

KEEPING SPORT REAL TODAY AND TOMORROW

ITA STRATEGIC PLAN 2023-26

INTRODUCTION

The ITA is an international organisation established in July 2018 as a not-for-profit foundation in Lausanne, Switzerland.

In the aftermath of large-scale and systemic doping scandals in 2014-2015, the International Olympic Committee (IOC) proposed in 2016 the creation of an international independent testing authority (ITA) that could oversee doping controls and all related activities with the view to avoid any actual or perceived conflict of interests in the worldwide fight against doping.

The ITA's main mission would be to deliver high quality anti-doping programs in full compliance with the World Anti-Doping Code for Major Event Organisers, International Sport Federations and any other organisations that seek increased expertise, independence and transparency for the implementation of their anti-doping obligations.

The ITA would, under the supervision of the World Anti-Doping Agency as the global regulator, implement anti-doping programs in an independent manner and in doing so, it would centralise expertise, create economies of scale and efficiencies to promote integrity in sport, protect athletes and ensure the strict compliance of signatory organisations to the World Anti-Doping Code.

Shortly after its inception mid-2018, the ITA adopted an initial strategic plan for the period 2018-2022. As part of this initial plan, the ITA focused on achieving the following 5 main objectives:

- ✓ Work towards increased independence in the worldwide fight against doping
- ✓ Foster and centralise expertise in the implementation of anti-doping programs
- ✓ Maintain compliance of International Sport Federations and Major Event Organisers with the World Anti-Doping Code and related WADA International Standards
- ✓ Harmonise anti-doping processes and ensure equal treatment
- ✓ Contribute to re-building trust in anti-doping, in particular from the athletes and the public at large

In order to achieve these ambitious objectives, the ITA established a fully functioning administration and offices, a solid legal framework to be able to operate on behalf of its partners in every country worldwide, a secure and agile IT infrastructure, robust processes validated by two ISO Certifications and most importantly the right team of experts. The above 5 main objectives were ultimately designed to help the ITA achieve its vision and mission in line with its values.

VISION

The ITA's vision is to be the **world leader in delivering anti-doping programs for sport**. We aim to be the global trusted partner for all athletes and anti-doping stakeholders by leveraging our **expertise, experience and independence**.

MISSION

The ITA's mission is to work towards a level-playing field for athletes by **consistently delivering high-quality anti-doping programs** through a **collaborative, professional and innovating approach**.

VALUES

The ITA commits to uphold at all times the values of **Integrity, Excellence and Equality**.



LOOKING BACK TO BETTER LOOK FORWARD

After 4 years of operations, the ITA Foundation Board wished to assess the work done since 2018 and reflect on the successes, failures and areas for improvement for the future.

As a young organisation active in a complex environment, it is essential for the ITA to ensure it operates as efficiently as possible and in close coordination with all relevant actors involved in the fight against doping: the athlete community, International Sport Federations, the International Olympic Committee and other Major Event Organisers, the World Anti-Doping Agency, National and Regional Anti-Doping Organisations, laboratories, the Court of Arbitration for Sport, public and law enforcement authorities, sport and intergovernmental umbrella organisations, academic and research institutions, etc.

In December 2021, the ITA Foundation Board therefore officially tasked the ITA Director General to put together a revised Strategic Plan for the period 2023-26.

Throughout 2022, ITA's Senior Management held several strategic workshops and immersion sessions with the support of the external consulting firm PwC to review the work done since 2018. ITA's Senior Management identified pain points, weaknesses and threats as well as success factors, strengths and opportunities and outlined the areas where focus should be placed during the next four years. As part of this work, the Chair and members of the ITA Foundation Board members provided valuable input to the strategic objectives identified by the management and a number of key stakeholders were consulted as part of this process: Athletes, WADA, NADOs, International Sport Federations and their umbrella associations, National Olympic Committees and the International Olympic Committee.

2023-26 STRATEGIC OBJECTIVES OVERVIEW

For the period 2023-2026, the ITA will set its main strategic priorities to:

1

CONTRIBUTE TO INCREASED CREDIBILITY IN THE FIGHT AGAINST DOPING

... by strengthening the position and positive impact of the ITA as an expert and independent driving force in the delivery of anti-doping programs.

2

DELIVER EXCELLENCE

... by controlling and improving the quality and integrity of ITA's anti-doping programs, continuously embracing innovation, new technologies and an intelligence-led approach.

3

LEVERAGE THE POWER OF COOPERATION

... by building and maintaining trusted, meaningful and effective collaborations with all stakeholders in clean sport, while keeping athletes at the heart of its decisions.

4

GROW A TEAM OF EXPERTS

... by retaining, developing and continuing to attract highly talented and motivated professionals in the pursuit of clean sport.

5

SCALE AND ENHANCE EFFICIENCIES

... by improving internal processes to drive performance and maximise synergies and resources.

6

BE FINANCIALLY SUSTAINABLE

... by establishing a long-term funding and revenue model to secure the ITA's future and sustainability.



STRATEGIC INITIATIVES OVERVIEW



1

CONTRIBUTE TO INCREASED CREDIBILITY IN THE FIGHT AGAINST DOPING BY STRENGTHENING THE POSITION AND POSITIVE IMPACT OF THE ITA AS AN EXPERT AND INDEPENDENT DRIVING FORCE IN THE DELIVERY OF ANTI-DOPING PROGRAMS.

To achieve this objective, the ITA will undertake the following main initiatives:

1.1

Lead by example with regular and transparent communication on all aspects of the ITA's activities to help promote integrity, credibility and trust in the fight against doping.

1.2

Collect data and evidence to demonstrate the value and impact of independent anti-doping programs.

1.3

Enhance and leverage the ITA's positioning as a trusted independent compliance expert body in support of any organisation's anti-doping efforts.

1.4

Strengthen the ITA's role as a leading body for the delivery of anti-doping education in support of all athletes and their entourage, in particular those that do not have access to education to help prevent doping violations.

1.5

Strengthen the ITA's intelligence & investigations capabilities to help uncover doping violations in close coordination with WADA, anti-doping organisations and public and law enforcement authorities .

1.6

Develop a clear case and engage with relevant stakeholders to achieve the ITA's recognition as a Signatory to the World Anti-Doping Code or as an official non-profit independent anti-doping program implementation institution.

2

DELIVER EXCELLENCE BY CONTROLLING AND IMPROVING THE QUALITY AND INTEGRITY OF THE ITA'S ANTI-DOPING PROGRAMS, CONTINUOUSLY EMBRACING INNOVATION, NEW TECHNOLOGIES AND AN INTELLIGENCE-LED APPROACH.

To achieve this objective, the ITA will undertake the following main initiatives:

2.1

Design and develop anti-doping programs that are proportionate to the risks of the respective sport, balancing budgetary, program and regulatory requirements.

2.2

Accelerate the integration of intelligence-led and data-driven insights in the design and delivery of all aspects of the ITA's anti-doping activities.

2.3

Develop partner acceptance standards with the goal of achieving full delegation of anti-doping programs to the ITA.

2.4

Reinforce quality management and risk management systems to instil a culture of compliance, excellence and ethics across the lifecycle of all ITA activities.

2.5

Ensure that the ITA has a better control over its supply chain and that all individuals who take part in the delivery of the ITA's anti-doping activities have the required integrity, training, tools and capabilities.

2.6

Continue to explore opportunities and build partnerships around research and innovation that can help support the quality and effectiveness of ITA's anti-doping programs.

3

LEVERAGE THE POWER OF COOPERATION BY BUILDING AND MAINTAINING TRUSTED, MEANINGFUL AND EFFECTIVE COLLABORATIONS WITH ALL STAKEHOLDERS IN CLEAN SPORT, WHILE KEEPING ATHLETES AT THE HEART OF ITS DECISIONS.

To achieve this objective, the ITA will undertake the following main initiatives:

3.1

Clearly distinguish athletes as the *raison d'être* of the ITA and ensure, among other initiatives, that they have a voice with regard to ITA's activities and designing clean sport programs.

3.2

Develop and implement a stakeholder engagement strategy with a focus on athletes, driving collaboration and support to deliver ITA's mission.

3.3

Develop open and solid relationships with WADA to help, whenever relevant, improve the World Anti-Doping Code, the WADA International Standards, policies or guidelines to the benefit of a more effective global anti-doping system.

3.4

Engage with national, regional and international public and law enforcement authorities to facilitate information-sharing and synergies between national- and international-level anti-doping operations.

3.5

Foster ITA's representation in key stakeholder committees and other clean sport forums whenever it can bring a meaningful contribution.

3.6

Explore potential for collaborations with other anti-doping organisations and stakeholders to improve the efficiency and effectiveness of ITA's clean sport programmes and the fight against doping globally.

4

GROW A TEAM OF EXPERTS BY RETAINING, DEVELOPING AND CONTINUING TO ATTRACT HIGHLY TALENTED AND MOTIVATED PROFESSIONALS IN PURSUIT OF CLEAN SPORT.

To achieve this objective, the ITA will undertake the following main initiatives:

4.1

Evolve ITA's human resources capabilities into talent management to better support personal and organisational growth.

4.2

Design and roll-out an employee development strategy, including career pathways, training and coaching.

4.3

Further develop the ability to hire and retain talent internationally, maximising potential for expertise and diversity.

4.4

Continuously review and enhance organisational structures, ensuring clarity on roles and responsibilities in line with ITA's mission and objectives.

4.5

Continue nurturing a positive, empowering, collaborative and agile organisational culture.

5

SCALE AND ENHANCE EFFICIENCIES BY IMPROVING INTERNAL PROCESSES TO DRIVE PERFORMANCE AND MAXIMISE SYNERGIES AND RESOURCES.

To achieve this objective, the ITA will undertake the following main initiatives:

5.1 Harmonise and improve partnership proposal processes, particularly around the definition of the scope of activities and pricing.

5.2 Develop transparent standards and criteria for partners' risk management and acceptance process.

5.3 Develop a portfolio strategy for internal projects, keeping track on feasibility, priorities and expected benefits for the ITA and the fight against doping.

5.4 Develop internal systems and transparent processes to achieve a greater ability to manage internal costs.

5.5 Leverage technology to improve efficiency across all dimensions of ITA's activities and anti-doping programs.

6

BE FINANCIALLY SUSTAINABLE BY ESTABLISHING A LONG-TERM FUNDING AND REVENUE MODEL TO SECURE ITA'S FUTURE AND SUSTAINABILITY.

To achieve this objective, the ITA will undertake the following main initiatives:

6.1

Review and develop activities that can help generate additional sources of funding in support of ITA's non-profit status and need for long-term financial sustainability.

6.2

Develop and discuss long-term funding options with the Olympic Movement with a focus on solutions that foster the allocation of anti-doping resources proportionate to the risks of the sports and events.

6.3

Develop and implement a framework to enable collaboration with financial and strategic donors or sponsors that align with the fundamental values of the ITA and want to contribute to clean sport.

6.4

Further scale the reach and impact of ITA's activities and networks worldwide aiming to boost efficiencies and maximize the resources invested by ITA's partners.

6.5

Evolve ITA's partnerships from service-based to value-based agreements, progressively upgrading the quality, scope and value of these partnerships into long-term agreements with full delegation.

6.6

Continuously ensure complementarity (as opposed to duplication) between the role of the ITA and other anti-doping stakeholders to maximise efficiency and effectiveness of continued financial investments into the ITA.

KEEPING SPORT REAL



INTERNATIONAL TESTING AGENCY

Avenue de Rhodanie 40B

1007 Lausanne

Switzerland

Tel: +41 21 612 12 12

Email: info@ita.sport

www.ita.sport