



INTERNATIONAL
NATIONAL ANTI-DOPING ORGANIZATIONS
(NADOs)
COOPERATION
PROJECTS
A guideline with templates

for
NADO to NADO Partnerships

2014

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This Guideline was initiated by Anti-Doping Norway and WADA, following an International Symposium on “International Cooperation”, held in Norway, hosted by Anti-Doping Norway and supported by WADA.

National Anti-Doping Organisations and iNADO have contributed to the content ensuring that their experience and knowledge in this field has been collected and included in this Guideline.

“A key success factor in the fight against doping in sport is partnerships. I hope that this guideline will facilitate NADO to NADO partnerships to increase global capacity and the overall effectiveness of the global fight against doping in sport. I encourage all NADOs to use this guideline to structure and guide strategic partnerships” Sir Craig Reedie, President, World Anti-Doping Agency.

Introduction

Over many years, several National Anti-Doping Organisations (NADO) have had different cooperation with other NADOs.

In order to achieve a constant flow of “better practice”, close cooperation on a practical level is essential. Such cooperation will – on a short and a long term basis - benefit all parties for the ultimate purpose of working towards a “Clean Sport”.

All cooperation between NADOs involves a partnership that serves the interests of both (or all) partners. NADOs will often have a mentor and a mentee in a cooperation project. These roles may, however, alternate between the parties. One NADO may have better knowledge and experience in planning and carrying out target testing, while the other NADO may have developed advanced anti-doping education programs. Investing in these international cooperation projects will therefore benefit all parties.

In order to succeed there are some basic elements that should be addressed. This guideline intends to identify the needs and processes that should be reviewed for establishing such cooperation. While not every cooperation between NADOs might require every single element set out in this guideline, at the very least NADOs should consider the elements and incorporate those relevant to guide their cooperation projects with other NADOs

These types of cooperation efforts are supported by WADA and iNADO. WADA will often be an important partner in a cooperation identifying issues requiring attention and assist in the support from Governments.

iNADO may assist in disseminating the models and documents. It may also encourage all NADOs, in cooperation with WADA, to seek and to develop appropriate partnerships with fellow Anti-Doping Organisations.

Benefits

- Increases mutual understanding and familiarity, and greater respect for differences
- Complements national interest and foreign affairs priorities
- Complements WADA activities by increasing programme quality
- Establishes international benchmarks for best practice
- Reveals practical issues and shares solutions
- Provides models for other anti-doping organisations
- 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 programmes, including implementing ISO certification
- Facilitates testing of international-level athletes
- Improves information exchange in support of investigations
- Prepares NADOs to become mentors to other organisations
- Improves the effectiveness of anti-doping world-wide

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 Organisation will increase the ownership and dedication of a project.
- **Government support** both in term of resources and facilitation. Such support can be addressed from different parts of the government (Ministries of Sports, Culture, Foreign Affairs, International Trade and International Development). Funding must be available for the entire project period.
- **Long term commitment** is essential to achieve 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 is essential in order to allow all parties to know where they are going. A practical approach should be observed with achievable outcomes addressed. Staff personnel should be used where possible to increase commitment and also to seek the opportunity to learn more.
- **Cultural differences** may be a challenge, but also an opportunity to increase and in depth understanding.
- Using **media and external communication** will increase the enthusiasm and dedication of the Project. Media attention gives more credibility to the Project, build relationship and create positive public awareness and increase the attention of the Governments.

How to succeed

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

Topics to consider for cooperation purposes

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

Organisations taking part in these projects will be at different levels in their development. Some organisations may be in their early start of being founded, whilst other may have reached different levels of better practice.

Pre-project evaluation

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

The following is a suggestion of topics to consider including in a cooperation project, depending on the results from the pre-project evaluation and the identified needs of the organisation:

Basic elements:

If one of the parties are at the very starting point of developing an organisation 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 government support on a long term basis
- 2 Identify and initiate cooperation with national sports organizations
- 3 Develop an organization:
 - a. The Board, a CEO
 - b. Management and Administrative personnel
 - c. Competence (admin, legal, medical, sport, finance)
- 4 Identify existing rules and regulations, and develop and carry out plan on how to embrace World Anti-Doping Code and Standards
- 5 Identify other support and develop where necessary;
 - a. Independent Judicial Body and Appeal Panel to conduct hearing (as per the human rights act)
 - b. Independent Laboratory Services
 - c. Medical Committee for Therapeutic Use Exemptions (TUEs).
- 6 Identify and develop the basic activities including annual plan of action relating to:
 - a. A basic Physiological Risk Assessment, relevant for the NADO
 - b. Doping Control Program and activities (including personnel, equipment, TDP and a minimum set of procedures)
 - c. Information & Education Programs (Programs from WADA may be used initially)

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 good benefit of the “mentor”. Lifting these issues in an educational manner will allow the “mentor” to revisit and secure these crucial elements in its own organisation.

Moving towards better practice:

Many NADOs will have the basic elements in place and are looking for furthering their knowledge and competence. Such cooperation is particularly beneficial for both organisations. Typical elements to include in these cooperation projects should be identified and developed into the NADOs respective strategy and other plans for the coming years and may include:

1. Registered testing pool and whereabouts
2. Advanced target testing
3. Profiles
4. Investigation
5. Preventive measures and building attitudes
6. International Cooperation
7. Media & Communication
8. Organisation and personnel
9. Consolidate Government support
10. Optimizing organisation, competence and skills
11. Introduce Quality Management Systems

The benefit of cooperation for both organisations 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 & Resources

Costs should be discussed between the Parties once a possible cooperation project is about to be outlined. Funding the project may be an obstacle, as NADOs may not have the resources available from their ordinary budgets. Both NADOs involved will have need for additional funding.

The required funding is generally linked to the following:

- Travel and meeting expenses (approx. 2-3 meeting per year)
- Book keeping
- Planning and organising the project require a minimum of one dedicated person (approximately 10-20% position).
- Planning and organising the development of systems and procedures require a minimum of one dedicated person from the NADO developing systems. The amount of time depends on the complexity of the systems to be developed. An initial 50 % position for developing basic systems should be considered..
- Developing a system require dedicated time from personnel within the organisation developing systems.

Financial resources may be allocated from other sources. Possible sources may be located by both NADOs.

1. Governments (Ministries of Sports, Culture, Foreign Affairs, International Trade, International Development)
2. Sponsors (influential and important national sports organisations, organisations that will benefit identifying their support to a Clean Sport such as insurance companies or companies supporting sports organisations)
3. UNESCO has a limited fund for projects where the one organisation is in its crucial initiating phase <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 NADO to charge the other NADO to cover some of the actual costs. Costs could be considered shared if one NADO is planning and organising the project. Costs could also be considered shared if one NADO 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 a buy-in on management level to enter this type of project and an understanding of required human resources.

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

Those organisations that are entering a project for the purpose of being a Mentor should use the remaining staff within the organisation 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 organisations entering this type of cooperation may often be both mentor and mentee during the project period.

Those organisations 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 organisation.

Project Organisation & Personnel

Project Team

Each partner within the cooperation project should identify a project team and how each NADO 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 organisation should consist of a project manager and project personnel responsible for the different disciplines of each element identified in the project plan. Responsibilities for the following should be addressed 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 managers and CEOs of each organisation should be part of the steering group. A representative from WADA should also be part of the steering group.

Agreement(s)

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

The agreement should make reference to the project plan, allowing the plan to be subject to alterations.

Because 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.

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 the Agreement.

Scope of an Agreement:

- Purpose & Scope
- Goals
- Description of Interaction
- Each Parties undertakings
- Steering Group & Monitoring
- Project Period
- Language
- Costs
- Term & termination
- Governing Law & Dispute Resolution

Project Planning & Execution

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 objective and tasks, making it obvious when, what and how they are required to provide their efforts
- **Steering Group composition and responsibilities**
 - 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, advice on actions and support the project.
 - Steering groups reporting to the project team should be clear and unambiguous leaving credit where deserved and clear description of where to adjust efforts if necessary.
 - The steering group should provide the necessary support from relevant stakeholders when needed (ex. Government support).

Goal & Objective Ex.

The **goal** is for the NADO to operate in accordance with the WADC and strive towards better practice by the end of 2016.

Objective 1 is to develop a “Physiological Risk Evaluation” by 2014.

Objective 2 is to have a Test Distribution Plan in operation per 2015.

Objective 3 is to have identified all relevant athletes for the NADOs Registered Testing Pool to be applied in the TDP per 2015.

SMART Objectives

- Specific
- Measurable
- Attainable
- Relevant
- Time Bound

- **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 in both countries. The content and purpose of project meeting should be described, and also how often the meetings should be held. Two or three project meeting per year is recommended. Each meeting should include a “latest news” session” that will allow each party to provide updated information within its country in the field of anti-doping. Each meeting should also have a cultural aspect, allowing project teams to understand the 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 members are aware of what is expected from them during the in-between period.

Cultural understanding is important to appreciate each others thinking and behavior. A dinner or sightseeing can be typical cultural activity.

- **Schedules & 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 be well acquainted and work well together.

- **Progress Reporting**

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

Templates

Typical Agreement between the Parties

Typical Project Plan, with Schedules and Milestones

Typical Meeting Agenda

Typical Summary report with in-between period tasks (following each project meeting)