![wada logo]

Guide for International Cooperation Projects for Anti-Doping Organizations

Table of content

Introduction

This Guide for International Cooperation Projects for Anti-Doping Organizations (Guide) are for those Anti-Doping Organizations (ADOs)[1] who are considering entering into an ADO-ADO partnership and identifies methods for assistance and cooperation amongst all ADOs. The purpose of the Guide is to facilitate ADO development and strengthen ADO anti-doping programs through ADO-ADO cooperation projects.

> **This Guide was initially developed by Anti-Doping Norway (ADNO) and the World Anti-Doping Agency (WADA) in 2013, and then subsequently revised in 2017. WADA would like to recognize and thank ADNO for their significant contribution in the original drafting and development of this Guide.**
>
> **A number of NADOs were asked to provide input, including best practices and challenges, for this Guide. This includes members of WADA's NADO Expert Advisory Group [Azerbaijan National Anti-Doping Agency (AMADA), Canadian Centre for Ethics in Sport (CCES), China Anti-Doping Agency (CHINADA), Anti-Doping Norway (ADNO), Peru National Anti-Doping Commission (Peru NADO)], as well as the Anti-Doping Agency of Kenya (ADAK), Korea Anti-Doping Agency (KADA), Jamaica Anti-Doping Commission (JADCO), Polish Anti-Doping Agency (POLADA), UK Anti-Doping (UKAD) and the Japan Anti-Doping Agency (JADA).**

Context

ADOs exchange experience and cooperate on many topics, particularly since the introduction of the World Anti-Doping Program in 2003 and the mandatory requirements of the World Anti-Doping Code (the Code) and the International Standards.

There has been a constant need to discuss the implementation of the requirements of the Code and the International Standards in terms of building quality anti-doping programs and effective organizational structures. The increasing requirements for a Code compliant anti-doping program necessitate knowledge, skills, as well as resources. Therefore, ADO-ADO cooperation is an important tool to enhance anti-doping programs and ensure a fair playing field for athletes.

Some National Anti-Doping Organizations (NADOs)[2] and International Federations (IFs)[3] still face challenges in implementing effective Code Compliant anti-doping programs. Well-developed NADOs and IFs should be encouraged to collaborate and provide assistance to other NADOs and IFs who need support.

---

1 As defined in the Code, an ADO is WADA or a Signatory that is responsible for adopting rules for initiating, implementing or enforcing any part of the Doping Control process. This includes, for example, the International Olympic Committee, the International Paralympic Committee, other Major Event Organizations that conduct Testing at their Events, International Federations, and National Anti-Doping Organizations.

2 As defined in the Code, a NADO is the entity(ies) designated by each country as possessing the primary authority and responsibility to adopt and implement anti-doping rules, direct the collection of Samples, the management of test results, and the conduct of hearings at the national level. If this designation has not been made by the competent public authority(ies), the entity shall be the country's National Olympic Committee or its designee.

3 As defined on the International Olympic Committee's website.

A partnership can be initiated by ADOs directly or WADA can facilitate it. Cooperation projects should include a detailed project plan where a developed, more experienced ADO assists and mentors a less developed one through training, guidance and mentorship.

Roles and involved parties

Cooperation projects can be between all ADOs, including NADOs, Regional Anti-Doping Organizations (RADOs)[4] and IFs. Cooperation can be multilateral and multi-faceted: IFs-NADOs, IFs-RADOs, IFs-IFs, NADOs-NADOs, RADOs-RADOs, NADOs-RADOs, etc. Major Event Organizations (MEO), the International Testing Agency (ITA) and associations or groups of ADOs (e.g. the Institute of National Anti-Doping Organisations (iNADO) may also be engaged in various levels of cooperation where relevant.

Such cooperation projects will often have a Mentor[5] and a Mentee[6]. These roles may alternate between the parties, as an organization may have knowledge in a given area (e.g., Results Management) but may need assistance to develop another one (e.g., Education).

ADOs might not need every element set out in this Guide. All elements could, however, be used to guide cooperation projects between ADOs and included in a project plan (see section 2.2).

If an ADO is facing a possible Code-compliance issue, additional elements may be added or strengthened. Partnership projects can also help address potential non-conformities identified by WADA through its compliance monitoring program and be added or strengthened in the project plan if relevant[7].

WADA will often be an important contributor to a cooperation project, identifying issues requiring attention and assisting as required, while also coordinating global ADO cooperation activities.

If an ADO has been declared non-compliant with the Code and/or International Standards, one of potential consequences under the International Standard for Code Compliance by Signatories (ISCCS)[8] is the supervision of the non-compliant ADO's activities related to the implementation of pending critical corrective actions by an approved third party, as directed by WADA. Another ADO may be approved third party for this purpose. Such supervision-cooperation relationship is not subject to this Guide as its scope, responsibilities of the parties and applicable timelines are set out in the ISCCS and specific Supervision Agreement.

---

4 As defined in the Code, a RADO is a regional entity designated by member countries to coordinate and manage delegated areas of their national anti-doping programs, which may include the adoption and implementation of anti-doping rules, the planning and collection of Samples, the management of results, the review of TUEs, the conduct of hearings, and the conduct of educational programs at a regional level.

5 Mentor – a more experienced ADO (or entity) who may provide support and advise a mentee ADO with the development of its structure and/or programs.

6 Mentee – a less experienced ADO who requires assistance in strengthening its anti-doping structure and/or programs.

7 In such case an ADO with potential non-conformities remains fully liable for them and their correction. In addition, it will be WADA's – not the Mentor's – responsibility to confirm whether the actions taken have addressed potential non-conformities.

8 Annex B, Article B.3.1(c).

Section 1: Planning the Cooperation Project

1.1 Critical success factors

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. There should be an expectation that both parties will benefit from the cooperation and learn from each other. Identifying the need for international cooperation in strategic plans and annual plans in each organization will increase the ownership and dedication to the project. After committing to a cooperation project and developing the project plan, a Mentee ADO should try its best to address its issues proactively and not only rely on the fact that they have a Mentor ADO to assist them.

> **How to succeed**
> - Keep it simple
> - Identify practical and measurable objectives
> - Create enthusiasm and commitment
> - Identify deadlines
> - Remove stress – make the tasks achievable

– **Board and Senior Leadership Team understanding, and support of the project** is required for the cooperation to succeed. All parties should ensure their oversight body (e.g., their Board, etc.) and senior staff fully understand the cooperation project and recognize its importance to the organization, while also providing the necessary support for the ADOs to fulfil their responsibilities within the cooperation.

– **Government support for NADOs,** both in terms of resources and facilitation, dedicated specifically to the cooperation project. Such support can be provided by different parts of the Government (Ministries of Sports, Culture, Education, Health, Foreign Affairs, International Trade and International Development, etc.). Funding must be available for the entire project period in addition to or within a specifically dedicated part of the NADO's budget. In some cases, support from the sport movement in the country, including the National Olympic Committee and/or Paralympic Committee, can also assist. Funding programs such as the European Union's Erasmus+ program or the UNESCO Fund for the Elimination of Doping in Sport can also provide funding opportunities.

– **International Federation support,** both in terms of resources and facilitation, dedicated specifically to the cooperation project. Where relevant, IFs should include ADO collaboration into their strategic objectives and allocate funds for development purposes. In addition, if a partnership is arranged between an IF and a NADO, the IF may consider allocating testing requests and opportunities to the NADO.

– **Ongoing commitment** is essential to achieving the identified goals and objectives. Building anti-doping capacities requires time. Senior management support must be visible and apparent.

– **WADA** may be an important facilitator, enabling the project to proceed as intended. Its monitoring and contributing role in cooperation projects allows the parties to focus on providing knowledge and experience to each other, leaving the review of progress as per the project plan, as well as the engagement of the authorities (if needed), to WADA. WADA can also promote the cooperation through its communication channels.

– **Project planning and management**, including measurable results, are essential to allow all parties to know in which direction to move. A practical approach should be observed with achievable outcomes identified. All staff should be engaged at all times to increase commitment and to ensure that learning is addressed in the right way.

- **Cultural, sport and language differences** may be challenges, but also opportunities to increase an in-depth understanding of each party. The working language can pose a significant challenge and should be considered where relevant.
- Using **traditional and social media and external communication** to build awareness of the project and engagement with Government, the sports movement, athletes and others.
- The hosting of **Major Events** is an opportunity for ADOs to collaborate and build capacity and capability, including through the training and sharing of staff. Major Events also provide an opportunity to collaborate with a MEO[9] and ensure there is a legacy plan in place to ensure sustainable, long-term benefits related to anti-doping for the host country / NADO.

1.2 Identify potential partners

Cooperation and development activities should be coordinated to ensure an effective and efficient process. As the global regulator, WADA is in a good position to coordinate such activities. Although WADA's involvement is not required, experienced ADOs interested in assisting developing ADOs are encouraged to contact WADA to indicate their interest and provide as much of the following information as possible:

- The specific program areas they can assist with.
- The list of available experts and their area of expertise.
- Available funding.
- Language capacities.
- A calendar of capacity building activities / programs planned.
- One central point of contact who is responsible for all development work.

To ensure consistency and the best use of resources based on priorities, WADA coordinates its international cooperation activities globally. This includes:

- Identifying ADOs who require assistance and in what areas.
- Matching ADOs who require support with those developed ADOs interested in assisting.
- Managing the pool of experts / ADOs willing to assist.
- Maintaining an up-to-date contact list for ADOs.
- Identifying trends and common areas of capacity building and development needs.
- Developing and sharing tools/templates/guidelines for key program areas.
- Maintaining a calendar of ADO capacity building and training activities / programs.

---

[9] As defined in the Code, a Major Event Organization is the continental associations of National Olympic Committees and other international multi-sport organizations that function as the ruling body for any continental, regional or other International Event.

Some developed ADOs may have their own international strategies in place which sets out the countries/regions where they would offer assistance in capacity building. Where this is the case, ADOs should contact WADA to ensure assistance can be provided in its role as regulator and enabler to avoid cross over with existing cooperation projects.

1.3 Topics to consider for cooperation purposes

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

Pre-project evaluation
An understanding of where the organization is at, and its needs, should be completed prior to identifying the elements to include in the project.

ADOs taking part in these projects will be at different levels in their development. Some ADOs may be in the early stage of being established, while others may have reached higher expertise levels. Some may have been declared non-compliant to the Code and others may experience challenges in remaining compliant with the Code.

The following is a list of topics to consider for inclusion in a cooperation project, depending on the results from the pre-project evaluation and the identified needs of the ADOs. Anti-doping education should also be one of the first considerations when discussing a potential cooperation, as it is fundamental to protecting the rights of athletes to clean sport.

Lesson learned: On many occasions, when a Mentor ADO is approached by a Mentee ADO, the first request is to expand their testing program or develop an intelligence and investigations program, however their education program may require significant improvement.

1.3.1 Anti-doping framework:

If one of the parties is at the starting point of developing an organization and its anti-doping programs, a plan of action, activities and elements should typically consist of the following.

− An established, independent NADO in line with the requirements for NADO operational independence set in the WADA Guide for NADO operational independence under the 2021 Code (Guide for NADO Operational Independence), with adequate legal framework, long-term resources and full jurisdiction over anti-doping in its country.

Win-win for all
This program will naturally be beneficial for the "Mentee" as they will have a close connection with the knowledge and experience of the "Mentor" organization.
There is, however, also a benefit to the "Mentor". Providing guidance on these issues in an educational manner will also allow the "Mentor" to review these crucial elements in its own organization.

- Identify and receive sustainable support on a long-term basis from the Government and/or other public or private organizations as required.

- Ensure that the NADO has appropriate legal standing, budget and mandate e.g. through law, legislation, act, government decree or other appropriate legal mechanism.

- Identify the NADO's legal structure and ensure it is set in line with the requirements for NADO operational independence.

- Identify the entire anti-doping structure, including who shall draft the anti-doping rules, who shall plan and implement the anti-doping programs as per the Code, all of which must be independent, competent and have no conflict of interests.

- Identify and initiate cooperation with relevant organizations, including local partners and those particularly related to sport.
- Provide assistance to the Mentee ADO in developing their organization (NADO or IF [10]):

  - Oversight body [11] which is in line with the Code requirements and recommendations set in the WADA Guide for NADO operational independence.
  - The executive (operational) head of the ADO (Chief Executive Officer (CEO) or equivalent) enabled to take operational decisions independently.
  - Management and operational personnel.
  - Competence (administration, legal, medical, sport, finance, etc).
  - Recruitment, capacity and capability building of personnel (including office staff and sample collection personnel).
  - Independence and impartiality must be observed. Any member or person must have no conflict of interests [12], and conflict of interest policies must be developed and implemented.

  – Compliant anti-doping rules approved by WADA, adopted and enforced by the relevant authorities. These anti-doping rules must be applicable to all sports in the country.

  – Unless otherwise delegated to a third party, the first instance Hearing panel and the Appeal panel must have adequate competence and be operationally and/or institutionally independent, as required by the Code and the International Standard for Results Management (ISRM).

Lessons learned:
The outcomes of the previous cooperation projects demonstrate that cooperation between a Mentor ADO and a Mentee ADO:
- assisted in establishing a clear ADO structure and defining roles and responsibilities of the oversight board and executive body, including staff.
- developed capacities and capabilities of ADO staff, including sample collection personnel.
- provided access to Mentor ADO intellectual property which allowed the Mentee ADO to save time and learn best practices from the Mentor ADO.

---

[10] IFs should also consider all of the points applicable to them.

[11] An oversight body involving a number of stakeholders with interest in clean sport may be established within a NADO to oversee the NADO's activities. Its title should reflect this oversight function; for example, "the Board", "the Supervisory Board", "the Advisory Board". It remains crucial, however, that such body is not involved in the NADO's operational activities, especially if there are sport or government representatives among its members, in order to maintain the NADO's operational independence. Therefore, executive (operational) and oversight bodies shall be clearly separated within the NADO, and their respective roles clearly described in regulatory documents. Such separation of powers enhances operational independence and promotes good governance as well. The requirements and recommendations for the composition and role of an oversight body are set in the Guide for Operational Independence of NADOs.

[12] Code Article 20.1.5

1.3.2 Anti-doping programs:

Mentor and Mentee ADOs should identify development needs of the anti-doping program for the Mentee ADO, using available means for assessment, including outcomes from WADA's Compliance Monitoring Program (e.g., Code Compliance Questionnaire (CCQ) or audit Corrective Action Report (CAR)) [13].

The development program should be targeted to establish a functioning anti-doping program to ensure compliance with the Code, including education, all aspects of doping control, intelligence and investigations, Therapeutic Use Exemptions (TUE), results management and ensuring the ADO has legal background, proper structure and adequate resources to be sustainable and implement anti-doping programs. Identify and develop basic activities including an annual plan of action relating to:

> **Mutual Benefit**
> The mutual benefit of cooperation for both organizations addressing issues with the intent of improving existing systems is evident. The "Mentee/Mentor" role may shift between the parties involved depending on knowledge and experience in the different areas.

- Education plan and programs (WADA educations tools may be used) [14].

- A Risk Assessment, Test Distribution Plan, including the application of the Technical Document for Sport Specific Analysis (TDSSA), Registered Testing Pool and Whereabouts, Athlete Biological Passport, and doping control (including personnel, equipment, documentation and a minimum set of process descriptions ensuring all Compliance requirements are met).

- Access to WADA-accredited laboratory services, long term samples storage policy/program and transportation of samples.

- Intelligence and Investigations (I&I), legal background and cooperation with law enforcement and other ADOs.

- Result Management (RM) process including the first instance Hearing and Appeal panels, as per the ISRM requirements.
- Unless otherwise delegated to a third party, establish a TUE program and a TUE Committee (TUEC) with adequate competence, as set in the International Standard for TUEs (ISTUE).

1.3.3 Moving towards better practice:

Some ADOs will have the basic elements in place and may look to further their knowledge and competence. Such cooperation is beneficial to both organizations. Typical elements to include in these cooperation projects should be identified and developed into each ADO's respective strategy and plans for the coming years. These may include:
- Risk Assessment (RA)
- Registered Testing Pool (RTP) and whereabouts

---

13 As per ISCCS Article 6.2.4, an ADO may seek assistance from another ADO to help it achieve full Code compliance. WADA will seek to assist Signatories in setting up such partnerships. An ADO may also appoint a Delegated Third Party to carry out anti-doping activities on its behalf. In accordance with Code Article 20 and ISCCS Article 8.4.3, however, the delegating ADO always remains fully liable for any non-conformities arising as a result.

14 Anti-Doping Education and Learning platform

- Testing Distribution Plan (TDP) and TDSSA
- Target testing
- Athlete Biological Passports (ABP)
- Intelligence and Investigations (I&I)
- Whistleblowing systems
- Education plan and educators' system
- Event-based and values-based education
- Results management
- Data privacy
- International cooperation
- Traditional and social media and external communications
- Good governance, organization and personnel
- Consolidating necessary support (e.g. political, financial, etc) from government and sports organizations
- Optimizing organization, competence and skills
- Introducing quality management systems
- Information sharing

1.3.4 Funding and Resources

Funding the project may be an obstacle, as ADOs may not have the resources available from their regular budgets. Both ADOs involved may have a need for additional funding.

- The required funding is generally linked to the following:
  - Travel and meeting expenses (as needed, approximately 2-3 meetings per year. However, consideration can be given to having regular virtual meetings).
  - Planning and organizing the project requires a minimum of one dedicated person per ADO. Dedicated persons should be empowered by their ADO to implement the project efficiently. For continuity, it would be preferable that both the Mentee and the Mentor NADO not replace their respective project managers throughout the duration of the project while supporting and encouraging them to complete the project successfully.

Lessons learned:

Frequent replacement of the project manager: There were situations in partnerships when the project managers were changed too often and without giving notice to the partner ADO. This negatively affects the progress and cooperation itself. To make the ADO collaboration project effective and sustainable, the Mentor NADO and the Mentee NADO shall try to avoid replacing the project manager until the end of the project.

In a situation when it is known in advance that a project manager will need to be replaced (e.g. the person is leaving their organization), the new project manager should be involved in the project in advance in order to get familiar with the Mentee ADO and the project plan.

- Planning and organizing the development of systems and procedures requires a minimum of one dedicated person from the ADO developing the systems. The amount of time depends on the complexity of the systems to be developed.

– Financial resources may be allocated from other sources. Possible sources may be identified by both ADOs.

- Governments (Ministries of Sport, Culture, Youth, Education, Foreign Affairs, International Trade, International Development and other relevant ministries or governmental institutions).

- Sponsors, national sports organizations and interested IFs (influential and important partners as these companies/organizations may benefit from their support to clean sport).

- The UNESCO[15] Fund for the Elimination of Doping in Sport (Voluntary Fund) has limited funds for projects related to policy development, capacity building and education.

- European Union's Erasmus+ funding program, may be considered if ADOs match funding criteria.

- Depending on the content and complexity of the cooperation, some projects may require one ADO to charge the other ADO to cover some of the actual costs. Costs could be considered shared if one ADO is planning and organizing the project. Costs could also be considered shared if one ADO is using their staff time to provide expert advice. This should be discussed and agreed upon by the ADOs in the context of the cooperation project.

The most important resource required within each organization is staff time and commitment. There must be buy-in at management level and an understanding of the required human resources to enter into this type of cooperation project.

Allocating a minimum of one qualified person to drive the project within each organization is advisable. The allocated person should have a direct communication line to the organization's top management.

Those organizations that are entering a project for the purpose of being a Mentor should use the remaining staff within the organization as required, limiting their time and efforts to those hours required to prepare and present the topics for which they have the knowledge, expertise and experience. Involving staff in the project should generate enthusiasm and dedication for the project and its outcomes.

Staff development opportunities (e.g., presentation skills, project management, working with international partners) within the Mentor organization should be explored. This is a good way of securing continued support for the cooperation project within one's organization.

Those organizations that are entering a project for the purpose of being a Mentee should allocate staff time to the program areas and issues that will be addressed through the cooperation project.

---

[15] United Nations Educational, Scientific and Cultural Organization (UNESCO).

Section 2: Implementing

2.1 Memorandum of Understanding (MoU)

An MoU can be used to secure commitment and support to the project. It should identify the purpose, scope and goals of the cooperation, who shall be responsible for what (including costs), in addition to providing an overview of the cooperation and tasks as well as the duration of the cooperation project.

It should refer to the project plan, allowing the plan to be subject to changes if necessary.

Since the project is based on commitment and willingness, there is little to gain if the project fails, thus legal consequences can be left to a minimum.

WADA may participate in both formal and informal cooperation projects for monitoring purposes and to ensure that the requirements identified in the Code and International Standards are understood and implemented.

A template ADO-ADO MoU is provided in **Annex A**. However, each ADO will need to determine the best approach, including the format for the MoU, who shall sign the MoU, and whether additional agreements are necessary to meet national legal requirements (often related to finances).

> **Scope of a MoU**
> - Objective
> - Goals of the project
> - Methods and project progress
> - Each party's undertaking
> - Steering group & monitoring
> - Project period
> - Language
> - Costs
> - Confidentiality
> - Term & termination
> - Indemnification and liability
> - Governing law & dispute resolution

2.1.1 Project Team

Each partner within the cooperation project should identify a project team and how each ADO will operate internally and towards the other partner(s) in the cooperation project. The project team should be small and flexible, allowing for clear communication lines and efficient completion.

A typical project team should consist of project lead and project personnel responsible for the different disciplines of each element identified in the project plan. Responsibilities for the following should be allocated within the project team:

- Overall responsibility for the project and its completion
- Contact with the other party
- Responsibility for ensuring progress as per the project plan
- Responsibility for detailed planning and carrying out topics as per the project plan.

2.1.2 Project Steering Group

Ideally a Steering Group should be identified whenever possible for the purpose of monitoring the planned activities and their completion. Project Leads and the executive head of the ADO (or equivalent) of each organization should be part of the Steering Group. A representative from WADA may also be part of the Steering Group, depending on the scope of the cooperation project.

Apart from the Steering Group, the Mentor ADO may consider organizing an internal Taskforce team consisting of staff from each program area (e.g. RA, TDP, TUE, ABP, I&I, RM, Education, Structure, organization and etc.)

Most importantly, the project should be identified as an important rather than a secondary task within the organization. When a Taskforce team is organized, the Mentor ADO should put its best efforts into motivating the people involved.

2.1.3 Costs

Parties shall agree on costs involved in the project in advance.

The Mentee ADO shall ensure that adequate funding is available for the entire project period, allowing for the project to be carried out as per the project plan. Costs should be discussed between the parties once a possible cooperation project is about to be outlined.

The total costs of the project should be identified in the MoU. Any changes to the budget must be agreed between parties and amended in the MoU.

2.2 Project Plan

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. An example of a project plan is provided in **Annex B.**

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 objectives for each task, allowing the project team to determine if the objectives have been achieved.

In order to prepare the relevant project plan, the Mentee ADO should provide a comprehensive overview of its structure, legal framework and anti-doping programs to the Mentor ADO.

> **Goal & Objective - Example**
> The **goal** is for the ADO to operate in accordance with the Code and strive towards better practice by the end of YYYY.
>
> **Objective 1** is to develop an "ADO structure, funding mechanism, legislation" by mid-YYYY.
>
> **Objective 2** is to develop a Risk Assessment and have a Test Distribution Plan in operation by late YYYY.
>
> **Objective 3** is to develop an Education Program by end of YYYY.

A typical project plan should identify the following:

– **A reference to the MoU with goals and scope**

- The overall goals of what is required to be achieved should be short and precise and be the guiding principles 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 team 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 task per objective.
  - Objectives should be SMART.

SMART Objectives
- **S**pecific
- **M**easurable
- **A**ttainable
- **R**elevant
- **T**ime Bound

- **Project personnel composition and responsibilities**
  - All members of the project teams 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 objectives and tasks, making it clear when, what to and how they are required to focus their efforts.

- **Project Description**
  - The project description should identify how the project should be administered, including project meetings, in-between work periods and guidance and support.

2.3 Project meetings and milestones

- **The project meetings** should be held at the offices of both organizations and/or virtually. The content and purpose of each project meeting should be described, and how often the meetings should be held outlined. Two or three project meetings per year is recommended. Each meeting should include a "latest news" session that will allow each party to provide updated information within its organization in the field of anti-doping. Each meeting could also have a cultural aspect, allowing project teams to understand each other's cultures.

  In most cases, the Mentee ADO has limited resources and therefore it is recommended that most of meetings be held in Mentee ADO office. However, at least one meeting is recommended at the Mentor ADO office for the overall learning experience. In such case, the Mentee ADO should ensure that the right people attend such meetings based on the established learning objectives.

  During the planning of the meetings, the Mentor and Mentee ADO should identify what tasks require in-person meetings and what could be effectively delivered using virtual tools. However, the, ADOs should consider regular in-person meetings, possibly once or twice a year, in order to build trust and a common understanding.

  To contribute to the success of the ADO collaboration, both during and after the partnership, the Mentor ADO may consider inviting the Mentee ADO project manager and one representative from its government in charge of anti-doping policy to the Mentor ADO's office. This may help secure the required support and facilitate the efforts and commitment to comply with the Code and International Standards.

Lessons learned:

Unstable infrastructure: Some ADOs may have issues with Internet instability and/or programs/ apps which are not supported (and therefore do not work) in certain countries. This can negatively affect video conferences and often cause frustration and loss of time and efforts on both sides. The parties should work together to identify potential solutions for such virtual communication.

- **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, outcomes and what is expected to be completed before the next meeting should be identified clearly by the project teams. Guidance and support should also be clarified so that all project team members are aware of what is expected from them during the in-between period.

Lesson learned:

Passive Communication: Mentee ADOs should be active partners of the project plan, raising questions and requests, rather than just accepting the Mentor ADO's advice. This will help the Mentor ADO understand the needs of the Mentee ADO and develop further actions to support.

- **Anti-doping resources and materials**. In order to achieve the goals, set out in the Project Plan, a Mentee ADO may need to develop a number of anti-doping documents and resources. ADOs are advised to use resources and templates available in WADA's Anti-Doping Education and Learning (ADEL) platform as part of the Agency's Code Implementation Support Program (CISP). The Mentor ADO can also make available their own resources and materials to the Mentee ADO, including but not limited to sample collection training materials, doping control operational procedures, educational materials etc.

- Exchange of personnel allows for persons with similar background, experience and roles to discuss challenges and issues relating to specific topics. Such exchange could include exchange of doping control personnel, exchange of investigators and exchange of test planners; and may also include a secondment of staff between the ADOs (while respecting the NADO operational independence requirements in cases where and IF or MEO is involved in the collaboration).

- Schedules and milestones. Schedules should identify all topics and activities to be carried out during the entire MoU period. The schedules should identify milestones for each of the main activities to be carried out. A typical MoU would last three years, allowing the project teams to get well acquainted and work well together. If the main purpose of cooperation is to help address identified non-conformities with the Code or International Standards, the timelines may need to be adjusted to respect the deadlines specified in the ISCCS[16].

---

16 Typically, 3 months for Critical non-conformities, 6 months for High Priority non-conformities, and 9 months for General non-conformities. The categories of non-conformities and non-compliance are set out in Annex A to the ISCCS**.**

Section 3: Reporting

3.1 Progress reporting

A progress report should follow as soon as possible after each project meeting.

The report should identify what has been achieved since the last project meeting and what is expected to be achieved at the next project meeting.

The progress report should be led by the Mentee ADO, as this will help facilitate the Mentee ADO's progress.

3.2 Project report

At the end of an ADO-ADO cooperation project, the parties are encouraged to publish the summary of the outcomes and challenges of the partnership. In the cooperation projects where WADA is involved, WADA, with the agreement of all partners involved, may publish such report.

Both ADOs may consider publishing the outcomes of the collaboration on their respective websites and social media.

At the end of the Project Plan, the ADOs may decide to extend their collaboration, possibly through signing a new MoU; and the ADOs are encouraged to further cooperate for reciprocal testing, information sharing, and experience exchange.

Templates

– Annex A. MoU (ADO-ADO)
– Annex B. Project Plan

.