GLDF 4 CLEAN SPORT
DEVELOPING THE CAPABILITIES OF ANTI-DOPING PROFESSIONALS

Functional Map of the Anti-Doping Industry

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Introduction

This functional map has been produced as part of GLDF4CleanSport, a three-year Erasmus+ sport project co-funded by the European Union, jointly led by the World Anti-Doping Agency (WADA) and the European Observatoire of Sport and Employment (EOSE) and gathering the contributions of five national anti-doping organisations and two international sport federations as partners. The overall goal of the project is to support WADA's Global Learning and Development Framework (GLDF) and promote an innovative and harmonised approach to developing the competencies of anti-doping practitioners and the effectiveness of their organisations worldwide. This functional map should guide and underpin the development of WADA's professional standards and training programs for practitioners.

The functional map is a graphic representation describing the functions that take place in the anti-doping system.

It begins with identifying a key purpose (or overall mission) for the system and then follows a process of iterative analysis by asking what needs to happen to achieve the key purpose. This methodology has led to a model for the anti-doping system identifying the five primary functions and their subfunctions.

The functional map is not a stakeholder map – it does not focus on the 'who' but on the 'what'. However, in order to help visualize the overlap of various actors' activities in the system, this functional map has associated some 'tags' to each subfunction.

One or several actor(s) being tagged to a subfunction is an indication that they carry out this function within their own organization/context and/or within the global anti-doping system. The tagging is only an indication, as functions and responsibilities change over time and some actors may absorb new functions or let go of some in the future.

Key for the tags:

- WADA
- Signatories and their Delegated Third Parties
- Non-signatories, e.g. governments, service providers (e.g. IDTM, PWC), WADA accredited Laboratories, Universities, Law firms. Where non-signatories are acting as a delegated third party, refer to the blue tag.

Key Purpose of the Anti-Doping Industry

Promote clean sport by working collaboratively to develop and deliver the *World Anti-Doping Program*[1] which protects the right of all athletes and their support personnel to participate in a doping-free environment.

Primary Functions of the Anti-Doping Industry

A. Regulatory Framework

Develop, regulate, harmonize, integrate, and monitor the delivery of the *World Anti-Doping Program*[1] and address non-compliance.

B. Governance, Risk and Organisational Management

Implement and sustain governance, management, and operational support to enable the delivery of the *World Anti-Doping Program*[1].

C. Operations

Deliver the *World Anti-Doping Program*[1] in accordance with applicable rules and rights including those contained in the *World Anti-Doping Program*[1].

D. Enabling

Enhance the capabilities and capacities of organizations and people delivering the *World Anti-Doping Program*[1].

E. Specialised Support

Provide specialised anti-doping products and services in accordance with applicable rules and rights including those contained in the *World Anti-Doping Program*[1], to support the delivery of the *World Anti-Doping Program*[1].

1: The term "World Anti-Doping Program" is defined by the World Anti-Doping Code as encompassing all the elements needed to ensure optimal harmonization and best practice **in both international and national anti-doping programs**.

Functional Map

A. Regulatory Framework

- A1. Research
- A2. Anti-doping rules and policies
- A3. Integration
- A4. Monitoring
- A5. Determining and addressing non-compliance

B. Governance, Risk and Organisational Management

- B1. Governance
- B2. Strategy and operational planning
- B3. Finance
- B4. Structure, procedures and systems
- B5. Human resources
- B6. Information and data management and protection
- B7. Communications and media
- B8. Compliance
- B9. Athlete engagement
- B10. Stakeholder engagement and management
- B11. Managing external support

C. Operations

- C1. Education management
- C2. Education delivery
- C3. Intelligence
- C4. Investigation
- C5. Testing management
- C6. Sample collection
- C7. Results management (including appeals)
- C8. Arbitration, hearing panels, and other relevant courts
- C9. Therapeutic Use Exemptions

D. Enabling

- D1. Establishing and maintaining anti-doping organisations
- D2. Optimizing organizational capacity
- D3. Cooperation and best practice sharing
- D4. Professional standards
- D5. Capability

E. Specialized Support

- E1. Sample analysis and Athlete Biological Passports
- E2. Data analysis
- E3. Software
- E4. Equipment and methods
- E5. Legal services
- E6. Specialized law enforcement
- E7. Academic support
- E8. Athlete welfare

A. Regulatory Framework

Develop, regulate, harmonize, integrate, and monitor the delivery of the *World Anti-Doping Program* and address non-compliance.

Subfunctions of Regulatory Framework

A1. Research

Conduct and/or commission global and specific natural and social scientific research to help address emerging challenges and identify new trends in doping to further inform the improvement of *anti-doping rules, policies** and practices.

A2. Anti-doping rules and policies

Develop, harmonize, coordinate and uphold *anti-doping rules, policies** across sports and countries engaging all stakeholders in a collaborative and transparent manner.

A3. Integration

Integrate the World Anti-Doping Code, its related International Standards and other applicable *anti-doping rules, policies** into the sport, organization and/or national legal and regulatory frameworks.

A4. Monitoring

Monitor effective implementation of the *anti-doping rules, policies**.

A5. Determining and addressing non-compliance

Determine compliance of anti-doping programmes with the *anti-doping rules, policies** and address cases of non-compliance.

*Anti-Doping rules and policies: includes the World Anti-Doping Code and its related International Standards

B. Governance, Risk and Organisational Management

Implement and sustain governance, management, and operational support to enable the delivery of the *World Anti-Doping Program*.

Subfunctions of Governance, Risk and Organisational Management

B1. Governance
Develop and maintain the independent governance of the organisation.

B2. Strategy and operational planning
Develop, implement, report, evaluate and improve the organisation's strategic and operational plans.

B3. Finance
Develop, maintain and improve the financial sustainability of the organisation.

B4. Structure, procedures and systems
Develop, maintain and improve the organisation's infrastructure, procedures and systems.

B5. Human resources
Recruit, train, develop, deploy and manage the performance of the organisation's human resources.

B6. Information and data management and protection
Develop, implement and regularly update and/ or upgrade the organisation's information/ data management and protection.

B7. Communications and media
Inform and engage stakeholders to build confidence and trust in anti-doping, helping to protect the reputation of sport.

B8. Compliance
Support the organization and stakeholders[1] to achieve and maintain compliance with the *anti-doping rules and policies** and other applicable rules.

[1] Mainly delegated third parties

B9. Athlete engagement
Engage athletes in the decision-making related to the organisation's governance and operational areas.

B10. Stakeholder engagement and management
Engage and collaborate with stakeholders and manage relationships and/or partnerships with them.

B11. Managing external support
Develop and manage operational contracts with external providers to deliver services.

C. Operations

Deliver the *World Anti-Doping Program* in accordance with applicable rules and rights including those contained in the *World Anti-Doping Program*.

Subfunctions of Operations

C1. Education management
Develop and provide an education programme to enable athletes, their support personnel, and other target groups to make informed decisions and act in accordance with the values of clean sport and applicable rules and rights.

C2. Education delivery
Deliver an education programme to enable athletes, their support personnel, and other target groups to make informed decisions and act in accordance with the values of clean sport and applicable rules and rights.

C3. Intelligence
Develop and deliver intelligence products to detect, prevent and deter anti-doping rule violations in accordance with the applicable rules and rights.

C4. Investigation
Carry out investigative processes and procedures to detect, prevent and deter anti-doping rule violations in accordance with the applicable rules and rights.

C5. Testing management
Develop and manage effective testing programmes in accordance with applicable rules and rights.

C6. Sample collection
Collect, store and transport samples in accordance with the testing programme and applicable rules and rights.

C7. Results management (including appeals)
Process potential anti-doping rule violation(s), in accordance with applicable rules and rights.

C8. Arbitration, hearing panels, and other relevant courts
Hear and determine whether a person subject to anti-doping rules has committed an anti-doping rule violation and, if applicable, impose the relevant consequences in accordance with applicable rules and rights.

C9. Therapeutic Use Exemptions
Manage a therapeutic use exemption programme in accordance with applicable rules and rights to support the protection of athletes' health by allowing them to apply for a TUE which is fairly reviewed and processed.

D. Enabling

Establish and enhance the capabilities and capacities of organisations and people delivering the *World Anti-Doping Program*.

Subfunctions of Enabling

D1. Establishing and maintaining anti-doping organisations

Establish ADOs and provide financial support for their activities.

D2. Optimizing organizational capacity

Provide support and/or leverage existing infrastructure to optimize and expand the delivery of anti-doping programmes.

D3. Cooperation and best practice sharing

Create and/or develop resources and solutions and facilitate sharing of knowledge, best practices and experience to enhance the quality of anti-doping programmes.

D4. Professional standards

Research, develop, implement and improve professional standards for anti-doping personnel.

D5. Capability

Develop, provide and improve learning and development opportunities for prospective and existing anti-doping practitioners.

E. Specialised Support

Provide specialised anti-doping products and services in accordance with applicable rules and rights including those contained in the World Anti-Doping Program, to support the delivery of the World Anti-Doping Program.

Subfunctions of Specialised Support

E1. Sample analysis and Athlete Biological Passports

Manage, develop and implement the analysis of anti-doping samples and monitoring of Athlete Biological Passports.

E2. Data analysis

Manage, develop and implement the analysis of data* related to anti-doping.

*This data may include data other than results management cases and sample collection figures, such as data from the prevalence project, educational data, etc

E3. Software

Provide and manage anti-doping related software.

E4. Equipment and methods

Develop, maintain and improve anti-doping equipment and methods.

E5. Legal services

Provide relevant legal services to support anti-doping organisations, athletes and athlete support personnel.

E6. Specialized law enforcement

Carry out relevant law enforcement operations in collaboration with anti-doping organisations.

E7. Academic support

Support anti-doping organisations in their development of the system with relevant academic expertise and experience.

E8. Athlete welfare

Assist athletes and their support personnel to access sources of personal welfare support.

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