

iNADO 2021 Annual Report

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

CLEAN SPORT TOGETHER

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I. Introduction

iNADO looks back at a positive year 2021 in which we continued the work initiated in 2020 to develop the office team and to improve our services to members, 66 NADOs and 14 RADOs. During last year we, as the rest of the world, did our best to coexist with Covid-19. However, the restrictions came at a price, the missed opportunities to meet personally impacted our ability to build stronger relations with members and the wider anti-doping community. iNADO is ultimately a community of people in which personal relations matter.

Important for the NADO community was the conclusion of the WADA Governance Reform Process which began in 2018 and ended to a large extent in November 2021 with important milestones. The approval of athlete and NADO representation at the Foundation Board are steps in the right direction. 2021 was the year also in which we transitioned to an association constituted in Germany to operate within a legal framework that better represents the reality of our organization.

In 2021, our activities were guided by these principles:

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

The present report presents a selection of activities aimed to achieving these priorities and we invite our members and the broader anti-doping community to read it. Besides our strategic activities, this report presents an overview of iNADO Governance and Finances.



Note from the Chair of the Board and the CEO

Dear Colleagues and Members of iNADO,

In 2019 iNADO refreshed its strategic plan and at the same time recruited a new CEO. Very soon after that since that time of course COVID-19 has ravaged the world and has severely curtailed iNADO's outputs. Nonetheless it has been a busy time for iNADO. In April 2021, iNADO members elected a new Governing Board for the term 2021 - 2024. And in the third quarter of 2021 then-iNADO Chair Michael Ask stepped down as Director of Antidoping Denmark, resigning also from his position as iNADO Chair.

Following the announcement, I was elected as Chair by the Governing Board in its September meeting, also electing Lars Mortsiefer, NADA Germany, as Vice Chair. I was delighted to take on the role, and very pleased that Lars saw fit to join me, supported by NADA Germany to do so. 2021 was also the year also in which we transitioned to an association constituted in Germany to operate within a legal framework that better represents the reality of our organization.

And now, in 2022, we find ourselves looking once more at iNADO's strategy in the world as it is, impacted and forever changed by COVID-19. Many thanks to members who have provided input into that process and continue to support iNADO.

We would like to thank Michael Ask for his time with iNADO, both as a board member and then as Chair of the Board. Thanks to all fellow Board members, for giving their time, often in the middle of the night, to attend virtual Board meetings and to keep these ticking along.

2021 was a year to consolidate the services we designed to assist NADOs in their work.

iNADO was founded by only five NADOs and after a decade our group is composed of 61 NADOs and 14 RADOs. In almost ten years, we have become a global and inclusive association representing NADOs. We want to integrate RADOs better into our membership and also want to welcome more members from regions where our presence is limited: Africa, Asia, and Latin America.

Our members are not merely organizations but more than 1000 people working daily in anti-doping organizations of all continents, of all experience levels, and all sizes. And we work constantly to serve them in different ways.

- We provide opinions and advice to our members and the anti-doping community on issues that affect them globally.

- We connect ideas and people. We maintain members and non-members informed about practical and current developments.
- We cultivate a supportive member community, utilizing the willingness of our members to support each other. We are in constant communication with non-member organizations with the clear goal of facilitating collaboration among our members but also between members and outside stakeholders.

Our services include monthly newsletters, webinars, podcasts, annual events, maintaining Basecamp an online platform for peer exchange, and responding to daily practical requests. And with the Capability Register, we recently developed a tool to facilitate cooperation among member NADOs and RADOs.

We take transparency seriously: you will find comprehensive corporate information on our website. We are always open to dialogue; we think that we can improve but we also wish for the anti-doping system to continue evolving and becoming stronger. I look forward to continuing to work with all our members in a positive and collaborative spirit in the next years.



Nick Paterson & Jorge Leyva

II. Governance

Since 2021 iNADO operates as an association constituted in Germany (VR 11606). Our constitution, elections and other major resolutions are in conformity with the laws of Germany and are audited by the District Court of Bonn. The transition from the UK to a German entity was a natural step since the office, staff, and operations were always based in Germany. The transition was approved by the Members in a General Assembly in November 2020.

Annual General Assembly

On April 19, iNADO held the ninth edition of its Annual General Meeting (AGM) for its 59 National (two joined iNADO later in 2021) and 14 Regional Anti-Doping Organization members.

The meeting was held virtually for the second consecutive year and headlining the meeting was a presentation by iNADO Chair Michal Ask on the opportunity provided to NADOs by the World Anti-Doping Agency (WADA) to submit to its Governance Review to strengthen the trust in the anti-doping system. The iNADO Chair's report also touched on the importance of iNADO being an influential international voice for NADOs and Regional Anti-Doping Organizations (RADOs), whereby they can influence policy and decision-making.

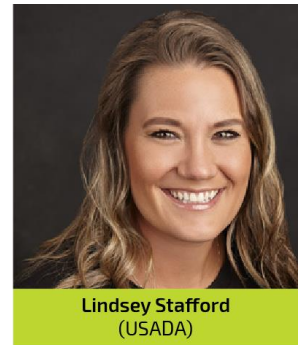
In his report to members, iNADO CEO, Jorge Leyva, presented the work iNADO had progressed in promoting best practices amongst members; particularly, that with a new capability register just released, that iNADO had taken the lead in giving members a concrete tool that can be used in their daily work to use resources intelligently and across borders.

The iNADO CEO also ran members through the state of the organization's finances, including the 2020 Financial Statements (see page XX). At the meeting, iNADO also elected a new Governing Board with seven members, whose terms will run for a period of three years.

2021 Board Members

Prior to the Annual General Assembly, Michal Rynkowski (CEO, POLADA), Petteri Lindblom (Legal Director, FINCIS), Keiko Uchitani (Education Manager, JADA), and Onke Ngwane (CFO, SAIDS) announced their intention not to continue in the Governing Board for a second term. We thank them and look forward to continuing to work alongside them as valued members of the iNADO community.

Following § 9.11 of the iNADO constitution, Ms. Luisa Parente (National Secretary of ABCD) was unanimously appointed to the Governing Board in July 2021 and filled the vacant 8th seat.



The seven members elected at the 2021 Annual General Meeting were:

- Michael Ask (re-elected). Head of the Danish Anti-Doping Agency since 2015 and Chair of the iNADO Board since 2017.
- Teemu Japissou. Secretary General of the Finnish Center for Integrity in Sports in 2019 with extensive experience in national and international sports.
- Tony Josiah. Head of International and Stakeholder Relations at United Kingdom Anti-Doping. Tony has more than twenty years of experience in the field of anti-doping.
- Lars Mortsiefer (re-elected). Legal Director and member of the Executive Board of the National Anti-Doping Agency of Germany.
- Antonio Júlio Nunes. Chief Executive Officer of the Portuguese Anti-Doping Authority and a former professional athlete.
- Nick Paterson (re-elected). Chief Executive Officer of Drug Free Sport New Zealand.
- Lindsey Stafford. Testing and Athlete Services Manager of the United States Anti-Doping Agency with 12 years of experience in the field of anti-doping.

The diversity of skills and experience of the Governing Board members will be of extreme value to steer iNADO and the NADO and RADO community.

Election of New Chair and Vice Chair

iNADO Chair Michael Ask (ADD) stepped down as Director of Antidoping Denmark in the summer of 2021, resigning from his position as iNADO Chair. Following the announcement, the Governing Board met in September and unanimously elected Nick Paterson (DFSNZ) and Lars Mortsiefer (NADA Germany) as Chair and Vice Chair of iNADO. Nick, who was in his second term as Deputy Chair of the iNADO Board, is a graduate of the University of London in Mathematics (Hons) and build a career in the private as well as the public sector focusing on integrity issues before joining DFSNZ in 2017.

Lars Mortsiefer is the Legal Director at the National Anti-Doping Agency of Germany (NADA Germany). Lars began his career at NADA Germany in 2008 and has taken up an active role in the international anti-doping community, having been a member of various expert groups at the Council of Europe.

The Chair and Deputy Chair are instrumental in exercising the authority of the Governing Board to ensure that the directions set by the membership are implemented and to set the broad goals of the strategic plan. More information about our board, its objectives, and terms can be found on our [website](#).

Governing Board Meetings

The iNADO Board meets quarterly and in 2021 all meetings were held virtually. In addition to the four regular meetings, the Board met on two additional occasions to elect a Chair and a Vice-Chair, once after the Annual General Assembly, and a second meeting following Michael Ask's departure.

We have regularly shared with our member CEOs the agendas of each meeting in advance and summaries of each Board meeting afterward. They minutes can be found in [the iNADO Library](#). Up to two iNADO members can participate as observers at each board meeting and we hope more members use this opportunity to share their contributions and gain insight into the organization.

iNADO Staff

iNADO experienced a major workforce transformation in 2021. Our Communications Officer Franziska Heinrichsmeier and our Assistant Jonas Hebchen decided to leave iNADO and pursue new professional challenges. We're immensely grateful for all the contributions that Franziska and Jonas had made during their time here and we wish them well in their future opportunities. After Franziska and Jonas' departure, iNADO welcomed 3 new part-time employees in October 2021.

Janka Deszatnik joined iNADO as a Member Services Coordinator. She is responsible for all communication channels of iNADO, including newsletters and social media platforms, connecting its members but also other parties involved in the work of NADOs.

Ilayda Arslan joined iNADO to fill the Administrative Assistant position. She ensures the day-to-day operation of the office and the structured administration of different inquiries. In addition, she manages contacts and supports the execution of iNADO events.

Felix Eich started working at iNADO as Research Assistant and he is responsible for monitoring the latest novelties in the research field of anti-doping. Felix contributes to iNADO with his critical mindset on anti-doping matters and sport policies.



Janka Deszatnik
Member Services Coordinator



Ilayda Arslan
Administrative Assistant

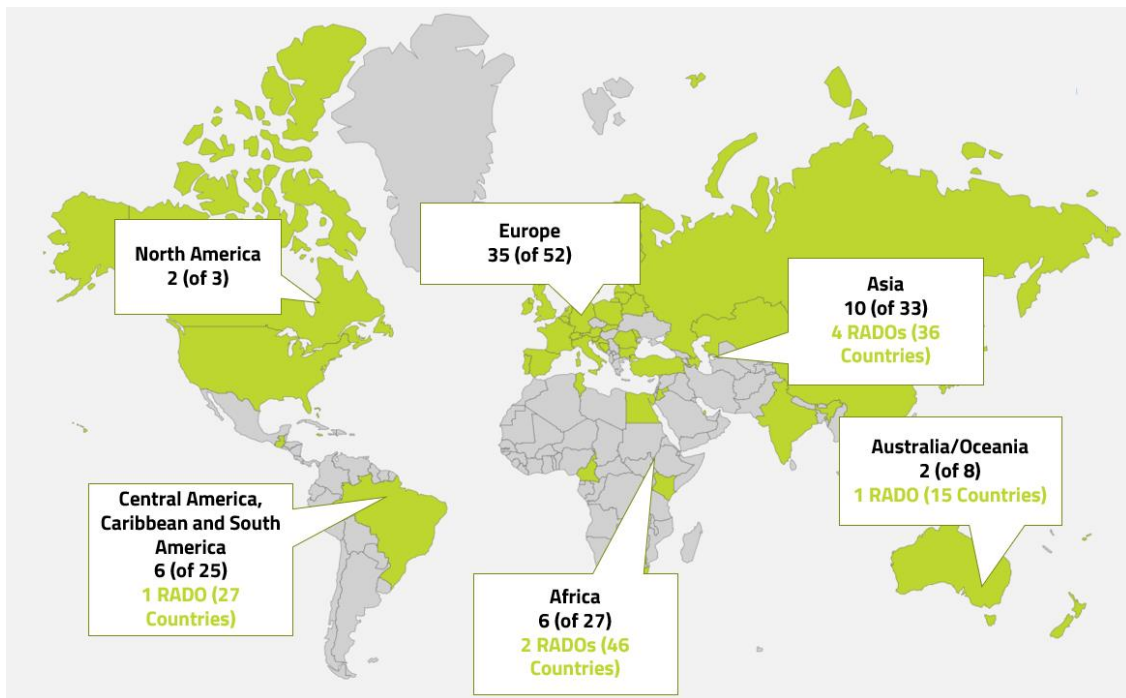


Felix Eich
Research Assistant

III. Report of Strategic Priorities

Throughout 2021, our membership was comprised of 61 NADOs and 14 RADOs. These are more than 1000 experts worldwide. We served them with a global and inclusive view of our mission: which is to provide advocacy and support to all members, experienced and less experienced.

Throughout 2021, iNADO provided a broad variety of services for its members. In this section, we highlight some of these services and how they encompass our 2021-2022 Strategic Plan. A detailed list of the activities we planned and conducted in 2021, can be found as attachment A.



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 Organizations and sporting partners to influence policy and decision making.

WADA Governance and Relations

iNADO participated actively in the consultation phases organized by the Working Group (WG) on the review of WADA Governance Reforms and took the opportunity to provide feedback in line with the considerations of adequate representation for those bound by the Code, independence in the decision-making process, transparency, and efficiency.

The approval of further governance reforms by the World Anti-Doping Agency (WADA) at the Foundation Board meeting held on 25 November demonstrates positive steps towards improving the governance of the global anti-doping regulatory body, yet Governance must be seen as a continuous improvement process, and more can be done to ensure the anti-doping system is led by the strongest governance.

iNADO welcomed the inclusion of two NADO representatives on the Foundation Board. In 2022 we will continue to support the participation of NADOs in a democratic and inclusive election. We see this as an opportunity for NADOs to participate in the governance of WADA, and better reflect their relevance, as the organizations that complete the vast majority of anti-doping work globally and at all levels.

Our opinions were shared through the consultation process and in different meetings with the Working Group and the Expert Advisory Group.

On November 25, iNADO provided an update to the Foundation Board of WADA at its meeting in Paris. Nick Paterson remotely and Jorge Leyva in Paris used the opportunity to present iNADO, why it was founded ten years ago, how it serves our members, and how we can work alongside WADA for the benefit of the clean sport movement.

At iNADO's creation in 2011, there was discussion both within WADA and outside of WADA that iNADO had a role as a critical friend, and it would raise issues on behalf of NADOs and hold WADA to account to some degree. This is still our role. But we also know that part of that is doing that in a respectful way, raising concerns directly with WADA, and offering to work together to resolve them.

But we are only part way through our journey – we have a lot more to do. Again, this is the time we pause and consider and set our compass. – Nick Paterson

2021 NADGO International Symposium

In order to shed new light on the realities of anti-doping, the Danish Organization Play the Game partnered up with athlete groups, national anti-doping agencies, academic researchers, and iNADO to carry out a project entitled "National Anti-Doping Governance Observer: Benchmarking Governance in NADOs (NADGO)" with support from the European Union's Erasmus+ program. The project aimed at assisting and inspiring NADOs to raise the quality of their governance and promote independent practices free from conflicts of interest.

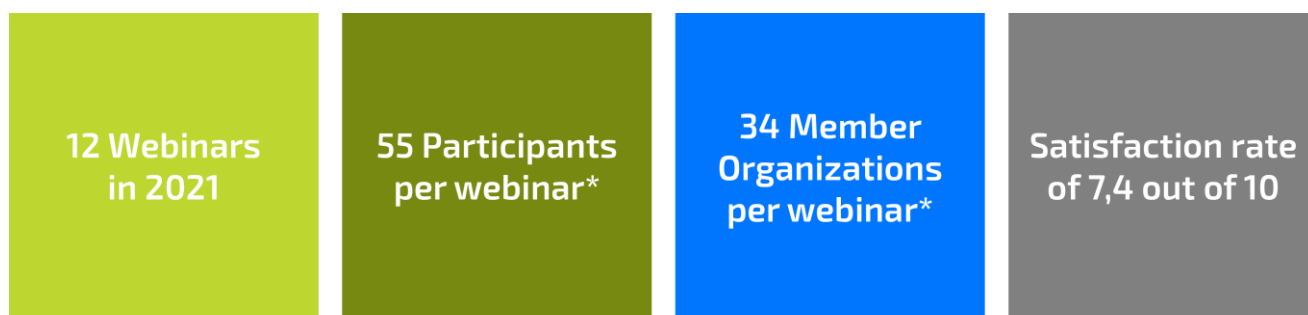
After more than two years of research and cooperation, the results of NADGO were presented and discussed at an online symposium organized by NADA Germany, iNADO, and Play the Game on the May 18 and 19, 2021. The symposium had 254 attendees and featured a number of well-known speakers from the world of anti-doping. Among those were David Howman, Adam Pengilly, Richard McLaren, Michael Ask, and Akaash Maharaj.



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.

Webinars



*average numbers

In 2021, iNADO hosted 12 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, compliance, education, blood collection, and substances of abuse, among others to promote best practices in our community. These two webinars were among our favorites in 2021.

Compliance Live Session with WADA

On August 25, iNADO hosted a live discussion on the WADA Audit and Corrective Action Report (CAR) with Kevin Haynes, Associate Director Compliance Rules and Standards, World Anti-Doping Agency (WADA), and Gabriela Andreiașu, WADA Auditor recently appointed as General Director at iNADO member ANAD Romania.

The session was a follow-up to an iNADO Member survey for organizations recently audited by WADA. Three areas were covered in the discussion:

- The Compliance Monitoring Program and the general audit concept
- Audit preparation and audit day
- Audit outcomes and follow up: CAR and long-term effects on anti-doping programs

The session included advice that provided by members who have been through the audit process and by the panelists. The recording of the live discussion can be found [here](#).

Overview of 20 Years of Scientific Research

In October, INADO presented the results of a two-month project regarding social and scientific research on anti-doping in the last 20 years. The overview focused on research funded by the World Anti-Doping Agency (WADA) and Partnership Competition Partnership (PCC), up to \$83 million and \$29 million each.

[The written report](#) and [pre-recorded webinar](#) offer a simple overview of anti-doping research topics and research institutions, trends, and tips for NADOs to increase their participation. The report highlights how research evolved in terms of topics researched, the progressive increase of fundings, and finally sheds some light on trends: which countries and types of organizations concentrate most of the fundings, and what are the new topics researchers focus on. Additionally, iNADO Members can access our library: the database of 790 projects funded by WADA and PCC and a list of research journals and a short guide to the funding mechanisms of WADA and PCC

Create, Lead, and Grow a Supportive Member Community

The Capability Register

A key activity accomplished in 2021 was the presentation of the first Capability Register of iNADO member NADOs and RADOs. 44 member NADOs and 9 RADOs responded to our survey launched at the end of 2020. The report provides a detailed picture of the members' anti-doping capabilities, and their program satisfaction and sheds light on members' initiatives, indicators of performance, and good practices.

The full [Capability Register of iNADO Members](#) report presents a summary of the results with short contextualization and analysis and "highlights" boxes offering possibilities for discretionary benchmarking for the reader to compare one ADO to another. It focuses on some Members' own experiences and brings forward more general practices that could be replicated in different contexts. For each chapter, a conclusion of the main findings, as well as the potential implications for iNADO's own operational plan, is also proposed. Responses to questions such as: What is the average number of staff in a NADO? How many athletes were educated by the members in a year? Which skills are required from I&I staff? - are answered throughout the document. The Capability Register offers also an [online interactive visualization](#) of a selection of results with Power Bi. The visitor can focus on answers from certain NADOs or RADOs or choose to look at a geographical context or other specific feature or they can draw hypothetical models for analysis or benchmark.

Finally, the Capability Register offers tables with the answers from the iNADO Members that expressed the wish to receive and provide support in a specific anti-doping area. The tables are available in [our library](#), and they display basic information in a user-friendly and simple way for Members to get in touch with each other, seek, and find practical assistance from Members that are willing to offer it.

Newsletter

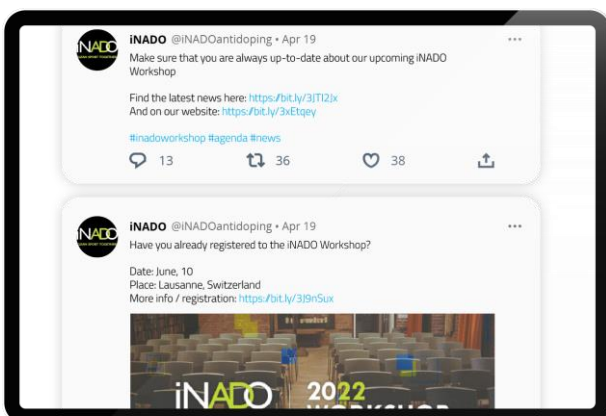


11 issues published 774 subscribers

The iNADO newsletter is distributed monthly to our members and other parties interested in anti-doping. It 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.

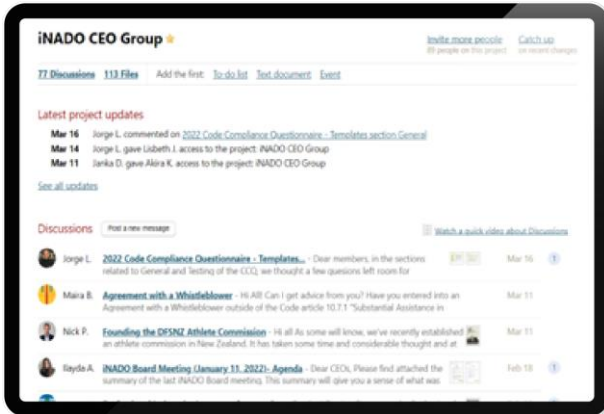
Twitter



406 followers 432 profile visits/month
144 new followers in 2021 (+35%)

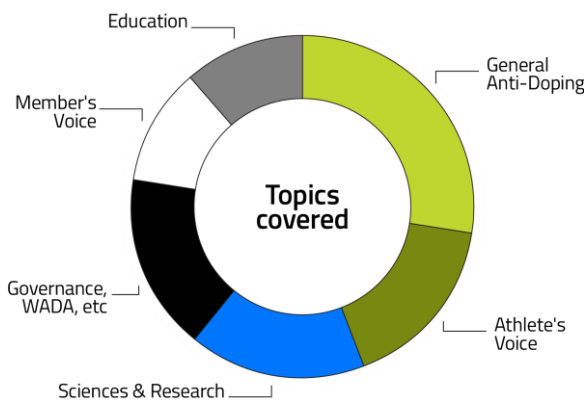
We use Twitter to raise awareness of our role, draw attention to anti-doping issues in the news and as an additional channel to engage with the anti-doping community. We also share iNADO and our members' events to reach a wider audience. iNADO's Twitter presence developed over 2021 with an increasing number of followers who will help to draw more attention to the work of NADOs all over the world.

Basecamp



Basecamp is the peer-to-peer exchange platform reserved for iNADO Members. It is a space for NADOs and RADOs to exchange practices, ask questions, share challenges or tips, and inform others about events or important announcements from their organization. It comprises 703 users and eight active expert discussion groups.

iNADO Live Chat / Podcasts



iNADO's podcast follows our vision to share best practices and to promote the diversity of opinions in anti-doping. The podcast conducted in 2021 featured all these aspects. We have called to the mic well-known voices in anti-doping, but also introduced new people and ideas to the wider sports integrity community and opened networking opportunities.

A few quotes from the 2021 Podcasts



"We have created a too big to fail industrial anti-doping complex, we need more pioneers"

- Matthias Kamber

Chemist & Former CEO of Anti-Doping Switzerland

"Challenges of Paralympic athletes are different, as should be their anti-doping education"

- Ali Jawad

Paralympic Athlete; Member of UKAD's Athlete's Commission



IV. Financial Report

In this annual report we provide our members and the public in general an overview of the financial performance (income statement) of iNADO in 2021. The table below summarizes the financial statements prepared by our accountants with Thomas Mehl for (Aachen, Germany). The full financial records including the balance sheet can be found on our website ([iNADO e.V.](#) and [iNADO Ltd](#)).

Given the migration of iNADO in January 2021 from the UK to Germany it is necessary to clarify: during the first quarter of 2021, we maintained bank accounts in the UK (under the name of iNADO Ltd UK) until bank accounts of iNADO e.V. in Germany were up and running. For tax purposes, all transactions to and from the UK bank correspond to iNADO Ltd. and a separate financial statement was created by our accountants from 1 January to 31 March. Consequently, all bookings related to the period from 1 April to 31 December correspond to iNADO e.V.

Financial Statement 2021

As a German association iNADO must comply with German financial and accounting regulations and thus, bookkeeping records are in Euros. The financial statements of iNADO Ltd. have always been calculated in USD. We converted the interim numbers to EUR amounts using the annual average exchange rate of the European Central Bank¹ and consolidated the financial results of the two corporations.

Income: In 2021, the amount of income was satisfactory with practically all membership fees from 61 NADOs and 14 RADOs collected. Total income was € 318.000. Income from sponsorship was higher than anticipated. Uncertainties arising mainly from the pandemic at the end of 2020 had led us to estimate a negative scenario but fortunately, this was not the case. Membership and sponsorship fees are the two main income sources of iNADO but in 2021 we also received additional funds from our participation in Erasmus+ programs last year (two projects extended to a third year due to Covid-19).

Expenses: We can highlight that administrative expenses in general, as well as event and travel costs, were lower than expected in 2021. Thanks to the transition to a German association, administrative expenses were reduced. The pandemic impeded again the possibility for iNADO to host events and for our staff to travel as planned.

¹ 1.1827 retrieved from the [ECB website](#)
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All these factors combined explain our **net income (surplus)** of **€ 44.350** in 2021. With this, the **accumulated earnings** of iNADO grow to € 275.000 solidifying the financial stability of the association for the coming years.

Concept	Description	iNADO Ltd UK - 2021 Financial Statements	iNADO e.V. - 2021 Financial Statements	Consolidated 2021 Financial Statements
Income	Membership Fees	€ 14.799,00	€ 266.535,70	€ 281.334,70
	Grant and Donations	€ -	€ -	€ -
	Sponsorship and Commissions	€ 1.515,18	€ 23.100,63	€ 24.615,81
	Registration Fees Workshop	€ -	€ -	€ -
	Audits and Consultancy Income	€ -	€ 274,84	€ 274,84
	Projects Income	€ -	€ 11.893,24	€ 11.893,24
	VAT Recovery	€ -	€ -	€ -
	Miscellaneous Income	€ -	€ -	€ -
Total Income		€ 16.314,18	€ 301.804,41	€ 318.118,59
Salaries	Salaries	€ 56.894,38	€ 138.143,57	€ 195.037,95
Overheads	Office Costs	€ 6.364,57	€ 21.141,38	€ 27.505,95
	Administrative and Insurance Expenses	€ 6.191,92	€ 19.580,67	€ 25.772,59
Programme Costs	General Programme Costs	€ 767,93	€ 4.279,54	€ 5.047,47
	Travel and Other Staff Expenses	€ -	€ 2.205,61	€ 2.205,61
	iNADO Workshop	€ -	€ 1.143,43	€ 1.143,43
	Other iNADO Events / Conferences	€ -	€ -	€ -
	Audits and Consultancy	€ 4.018,79	€ -	€ 4.018,79
	Project Costs	€ -	€ 9.190,24	€ 9.190,24
Other Operating Expenses	Depreciation of Tangible and Intangible Assets	€ 2.276,15	€ 2.930,49	€ 5.206,64
	Currency Exchange Losses	-€ 1.356,79	€ -	-€ 1.356,79
Total Expenses		€ 75.156,94	€ 198.614,93	€ 273.771,87
Result		-€ 58.842,76	€ 103.189,48	€ 44.346,72

iNADO

INSTITUTE OF NATIONAL
ANTI-DOPING ORGANISATIONS