

2020 ANNUAL REPORT

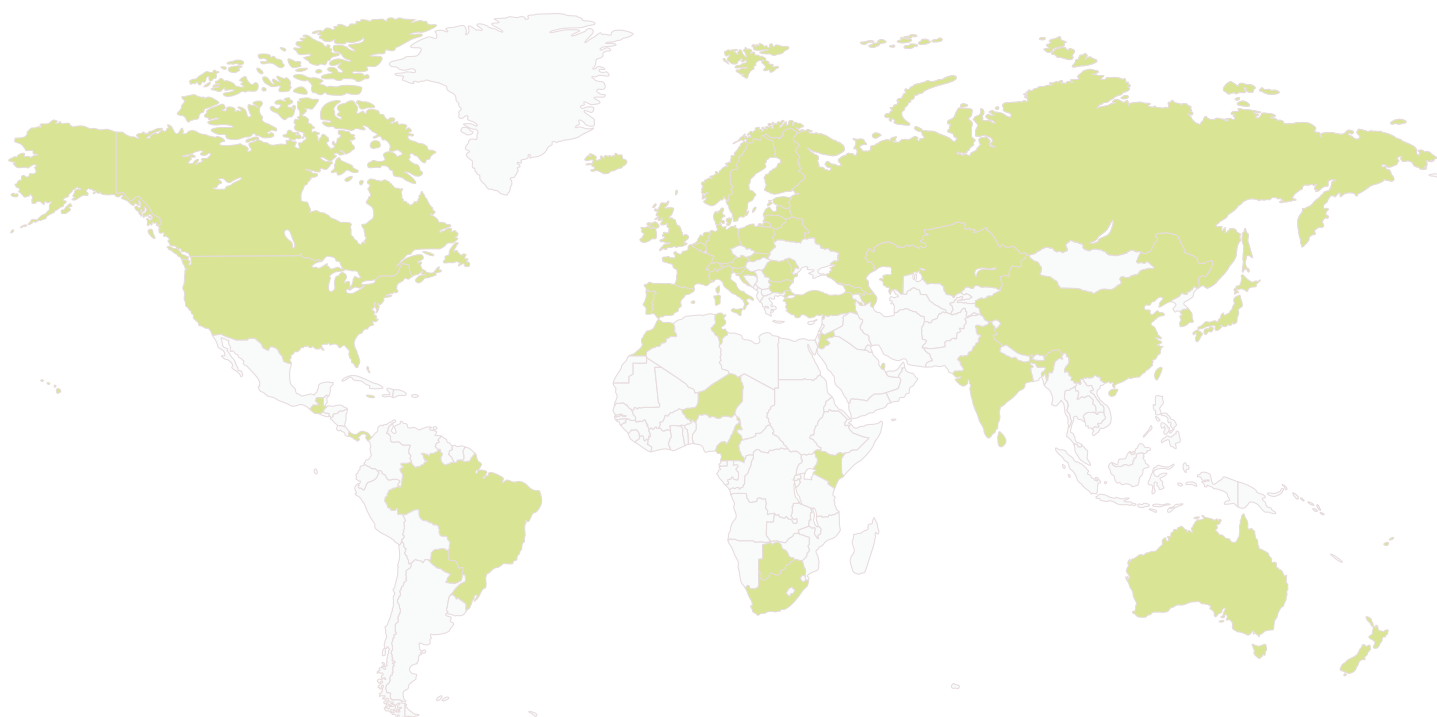


Table of Contents

Introduction	3
Note from the Chair of the Board.....	4
Note from the CEO.....	5
Governance	6
2020 Board Members.....	6
Board meetings	6
2020 Annual General Meeting	7
First Annual General Assembly of INADO e.V.	7
Report of strategic priorities	8
An influential international voice	8
Seek, share, promote best practices.	9
Create, lead, and grow a supportive member community.	11
Financial Report	14
Annex A	16
Annex B	17

Introduction

Despite the challenges iNADO proudly looks back at our activities of last year. During 2020 we work relentlessly to equip a young and new office team to do the best possible to serve its members, 66 NADOs and 14 RADOs. It was the year also in which we transitioned to an association constituted in Germany to operate within in a legal framework that better represents the reality of our organization.

During 2020 we worked persistently to:

- Be an influential international voice for our members.
- Seek, share, and promote best practices in anti-doping.
- Lead a supportive anti-doping community.

Shortly, the present report lays out how achieved that and we invite our members and the broader anti-doping community to read it.

Besides our strategic activities, this report presents an overview on iNADO Governance and Finances.

As we write this iNADO annual report 2020 it feels unavoidable to say something about the repercussions that the Covid-19 pandemic has had in our work. The year 2020 has showed us with shockingly ease how intertwined and exposed our society in the post-industrial era is. Sport is no exception. During some weeks in 2020, Covid-19 restrictions made doping controls difficult. Sport fans and media almost symptomatically turned their attention to international and local anti-doping organizations in their quest for assurance.

To iNADO this is evidence that, in the eyes of the public, anti-doping is the most important insurance for the integrity of sport and competitions. In the year 2021 this perhaps sounds redundant, but we dare to say that this was not so obvious ten or 20 years ago. 2020 made evident that anti-doping is an inherent part of sport and we can be proud of that.



Note from the Chair of the Board



Michael Ask

Chair

Dear Colleagues and Members of iNADO,

The circumstances of the previous 12-months have been exceptional, as in every other aspect of life, the Covid-19 pandemic has caused disruption to our anti-doping work. As a community, we have had to adapt to these challenging circumstances to continue in our mission of clean sport. I would like to thank you all for your resilience and continued passion during this time. Despite the notable challenges, our community continued to develop and grow. In 2020, iNADO welcomed 3 new members. It is also a great pleasure for me to welcome the 14 RADOs into our family. It is truly an honor to have you onboard.

2020 represented a change for iNADO, with the appointment of Jorge Leyva as the new CEO early in the year. Under his leadership, he has built a new team with Franziska Heinrichsmeier (Member Services Coordinator) and Solenne Zandronis (Capacity Building Manager) with the support of assistant Jonas Hebchen. I would like to take the opportunity to thank the iNADO team for their effort in 2020. Several new initiatives have been implemented to strengthen our communication in line with contemporary demands.

Furthermore, our priorities, objectives and strategic plan have been clearly defined. All of which contribute to providing valuable support to our members. Of the three priorities of iNADO, there is in my mind no doubt that the most challenging, and at times controversial, is: to be an influential, international voice. Our membership of 66 NADOs and 14 RADOs represents many different cultural and organizational backgrounds, therefore, perceptions of how best to pursue this objective will inevitably differ. As the board of directors, and your representatives, we have tried to strike a balance between advocating for more influence, especially in relation to the governing bodies of WADA, while at the same time recognizing the perception of the role of NADOs and RADOs are different from member-to-member.

As an organization we must embrace principles such as: professionalism, objectivity, rule of law, transparency, and generally good governance principles for the benefit of clean athletes and clean sport. It is in total alignment with our priorities to use our voice to continually advocate for these principles in the anti-doping system but, of course, it is important we do this in a constructive manner.

I would like to thank my fellow board members for your engagement, especially those who will be stepping down this month, and the WADA Athlete Committee Chair for their participation in our meetings.

I am looking forward to hopefully seeing you all in person again soon, in the meantime the board will continue to strive to do our best for our members.

Note from the CEO



Jorge Leyva

Chief Executive Officer (CEO)

Dear Members and iNADO Community,

Throughout 2020, despite the known challenges, iNADO has continued to provide a range of services designed to assist NADOs in their work. These have included access to WADA; summaries of important (WADA and Council of Europe) meetings; newsletters; a wide range of webinars; maintaining the Basecamp platform for expert group discussions; assisting individual NADOs with specific problems; and contributions to conferences and meetings.

An ongoing goal for iNADO is to develop ways to provide practical assistance to our members. Within our membership there is a vast amount of anti-doping knowledge, and often resource, which members are willing to share. Therefore, a primary objective of 2020 was to establish a Register of Capabilities to

provide members with a reference of their own capabilities and those of the membership to conduct a solid anti-doping program. This will assist our community as a whole to visualize where support is needed and where resources may be available. This has been the most extensive project of iNADO in long time I am pleased to announce the document will be available in April 2021.

With regards to policy advocacy, especially in relation to WADA, I have, in coordination with the Chair, sought to play a constructively critical role. iNADO firmly stands behind good governance practice and believes there is much more to be achieved in this area. The goal remains for NADOs, who carry out the majority of anti-doping work globally, to gain a decision-making position within WADA.

Face-to-face interaction with our members has been key to understand their needs to best support them in their anti-doping work. Throughout 2020 we were challenged to find different ways to build and maintain relationships with our members and the wider anti-doping community. One of the ways we have sought to achieve this is by working to improve our communication strategies, for example through the development of the iNADO monthly newsletter and a podcast channel for the wider anti-doping and sport integrity community.

Franziska, Solenne and Jonas, although being a newly formed team demonstrated high levels of commitment and professionalism and I thank them for their support. In addition, for our organization to be more agile and sufficient iNADO has contracted the services of freelance experts for specific activities during 2020.

I look forward to continuing to work with all our members in a positive and collaborative spirit in the next years.



Governance

2020 Board Members

iNADO would like to thank retiring Vice Chair of the Board Herman Ram (Dopingautoriteit) for his significant contributions to anti-doping. Herman has held the position of CEO of the Anti-Doping Authority of the Netherlands since 2006 and is an expert in legal, ethical, and managerial aspects of anti-doping policies. iNADO has been privileged to have the service of someone with his experience. We wish Herman well in his retirement.



Michael Ask (ADD, Chair)



Herman Ram (Dopingautoriteit,
Vice Chair)



Petteri Lindblom (FINCIS)



Lars Mortsiefer (NADA
Germany)



Onke Ngwane (SAIDS,
Treasurer)



Nick Paterson (DFSNZ)



Michal Rynkowski (POLADA)



Keiko Uchitani (JADA)

iNADO also wish to thank Michal Rynkowski (CEO, POLADA), Petteri Lindblom (Legal Director, FINCIS), Keiko Uchitani (Education Manager, JADA) and Onke Ngwane (CFO, SAIDS) for their time and contributions on the iNADO Board the last years. We look forward to continuing to work alongside them as valued members of the iNADO community.

More information about our board, its objectives and terms can be found on our [website](#).

Board meetings

The iNADO Board generally conducts one physical meeting per year in conjunction with the annual WADA symposium held in Lausanne. The challenges of Covid-19 have, therefore, not changed the way in which the board operates through an online platform.

We have regularly shared with the CEOs of our members summaries of each Board meeting and they can also be found in the iNADO Library. Recently, the Board approved to publish all Records of Decisions of each meeting on our website.

The provisions of the board now state that two iNADO members can participate as observers at each board meeting. This is aimed at opening meetings to members in the hope that more engagement and participation can improve the level of discussion and decisions taken. Some members have utilized this opportunity and we encourage more of you to do so in the future to share your contributions and gain insight into the organization.

Cooperation with the WADA Athlete Committee

Throughout 2020 the Chair of the WADA Athlete Committee has become an integral part of iNADO board meetings as an observer. This has proven to be an important element for the board, with often common views and interests in promoting a fair and transparent anti-doping system.

2020 Annual General Meeting

The 2020 AGM was postponed with the hope it could be held in person, but due to global circumstances was held entirely virtually on November 16, 2020. This was the last Annual General Meeting of iNADO as a UK Ltd company and the list of participating NADOs can be found in Annex A.

During this AGM, via an online voting platform, members approved the transfer of iNADO Ltd (UK) to a German entity. As of January 1, 2021, the organization is now iNADO e.V. (Germany). Members also voted to approve the amendments of the current articles of association.

Board elections: the seats of three board members became vacant in 2020, however, given the short period until January 1, 2021, from which time iNADO Ltd (UK) ceased to operate it made little sense to seek new nominations. iNADO members voted to approve the three board members to continue for a second term. Consequently, the Board of iNADO e.V. passed a resolution to put these seats available for election at the 2021 AGM.

The lack of gender diversity was noted by one member during the 2020 AGM, with which the Chair agreed, and encouraged members to nominate candidates to improve gender balance and geographical representation at the next opportunity.

First Annual General Assembly of INADO e.V.

On November 30, 2020 during the first General Assembly of iNADO e.V. members present¹ unanimously voted to approve:

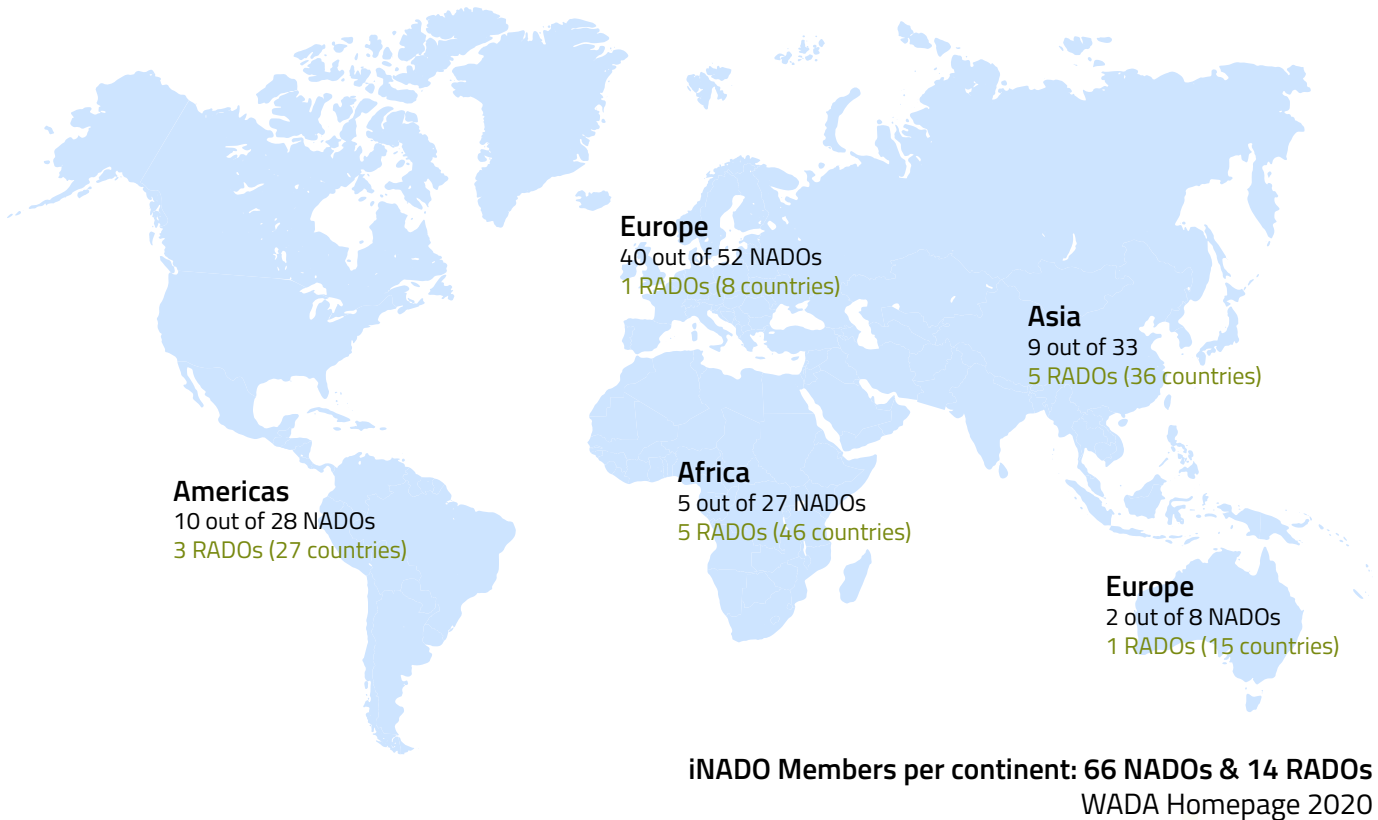
- The proposed iNADO e.V. Rules of Procedure, which provide a framework for meetings and regulate nominations, elections and voting.
- The proposed iNADO e.V. membership fee rules, which include the ability to pay the fees in Euros.
- The Transfer Agreement of iNADO Ltd (UK) to iNADO e.V. (Germany) signed by Michael Ask and Hermanus Ram on November 16, 2020.
- That all seats of the Governing Board of iNADO e.V. will be put for election at the 2021 General Assembly.

¹ Members present: Sport Integrity Australia, Canadian Centre for Ethics in Sport, Anti Doping Denmark, NADA Germany, Drug Free Sport New Zealand, Dutch Doping Authority, Swedish Anti-Doping.

Report of strategic priorities

Throughout 2020, iNADO provided a broad variety of services for its members. In this section we would like to highlight some of these services and how they encompass our 2020-2022 Strategic Plan. A more detailed overview of the activities we conducted in 2020, can be found in annex B.

International Voice: Representing NADOs & RADOs



An influential international voice

iNADO is the international voice of NADOs and it plays a leadership role in both advocating for and supporting independent National Anti-Doping Organisations and sporting partners to influence policy and decision making.

Good Governance

Throughout 2020 iNADO continued to advocate for good governance in anti-doping and the importance of independence. The clean sport movement and the trust of all stakeholders relies on an anti-doping organization’s ability to operate with no interference from sport.

Highlighting independent practice has been a common theme for iNADO in 2020, with the [keynote presentation](#) of the 2020 AGM addressing this topic with David Howman, current Chair of the Athletics Integrity Unit and former Director-General of the World Anti-Doping Agency. Howman explained the benefits of independence and why and how the sport of athletics delegated its integrity issues to an independent unit.

Independence of Anti-Doping Organisations



David Howman
Chair, Athletics Integrity Unit

World Anti-Doping Agency

The ongoing review, which began in 2019, into WADA's governance is not yet closed. iNADO respects the different views of its members, which are inevitable given the extent of our globally diverse community. However, we aim to best represent a collective voice. As an organization, we have tried to strike a balance between advocating for more influence in relation to the governing bodies of WADA, while realizing that the perception of the role of NADOs and RADOs within the anti-doping structure will differ from member to member.

iNADO believe both NADOs, that carry out the majority of anti-doping work worldwide, and Athletes, with their extensive experiential expertise, have much to offer if they are provided the opportunity for seats in decision-making positions within WADA governance.

Russia

During 2020, iNADO has continued to [voice its concerns](#) regarding Russia and the ongoing outcomes of the McLaren report which uncovered systematic doping within Russian sport. Despite witnessing positive developments by the Russian Anti-Doping Agency (RUSADA) in the last couple of years, iNADO raised concerns over the level of influence held by the Russian Olympic and Paralympic Committee. While changes to the structure of RUSADA have taken place in recent months, it is important that all Anti-Doping Organizations are reminded to implement policies (such as WADA's guidelines for operational independence) to reduce such conflicts of interest.

Athlete Voice

Globally, the athlete voice has gained traction in 2020. iNADO believes it is vital to make athletes part of decision-making processes to provide them with protection of their rights and to ensure sport is sustainable in the long term, therefore, we fully support this rise.

As explained by iNADO CEO Jorge Leyva in his opinion piece [Covid-19, another reason to empower Athletes in Anti-Doping](#), based on the results of a survey from the German Sport University in Cologne, athletes, although the key stakeholder in sport, are a particularly vulnerable group which has been compounded by the events of 2020.

Throughout 2020 we have taken steps to better include the athlete perspective within our organization:

- The Chair of the WADA Athlete Commission has participated as an observer in iNADO board meetings. We are grateful for engagement from both Chiel Warners and Ben Sandford.
- As of the second half of 2020 we have a dedicated section within the iNADO monthly newsletter for the Athlete Voice. This started with a guest contribution by Nikki Hamblin, 2016 Olympian, on [how athletes can change the sport for good](#). Going forward, a priority is to share a greater diversity of athlete opinions in this section, to bring these important voices to the attention of our community.

Seek, share, promote best practices.

iNADO leverages the strengths and expertise of its members by identifying and providing access to up-to-date innovations and best practices. To promote best practices iNADO facilitates both online and face-to-face forums to leverage synergies in anti-doping initiatives across organizations.

Online communication has been dominant in 2020, with face-to-face opportunities being extremely limited. However, we look forward to resuming member visits and in-person forums as soon as safely possible.

Webinars



In 2020, iNADO hosted 16 webinars, bringing in experts from across anti-doping to present and discuss relevant issues. The speakers presented on a wide scope of topics including legal, science, intelligence and investigations, education, sport developments and the response to the global pandemic to inform and promote best practice in our community. These two webinars were among our favorites in 2020.

iNADO Webinar: [An introduction to program evaluation for anti-doping professionals](#) by Professor Susan Backhouse & Dr Laurie Patterson (Leeds Beckett University). Susan Backhouse and Laurie Patterson were invited to present on an approach to evaluate prevention programs.

“...we are speaking to a community very much tasked with implementing the ISE and therefore you are charged with preventing doping in sport through your education programs, no easy feat given the complexities of doping and the challenges we face in order to bring about clean sport behaviours”

– Professor Backhouse

iNADO Webinar: Important developments in intelligence and investigations by Gunter Younger, Director Intelligence & Investigations, WADA. In March 2020 Gunter Younger, Director of Intelligence & Investigations from WADA, presented on the important developments in intelligence and investigations (I&I) in anti-doping. Younger described the investigative framework and case decision matrix of the I&I unit of WADA, and highlighted the emphasis of their work which could be translated to the NADO and RADO environment:

“We need to work together to make a difference for clean sport!”

– Gunter Younger

Throughout 2020 we registered an increased level of interest from the iNADO community on our webinar series. The recordings and presentations of all 2020 webinars are available for members in the [iNADO Library](#) and on the [iNADO GoTo channel](#).

IT-security principles for NADOs by iNADO in collaboration with 10 members and WADA

After a series of cyber-attacks upon a dozen NADOs in the fall of 2019, a group of iNADO members expressed the need to share experiences and best practices between iNADO members to better prepare the community for such threats in the future.

In 2020 iNADO initiated a discussion with IT-experts of our community. The goal was for the group to share experiences that could help in the identification of risks to IT-security, as well as methods and tools implemented to enhance IT-security and to create a forum for anti-doping organizations to be updated and to raise awareness of this issue in general.

As a result of the discussions, a document was designed as an on-going and easy-to-use list of IT-security principles for national, regional and other anti-doping organisations to guide them in implementing and maintaining a minimum level of IT-security in their organisations.

The IT-security Principles for ADOs and the Self-Assessment Questionnaire are available for download on our website: [IT-Security Principles for ADOs](#). The IT-security principles were presented in the final webinar of the year together with Cori McPhail from the Canadian Centre for Ethics in Sport.

iNADO would like to thank the members IT-experts and WADA for their contributions to the working group that developed these guidelines: Sport Integrity Australia, DFSNZ (New Zealand), ADD (Denmark), AFLD (France), UKAD (United Kingdom), ADNO (Norway), NADA Germany, USADA (USA), CCES (Canada), SAIDS (South Africa) and WADA.

Create, lead, and grow a supportive member community.

NADOs are the main source of knowledge and expertise in anti-doping. iNADO identifies knowledge and aims to develop a central resource of people, technical platforms, and events to meet the diverse needs of our members.

Register of Capabilities

iNADO aims to facilitate NADO-to-NADO support by connecting members with specific needs to members who have the capacity to assist. During 2020 the iNADO team, in collaboration with Sport Integrity Australia, undertook an ambitious and extensive project to facilitate this through a **NADO and RADO Capability Register**.

The register will become a self-sustaining tool to identify which members require or can provide assistance to other members to ensure every member of the iNADO community can implement an effective anti-doping program. Mapping NADOs and RADOs skillsets and resources provides the opportunities for the following benefits:

- Build anti-doping capabilities, share expertise and specialist information.
- Coordinate efforts and remove duplication.
- Strengthen capacity and provide support between NADOs in times of need.
- Raise awareness amongst members by mapping developments within the community.



The inaugural register has additionally created a baseline measure of participating members capabilities to assist iNADO to better tailor our strategy based on the developments, challenges and achievements of our community.

Communication Strategy

2020 has seen the development of the iNADO communication strategy to reaffirm our four key messages:

- We are the international community of anti-doping experts. iNADO members carry the largest bulk of anti-doping work worldwide.
- iNADO bundles and shares their expertise to improve anti-doping practices. Our Members, NADOs and RADOs, drive the development of anti-doping.
- We advocate in the interest of members, athletes, and clean sport movement.
- We promote collaboration and understanding between NADOs and other stakeholders.

Website

In November 2020, iNADO launched a new website which we believe better reflects who we are and what we do. We are proud of the outcome with its clear design and easy navigation which we believe is more user friendly. New additions have included a dedicated [Newsroom](#) section, where press releases from the iNADO CEO and Chair are published along with articles about the work of iNADO and its members.

Newsletter

The iNADO newsletter, distributed to our members and other parties interested in anti-doping on the first Monday of the month, has also undergone a transformation in 2020, to better highlight the important activities of iNADO and our member community. The newsletter provides a consistent overview of anti-doping activities including:

- Highlighting stories of success of our members.
- Collecting important news from the anti-doping world.
- Summarizing complex information for ease of reading, for example, research papers.
- Sharing of webinars, events and vacancies which may be of interest.

Twitter

iNADO's social media platform, Twitter, raises awareness of the role of iNADO and draws attention to anti-doping issues and provides another channel to engage with our stakeholders. Implemented in the end of 2019, iNADO's Twitter presence developed over 2020 and is now proud of a loyal and continuously increasing number of followers who will help to draw more attention to the work of NADOs all over the world.



iNADO Live Chat

iNADO's podcast iNADO Live Chat follows our vision to share expertise, best practices and to promote the diversity of opinions in anti-doping. During 2020 we have created a podcast series that has featured all of these aspects. We have called to the mic well-known voices in anti-doping, but also introduced new people and ideas to the wider sport integrity community and opened networking opportunities. Here a few quotes from 2020 chats.

- **Episode 4:** *"Our priority focus is to protect sport, not to police sport"* – David Sharpe, CEO of Sport Integrity Australia.
- **Episode 5a:** *"Anti-doping policies are strongly linked to a country's political life"* – Professor Patrick Trabal, Director of the UNESCO Chair: Doping Studies & Analysis of Anti-Doping Policies.
- **Episode 5b:** *"Les athlètes ne sont pas en apesanteur – environnements socio-culturels, politiques doivent entrer dans la lutte anti-dopage"*.
- **Episode 6:** *"We have seen no major reform in any International Sport Federation without some kind of public scandal"* – Jens Seyer Andersen, founder and Director of [Play the Game](#).

Financial Report

Income Statement 2020

In 2020, iNADO earned more income than originally budgeted from membership fees (two new members + RADO associated membership) and Erasmus projects (more time was devoted to these projects in the absence of travel and meeting possibilities). In contrast, income from sponsorship and registration fees substantially shrunk due to Covid-19 restrictions. The net effect was slightly less income at the end of 2020.

Financial Statement 2020 and 2021 Forecast as of March 31s

Budget Areas	Description	Approved Budget 2020	Income Statement 31 Dec 2020	Approved Budget 2021
Income	Membership Fees	\$316,000.00	\$325,564.00	\$330,000.00
	Grant and Donations		\$0.00	\$0.00
	Sponsorship and Commissions	\$35,500.00	\$17,000.00	\$15,000.00
	Registration Fees Workshop	\$8,000.00	\$0.00	\$0.00
	Audits and Consultancy Income		\$270.00	\$0.00
	Projects Income	\$17,500.00	\$37,035.00	\$10,000.00
	VAT Recovery	\$5,000.00	\$0.00	\$2,500.00
	Miscellaneous Income		\$0.00	
Total Income		\$382,000.00	\$379,869.00	\$357,500.00
Salaries	Salaries	\$235,000.00	\$230,183.85	\$236,000.00
Overheads	Office Costs	\$22,000.00	\$26,382.04	\$23,000.00
	Administrative and Insurance Expenses	\$40,000.00	\$103,726.50	\$55,000.00
Programme Costs	General Programme Costs	\$6,500.00	\$8,575.64	\$7,000.00
	Travel and Other Staff Expenses	\$30,000.00	\$3,694.28	\$16,000.00
	iNADO Workshop	\$15,000.00	\$2,176.95	\$0.00
	Other iNADO Events / Conferences	\$15,000.00	\$0.00	\$9,000.00
	Audits and Consultancy	\$15,000.00	\$7,574.63	\$15,000.00
	Project Costs	\$5,000.00	\$0.00	\$1,500.00
Total Expenses		\$383,500.00	\$382,313.89	\$362,500.00
Result		\$ -1,500.00	\$ -2,444.89	\$ -5,000.00

Expenses: in 2020 iNADO updated its IT-infrastructure and set-up of new operating system (O365), which increased office costs. Admittedly, administrative costs were insufficiently budgeted in advance. Legal fees, those related to the change of status from UK to Germany, as well as depreciation of assets (website, new software and laptops acquired in 2020) were much higher than anticipated and that explains the large difference between budget and income statement.

The higher costs incurred in for administrative expenses were compensated by much lower costs for travel and event. All in all, our expenses in 2020 were equal to budget.

The 2020 income statement from iNADO shows a negative net result of U\$ 2,445. Given our accumulated earnings (U\$ 270,000 at the end of 2019), iNADO's financial position remains solid to service its members navigate during an uncertain year 2021 and to tackle future projects.

Annex A

Participant Members of 2020 Annual General Meeting (Nov. 16, 2020) – online.

Australia	Kazakhstan
Austria	Lithuania
Azerbaijan	New Zealand
Barbados	Norway
Belgium (Flanders)	Poland
Belgium (Brussels)	Portugal
Belgium (German-speaking Community)	Russia
Canada	Singapore
Qatar	South Africa
Croatia	South Korea
Denmark	Spain
Estonia	Sri Lanka
Finland	Sweden
France	Switzerland
Germany	Tunisia
Guatemala	Turkey
Ireland	United Kingdom
Japan	

Annex B

Review activities 2020		Strategy and Objectives		
Activity	KPI 2020	Influential Int. Voice	Sh. Best Practices	Lead. Int. Community
Dialogue opportunities w/ WADA	2 iNADO Conference calls with WADA Senior Management following ExCo meetings each 23 and 20 member organizations present.	x		
	1 videocall between Chair & CEO and Tom May re dismissal of RUSADA DG.	x		
	2 Videocalls between CEO and WADA Senior staff on Independence of hearing panels and meat contamination (exceptional/ ad-hoc).	x		
	3 iNADO letters to WADA DG regarding Russian sanctions, appointment in Athlete's Committee and composition of Expert Group of WADA Governance Review.	x		
Active consultation and review of WADA docs, projects	1 Conference call between the iNADO Board and WADA Senior staff on Russian sanctions.	x		
Annual General Meeting/ Event	iNADO annual event cancelled, planned in March - cancelled due to COVID-19.			x
	iNADO AGM and virtual event, November 2020.			x
Promotion of Athletes' voice	iNADO Live Chat Episode with Olympian Athlete Nikki Hamblin.	x		
	Support to WADA AC activities such as survey distribution and liaison with Ben Sandford on WADA AC issues; podcast contribution, aspects of good governance, etc.	x		
	Regular collaboration with Nikki Hamblin, 3 Newsletter papers re views of athletes towards anti-doping and integrity in sport: iNADO-Update June 2020, "Whereabouts for the Integrity of Sport", by Nikki Hamblin.			x
	Participation of Ben Sandford, Athlete's Committee Chair, to iNADO Board meetings.			x
Create iNADO members 1st Capability Register	Development of the iNADO Members Capacity Register.			x
Day to day support to members	Response to individual requests from NADOs on a daily basis.			x
Develop a new platform to address members and give voice to the members: Podcast (covid 19!)	Launch of iNADO Podcast "iNADO Live Chat!" since July 2020: 8 episodes featuring 3 members and 5 non-members, more than 150 hits (!).			x

Review activities 2020		Strategy and Objectives		
Activity	KPI 2020	Influential Int. Voice	Sh. Best Practices	Lead. Int. Community
Develop qualitative Webinar offer (counterbalance from event cancellation)	11 webinars for members/ non-members (+ 3 during AGM) about Testing (2), Education (3), Legal (1), Code/Governance (2), I&I (2) - Average attendance 59 per webinar.		x	
	Co-organization of 4 specific webinars with iNADO partners.		x	
Develop qualitative Webinar offer (counterbalance from event cancellation).	Webinars with CAS "The Services of the Anti-Doping Division", with IPC "Paralympic Sport for NADOs".			x
	Publishing of 12 monthly Newsletter: iNADO Update: 750 subscribers - Average opening rate 47%.		x	
Improve online visibility of iNADO activities	Constant online research, benchmark and monitoring among anti-doping communities, actors and service providers > featured in Newsletter iNADO Updates, webinars, post on Basecamp.		x	x
	Launching of new iNADO Website (overarching activity!).			x
iNADO Board Meetings	One extraordinary board meeting.	x		
Maintain and grow the community	Registration & induction of 17 new members: - 15 RADOs: 3 "Welcome" sessions; - 2 NADOS (Nicaragua, Greece): welcome article in Newsletter + individualized communication.			x
Maintain community activity on Basecamp	"Dormant-active" Basecamp group: "iNADO Athlete Group".	x		
Maintain community activity on Basecamp.	Maintenance of Basecamp networking and peer to peer expert discussions: 10 groups (2 new in 2020).		x	
	Total of 666 NADOs and RADOs staff registered – 82 discussions with an average of 2 following comments/ responses.		x	
	XX member initiatives shared in Basecamp.		x	
Onsite visits at members	Ad hoc consultations shared in Basecamp.			x
	On-site visits to NADO Fédération Wallonie-Bruxelles (French speaking community of Belgium), Latvia, NADO Italia, USADA. Visits in Bonn of SIA/ASADA and DFSNZ. (video)calls with 8 NADOs.		x	
Other Stakeholders consultations (IFS, ITA, etc.)	Review of UEFAs Whereabouts App with other 3 iNADO Members.		x	

Review activities 2020		Strategy and Objectives		
Activity	KPI 2020	Influential Int. Voice	Sh. Best Practices	Lead. Int. Community
Participation to multi-stakeholder projects	Video calls with ITA DG and regular email exchange on NADO issues.			x
	iNADO as reviewer of ITA new IDCO Program.			x
	Review of UEFA Program.			x
	Participation to Erasmus Project: ANTI-DIF (Antidoping in Football Project), closing in December 2020.			x
Participation to multi-stakeholder projects	Participation to Erasmus+ Project: Impact Program (in progress): Create a Virtual Community of Practice among iNADO members for anti-doping education.			x
Participation to WADA - NADO Advisory Group	3 regular board meetings with Observer participation.	x		
Participation to WADA and other stakeholders' workshops/ webinars (virtual)	Attending WADA CISP webinars and keeping members informed when relevant.		x	
Participation to WADA and other stakeholders' workshops/ webinars (virtual)	Attending ITA Webinars.		x	
Plan to increase sponsorship/ visibility of sponsors	Review of a proposed Delivery Certificate of Berlinger Kilts to ease the transit of samples in international borders.		x	
Maintain/ Strengthen presence in mainstream media, establishing presence	5 press releases on sanctions to Russia, WADA Governance and RUSADA Independence.	x		
Maintain/ Strengthen presence in mainstream media, establishing presence	6 interviews for major media in different countries.	x		
	2 opinion pieces via our Newsletter/ Twitter and picked up by "inside the Games".	x		
Share relevant information with AD community via monthly newsletter	New Section dedicated in Newsletter "Athlete voice".	x		

Review activities 2020		Strategy and Objectives		
Activity	KPI 2020	Influential Int. Voice	Sh. Best Practices	Lead. Int. Community
Share relevant information with AD community via monthly newsletter	37 member initiatives shared in Newsletter.		x	
	Information sent via Newsletter re IFs activities/ initiatives.			x
	Information sent via Newsletter re other stakeholder activities/ initiatives.			x
Survey and support Members on burning and relevant issues, topics of interest	Creation of a working group on IT-security with 10 NADOs and WADA and "IT-Security Principles for ADOs" published on November 1.		x	
Survey and support Members on burning and relevant issues, topics of interest	Relay of surveys/ research from members: "Understanding and promoting Whistleblowing on Doping irregularities in the EU Project" (AEPSAD)", Validating, Specifying & Prioritizing the Ethical, Legal and Social Implications of Implementing Artificial Intelligence within Anti-Doping Strategies: A Delphi Study" (CCES).			x



INSTITUTE OF NATIONAL
ANTI-DOPING ORGANISATIONS

The Institute of National Anti-Doping Organisations (iNADO) e.V.
VR 11609 (District Court Bonn).
Heussallee 28, 53113 Bonn, Germany.
info@inado.org