORM

»» **How we will do it (Key initiatives)**

- 1 Review organizational structure in order to improve efficiencies, provide clarity on roles & responsibilities and align to new strategy.
- 2 Implement a new integrated financial and planning system to improve budgeting, forecasting and reporting.
- 3 Develop a people planning strategy and tools to better assess requirements, resource allocation and recruiting needs.

- 4 Design and apply best-in-class risk and crisis management strategies to mitigate and reduce impact on stakeholders and WADA's day to day operations.
- 5 Define, monitor and evaluate overall performance indicators to demonstrate impact, operational efficiency and cost transparency.
- 6 Develop a leadership, project and performance management strategy to ensure clear and transparent organizational objectives and to monitor their progress.

»» **What we will measure**
(Impact indicators)

- »» Cost efficiency and transparency
- »» Project/operational effectiveness
- »» Staff performance & satisfaction
- »» Financial sustainability



Glossary

»» Glossary of terms

Terms	Description
ADOs	Anti-doping organizations that operate in the field of anti-doping in various functions e.g. NADOs, RADOs, International Federations, Major Event Organizations, etc
AIOWF	Association of International Olympic Winter Sports Federations
Anti-doping professionals	People who work in the field of anti-doping and/or have relevant expertise e.g. NADO staff, lab staff, legal experts, etc.
ASOIF	Association of Summer Olympic International Federations
Athlete entourage / support group	People who support/influence an athlete's career, e.g. family, coaches, medical personnel, friends, colleagues/teammates, etc.
GAISF	Global Association of International Sports Federations
IF	International Federation
IOC	International Olympic Committee
IPC	International Paralympic Committee

Terms	Description
NADOs	National Anti-Doping Organizations
NOCs	National Olympic Committees
MEOs	Major Event Organizations
RADOs	Regional Anti-Doping Organizations
Stakeholders	Entities that influence or are influenced significantly by WADA and its operations. Refers to Sports Movement, public authorities, athletes, anti-doping organizations, and other entities (See stakeholder ecosystem on page 6).
Third-party service providers	Expert organizations and individuals dedicated to providing specialized anti-doping services to Code Signatories e.g. International Testing Agency (ITA), independent IF integrity units, sample collection agencies, legal/scientific experts, etc.
UNESCO	United Nations Educational, Scientific and Cultural Organization
WHO	World Health Organization

Terms	Description
World Anti-Doping Code	<p>A document developed in 2004 and regularly updated by WADA, in consultation with key stakeholders, that harmonizes regulations regarding anti-doping in sport across all sports and all countries of the world.</p> <p>The Code provides a framework for anti-doping policies, rules, and regulations for sport organizations and public authorities.</p>
World Anti-Doping Program	<p>The Program consists of the:</p> <ul style="list-style-type: none"> ● The Code (As above); ● International Standards (mandatory operational standards; such as, the Prohibited List and others related to Code Compliance by Signatories; Laboratories; Protection of Privacy and Personal Information; Testing and Investigations; and, Therapeutic Use Exemptions. Two additional Standards related to Education and Results Management will enter into force on 1 January 2021.); and ● Models of Best Practice (voluntary practices, providing benchmark solutions for many aspects of anti-doping).