



**ANTI-DOPING  
AGENCY  
OF KENYA**



# STRATEGIC PLAN

2016/17 – 2019/20

February, 2017



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## FOREWORD

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Kenya is a sports powerhouse at regional, continental and global level. Kenyan sports is used for both recreational and a source of income to sportsmen and women in addition to contributing to the country's economic growth and development. The country is renowned for its prowess in sports disciplines such as athletics, rugby and volleyball.

For a long time, Kenya has participated in major international competitions including Regional, Continental and World championships as well as the Commonwealth and Olympic Games. During these competitions, Team Kenya has on several occasions, demonstrated exemplary performance especially in athletics by winning many medals and being ranked at high positions. However, the country has been on the spotlight due to lack of adequate legislative and regulatory measures to control use of banned performance-enhancing substances by its athletes. The use of banned performance-enhancing substances can have detrimental effects on the health of the athletes and is also considered to be against the “spirit of sport”.

It was, therefore, imperative that measures be put in place to ensure transparency and accountability in the administration of sports in Kenya so as to promote fairness and protect the interests of clean athletes while punishing any offenders. It is in view of this that the Anti-Doping Agency of Kenya (ADAK) was formed with the aim of protecting the athletes' fundamental rights to participate in doping-free sport and thus promoting good health, fairness and equality for athletes in Kenya. This strategic plan was formulated so as to ensure the Agency fulfills its mandate as well as provide the necessary guidance in anti-doping interventions in Kenya.

The Agency is committed to achieving the stated Vision and Mission as well as upholding the core values in the Strategic Plan. The Plan has also presented a strategic model that the Agency has adopted to achieve its aspirations, which includes five strategic themes and key objectives to address anti-doping issues and challenges in Kenya. The six strategic themes, which are aligned to the WADA's priority areas, are: Compliance,

Education and Research, Testing, Therapeutic Use Exemption, Results Management, and Institutional Strengthening. The Agency has also proposed a new organizational structure, which attempts to address structural challenges and enhance capacity, engage all the stakeholders for their contribution and promote innovativeness, creativity and professionalism.

The implementation of this strategic plan is the responsibility of not just the executive or heads of departments but also all staff in the Agency. The Agency must work as a team in delivering its mandate for this is what our stakeholders expect of us.

I therefore ask all stakeholders to join us in our efforts to fulfill our aspirations and commitments.



**Japhter Rugut**  
**Chief Executive Officer**

## ABBREVIATIONS AND ACRONYMS

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ADAK	Anti-Doping Agency of Kenya
ADAMS	Anti-Doping Administration and Management System
BCOs	Blood Control Officers
DCOs	Doping Control Officers
KADA	Kenya Anti-Doping Agency
MTP	Medium Term Plan
NOC-K	National Olympic Committee of Kenya
PE	Personnel Emoluments
PESTEL	Political, Economic, Social, Technological, Environmental and Legal
RADO	Regional Anti-Doping Organization
SCAC	State Corporations Advisory Committee
SWOT	Strengths, Weaknesses, Opportunities and Threats
TUEs	Therapeutic Use Exemptions
UNESCO	United Nations Educational, Scientific and Cultural Organization
WADA	World Anti-Doping Agency
WADC	World Anti-Doping Code

## EXECUTIVE SUMMARY

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This is the first Strategic Plan for the Anti-Doping Agency of Kenya (ADAK) constituted vide Ant-Doping ACT No. 5 of April 2016. The main goal for establishing the Agency is to protect athletes' fundamental rights to participate in doping-free sport and thus promoting good health, fairness and equality for athletes in Kenya.

The Strategic Plan enumerates the various functions of the agency key among them being undertaking anti-doping activities, ensuring the enforcement of the requisite anti-doping regulations, overseeing the prosecution of anti-doping offences, creating awareness and implementing programmes aimed at fighting doping, and undertaking the necessary research.

The Vision of the Agency is, "A world class anti-doping Agency, protecting clean athletes and promoting fair play," while the Mission is, "To lead a coordinated national education and awareness programmes, testing and promotion of integrity for doping-free sport".

The Agency is committed to upholding the following core values:

- Patriotism and national unity
- Equity and equality
- Inclusiveness
- Integrity, transparency and accountability
- Professionalism
- Impartiality

The rationale for preparing the Strategic Plan mainly centre on the fact that since Kenya has become a sports powerhouse, there is increasing spotlight from the global sports community to ensure that the triumphs of Team Kenya in world championships and competitions result from clean sports and not from use of prohibited substances. This comes also on the backdrop of several positive doping cases across many sports.

Hence the need for a Strategic Plan to guide anti-doping interventions. In addition, Strategic Planning is part of reform initiatives in Kenya's public sector, which are aimed at improving efficiency and effectiveness in delivery of services to the citizens.

The link of the Strategic Plan with other policies and strategies is also indicated, including linkages with the Constitution of Kenya, the Kenya Vision 2030, and national and international sports organizations. Several challenges facing anti-doping initiatives in Kenya have been identified and they include: Corruption in the doping control process, technological advancement in prohibited substances and doping methods ahead of anti-doping measures, risk of sanctions in the event of non-compliance with World Anti-Doping Code, large number of athletes in the country which strains available resources for testing and lack of integrity by some athletes' support personnel.

The Strategic Plan also provides the current situational analysis of ADAK through a review of the magnitude of doping in Kenya as well as past anti-doping coordination efforts. It indicates that there are few credible studies specifically carried out on the extent of doping in Kenya. However, a report prepared by the Anti-Doping Taskforce in 2014 provided information on the magnitude of doping in Kenya. In addition, it presents an analysis on Strengths, Weaknesses, Opportunities and Threats (SWOT) as well as an analysis on Political, Economic, Social, Technological, Environmental and Legal (PESTEL) under which this plan will be implemented as well as a stakeholder analysis.

The Strategic Plan presents the strategic model that the Agency has adopted to achieve its Vision and Mission during the strategic plan period. It includes the strategic themes and key objectives that have been identified to address anti-doping issues and challenges in Kenya. It also enumerates the accompanying strategies to be pursued in this endeavour. In this regard, the Agency has identified six strategic themes, namely: Compliance, Education and Research, Testing, Therapeutic Use Exemption, Results Management, and Institutional Strengthening. The following are the key objectives, which are aligned to strategic themes that are required to ensure realization of the Agency's aspirations:

- (i) To ensure compliance with the World Anti-Doping Code;
- (ii) To develop and implement effective values-based education programmes that can foster anti-doping behaviours and create a strong anti-doping culture;
- (iii) To implement intelligent testing for effective deterrence doping practices;
- (iv) To ensure that athletes with medical conditions access medical care and compete in sports without conferring to them any advantages through properly processed TUEs; and
- (v) To ensure integrity in the doping control process.
- (vi) To improve the institutional efficiency and effectiveness

For each key objective, several strategies have been identified to ensure the achievement of these objectives.

The Strategic Plan also contains information on the resources required on its implementation including the Agency's Human Capital Management and Administration, financial resource requirement, the current and proposed organization structures as well as performance and risk management strategy. The Agency recognizes that its major strength will be its human resources and will therefore put in place measures to build staff capacity and provide an enabling environment for their productivity. The Agency will mobilize adequate resources from the Government and development partners to implement the Strategic Plan, while at the same time ensuring prudent management of available resources.

On the current organizational structure, the functions of the Anti-Doping Agency of Kenya are performed by the Office of the Chief Executive Officer and technical and support officers deployed from the parent Ministry of Sports, Culture and the Arts. However, this staffing level is severely inadequate. As a result and in order to implement this Plan effectively, the Agency has proposed a new organizational structure, which attempts to address structural challenges and enhance capacity within

itself, engage all the stakeholders for their contribution and promote innovativeness, creativity and professionalism. In this connection, the Agency is organized into the Board and the Secretariat. The Agency also identified key risks that it anticipates during the course of implementation of the Strategic Plan and how it intends to mitigate against them.

Finally, the Agency proposes to put in place a monitoring and evaluation framework that is clearly linked to the strategic objectives. Through Monitoring and Evaluation, the Agency will ensure that identified strategic objectives, strategies, expected outcomes and targets are achieved. An effective results-based M&E system will ensure continuous monitoring using the identified performance indicators. Annex on the Strategic Plan Implementation Matrix is also included.

## 1.1 Background

The Anti-Doping Agency of Kenya is a body corporate established under the Anti-Doping Act no. 5 of April 2016. The Agency is domiciled within the ministry responsible for sports, currently the Ministry of Sports, Culture and the Arts. The main goal for establishing the Agency was to protect athletes' fundamental rights to participate in doping-free sport and thus promoting good health, fairness and equality for athletes in Kenya.

Kenya is a signatory to the 2005 UNESCO Convention against Doping in Sport. Article 5 of the Convention states that, "In abiding by the obligations contained in this convention, each State Party undertakes to adopt appropriate measures. Such measures may include legislation, regulation, policies or administrative practices". In addition, Article 22 of the World Anti-Doping Code 2015 stipulates that each Government puts in place measures to enhance cooperation and sharing of information and data with anti-doping organizations.

## 1.2 Mandate and Functions of ADAK Board

The Board derives its mandate from the Anti-Doping Act, No. 5 of April 2016. The Board mandate involve:

- i. carrying out the fight against Doping in Sports through anti-doping values based education, sensitization and awareness campaigns.
- ii. protecting the 'clean athlete' by carrying out effective doping tests among all Kenyan athletes.
- iii. upholding the integrity of sport through Intelligence Gathering, Investigations and Results Management of Anti-Doping Rules Violations (ADRVs).

The functions of the Agency shall be to:

- iv. promote participation in sport, free from doping in order to

protect the health and well-being of competitors and the rights of all persons who take part in sport;

- v. create awareness in order to discourage the practice of doping in sport among the public and the sporting community in particular;
- vi. develop a national strategy to address doping in sport in collaboration with the Ministry;
- vii. implement the World Anti-Doping Code and associated International Standards;
- viii. implement anti-doping activities in the country including the testing of collected samples in all sports, sport federations and sport organizations and carry out investigations in matters of doping in sports
- ix. undertake, co-ordinate or arrange for research to be undertaken in the field of performance- enhancing substances and methods and doping practices in sport;
- x. provide information to athletes, athlete support personnel and on the procedures for, and developments concerning the collection and testing of samples in accordance with the Code and any standards developed by the World Anti- doping Agency;
- xi. maintain the Whereabouts Register and a Registered Testing Pool in the Anti-doping Administration and Management System in accordance with the Code;
- xii. prosecute anti-doping offences before the Tribunal or the courts;
- xiii. carry out any other function conferred by the Act and any other relevant treaty

## 1.3 Vision, Mission and Core Values

### i. Vision

A world class anti-doping Agency, protecting clean athlete and promoting fair play.

### ii. Mission

To lead a coordinated national education and awareness programme, testing and promotion of integrity for doping-free sport

### iii. Core Values

We commit to the following core values to guide our decisions and behaviours:

#### *Patriotism and national unity*

We uphold the national pride of all Kenyans through our work

#### *Equity and equality*

We promote fairness and equal distribution of resources and services at all levels.

#### *Inclusiveness*

We strive to ensure comprehensive participation of all stakeholders.

#### *Integrity, transparency and accountability*

We employ the highest ethical standards and promote openness, uprightness and reliability while executing our mandate.

#### *Professionalism*

We strictly abide by professional considerations on the methods, standards and procedures while conducting our business.

## *Impartiality*

We shall remain impartial while implementing the anti-doping international standards.

### **1.4 Rationale for Preparing the Strategic Plan**

Kenya has become a sports powerhouse. Sports has increasingly become a vibrant industry providing incomes to sportsmen and women and contributing to the country's economic growth. For a long time, Kenya has participated in major international championships including Regional, Continental and World championships as well as Commonwealth and Olympic Games. During these championships/ competitions, Team Kenya has demonstrated exemplary performance especially in athletics. For instance, Team Kenya was ranked number 1 during the 2015 World Athletics Championships held in Beijing China and number 2 during the 2015 World Junior Championships held in Cali Colombia. The Country is also keen on diversifying into other sports disciplines such Boxing, Rugby 7s, Volleyball and Women Soccer.

Despite the above achievements, some of the country's sportspersons have been punished for testing positive. So alarming had this become that the wins by Kenyan sportspersons were becoming internationally suspicious and nationally embarrassing. In fact, the country's sportspersons face the risk of being excluded from participating in major international sports competitions due to actual and perceived use of prohibited substances. Hence the need for a Strategic Plan to guide anti-doping interventions. In addition, Strategic Planning has been adopted in Kenya's public sector as part of reform initiatives aimed at improving efficiency and effectiveness in the management of public service.

### **1.5 Linkages with other Policies and Strategies**

**Linkages with the Kenya Constitution 2010:** The Constitution of Kenya 2010 establishes the structure of the Kenyan government, and also defines the relationship between the government and the citizens. Article

10 of the Constitution provides for the national values and principles of governance that bind all State organs, State officers, Public officers and all persons, while Chapter Six on leadership and integrity lays down the principles upon which the State Officers should conduct themselves.

The National Values and Principles of Governance are the fundamental norms and beliefs of Kenyans that guide choices, actions, relations and behaviours of citizens. Chapter six of the said Constitution lays a strong emphasis on integrity. ADAK is concerned with integrity in sport participation and or competition. The aspirations of ADAK are therefore in tandem with the provisions of the Constitution 2010 as it seeks to protect clean athletes and promote fair play in sports.

**Linkages with Kenya Vision 2030:** Kenya’s long-term development agenda is currently guided by the Kenya Vision 2030. The Kenya Vision 2030 aims at transforming Kenya into ‘a newly industrializing, middle income country, providing a high quality of life to all citizens in a clean and secure environment.

The Kenya Vision 2030 is anchored on three Pillars, namely, Economic, Social and Political. The three Pillars are supported by the Foundations/enablers. The Vision is being implemented through a series of successive five year medium term plans with the current being the 2<sup>nd</sup> MTP 2013-2017. The vision for the Social Pillar is to build “a just and cohesive society enjoying equitable social development in a clean and secure environment”. Sports, Culture and the Arts is one of the sectors in the Social Pillar of the 2<sup>nd</sup> MTP. Therefore this Strategic Plan aims at enhancing the aspirations of Kenya Vision 2030 through ensuring fairness and justice in sports management.

**Linkages with National and International Sports organizations:** ADAK will enforce compliance with anti-doping rules in all national sports federations. It will also ensure that World Anti-Doping Rules are incorporated into the constitutions of national sports federations. ADAK will closely collaborate with National Anti-Doping Organizations, International Sports Organizations, Regional Anti-Doping Organization and World Anti-Doping Agency in implementing World Anti-Doping Rules.

## 1.6 Challenges facing Anti-Doping Initiatives

- i. Corruption in the doping control process e.g. during sample collection and analysis;
- ii. Technology advancement in coming up with new prohibited substances and doping methods ahead of anti-doping measures;
- iii. Risk of sanctions in the event of non-compliance with World Anti-Doping Code;
- iv. Ever increasing number of athletes in the country which poses a challenge to testing due to budgetary limitations; Lack of integrity by some athletes' support personnel such as managers, agents and coaches
- v. Low levels of literacy amongst most top sportspersons
- vi. Limited logistical opportunities for transporting doping control samples to WADA accredited laboratories

## 1.7 Organization of the Strategic Plan

The ADAK Strategic Plan is organized in five chapters. The first chapter provides an overview of ADAK's establishment, functions, vision, mission and core values. It also gives an overview of the rationale for the preparation of the strategic plan and linkages with the constitution 2010, Kenya vision 2030 as well as National and International Sports organizations. Chapter two highlights the Situational Analysis, SWOT, PESTEL and Stakeholder Analysis. In the third chapter, the ADAK's strategic themes, objectives and strategies are discussed. Chapter four highlights the implementation of the strategic plan including the Board's committees, current and proposed organizational structure and staff establishment. Finally, chapter five is devoted to monitoring and evaluation framework and includes the reporting mechanisms. There is an annex containing the implementation matrix.

## 2.1 Introduction

This chapter provides a review on the magnitude of doping in Kenya and past anti-doping coordination efforts. It also presents an analysis on Strengths, Weaknesses, Opportunities and Threats (SWOT) as well as an analysis on Political, Economic, Social, Technological, Environmental and Legal (PESTEL) under which this plan will be implemented. In addition, the chapter also presents a stakeholder analysis.

## 2.2 Extent of Doping in Kenya

There are few credible studies specifically carried out on the extent of doping in Kenya. However, a report prepared by the Anti-Doping Taskforce in 2014 provided information on the magnitude of doping in Kenya. The Taskforce sampled 1,500 respondents who were active sportspersons drawn mainly from Kenyan Universities and top leagues in various sports in this study.

According to the report, 20.5% of the respondents knew colleagues who use drugs; the drugs used include steroids (76.3%) and Cannabis sativa (bhang, 21.8%); most of the alleged users were in soccer, volleyball, handball, rugby and athletics; these prohibited substances were sourced from shop; about 41% of alleged users take food supplements; and many coaches were allegedly aware of this situation. In addition, 37.1% and 21.8% of the respondents considered education and testing respectively as the best ways of reining in the use of prohibited substances in sport.

## 2.3 Past Anti-Doping Coordination Initiatives

Past anti-doping initiatives were coordinated by various agencies. There was no national institution established by law to coordinate these initiatives. Each national federation was expected to have anti-doping programmes for their members. The federations have in their constitutions clauses that require them to adopt the World Anti-Doping Code.

The Africa Zone V Regional Anti-Doping Organization (RADO) was established in July 2005 with the assistance of World Anti-Doping Agency (WADA) and support of the Commonwealth Secretariat. There are 9 member countries under the Zone V of which Kenya is a member. The mandate of the RADO is to coordinate, manage and implement doping-free sports programmes in the region.

In 2008, National Olympic Committee of Kenya (NOC-K) in conjunction with the Ministry responsible for sports and RADO established the Kenya Anti-Doping Agency (KADA) to oversee anti-doping programmes in the country. However, this Agency was not founded on any law and thus had limited powers in implementing its mandate such as enforcing compliance with World Anti-Doping Code with the local federations. Arising from the aforementioned challenges, the Government established ADAK through the Anti - Doping Act no.5 of April 2016, to oversee functions previously undertaken by KADA.

## **2.4 Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis**

During the development of this Strategic Plan, the Agency carried out an analysis on the Strengths, Weaknesses, Opportunities and Threats (SWOT). The SWOT analysis will provide insight that will enable the Agency take advantage of existing opportunities, build on its strengths and mitigate the effects of internal weaknesses and external threats. A summary of the SWOT Analysis is provided in the matrix below:

Strengths	Weaknesses
<ol style="list-style-type: none"> <li>1. The Legislative establishment of ADAK through an Act of Parliament;</li> <li>2. Existence of the ADAK Board and Secretariat;</li> <li>3. Approved Budget;</li> <li>4. Competent Staff</li> <li>5. Legislative provisions for separation of functions of the Board, Secretariat, TUE Committee and the Sports Disputes Tribunal</li> </ol>	<ol style="list-style-type: none"> <li>1. Limited infrastructure and</li> <li>2. Inadequate disaggregated data on doping</li> <li>3. Inadequate funding</li> </ol>
Opportunities	Threats
<ol style="list-style-type: none"> <li>1. Ring-fenced budgetary allocation;</li> <li>2. Political goodwill from the Executive and Members of Parliament;</li> <li>3. Provisions in the Constitution 2010 especially those relating to governance;</li> <li>4. World Anti-Doping Code;</li> <li>5. Strong linkages with other policies and strategies;</li> <li>6. High profile elite athletes who can mentor upcoming athletes and can also act as anti-doping champions;</li> <li>7. Alternative disputes resolution mechanisms - Sports Disputes Tribunal</li> <li>8. Readiness of other agencies of government such as CID, Police, Customs, and Directorate of Public Prosecutions to enforce the Anti-Doping Act</li> </ol>	<ol style="list-style-type: none"> <li>1. Lack of integrity among DCOs, athletes and support personnel such as managers, agents and coaches (corruption);</li> <li>2. Negative perceptions on testing processes and methods;</li> <li>3. Sanctions by WADA in the event of non-compliance</li> <li>4. Lack of an elaborate and trusted “whistle blowing” mechanism</li> <li>5. Reluctance by athletes and athlete support personnel to report doping related cases</li> </ol>

## 2.5 PESTEL Analysis

In preparing this Strategic Plan, a broad Political, Economic, Social, Technological, Environmental and Legal (PESTEL) scan was undertaken. A PESTEL analysis will enable the Agency to focus on the environment in which it operates and therefore appreciate the factors that will either support or impede the process of implementing the strategic plan. The key PESTEL issues and their strategic implications are presented in the matrix below:

No.	Category	Issue	Strategic Implications
1	Political	Political support	Top leadership's commitment in ensuring that the country remains compliant
		Devolution	County Governments' support to anti-doping education and awareness creation programmes
		Constitution of Kenya 2010	The Constitution highlights various elements of Governance which are consistent with the ADAK aspirations
		Governance and corruption	Perceived weak governance in ADAK operations can increase the risk of being declared non-compliant

No.	Category	Issue	Strategic Implications
2	Economic	Kenya Vision 2030	ADAK Programmes are consistent with the aspirations of Kenya Vision 2030 and its MTPs
		Economic Status	High poverty levels among upcoming athletes can push them into using prohibited substances as they aspire to earn a living from sports
		Unemployment	High unemployment rate can make aspiring athletes to be susceptible to being lured into using prohibited substances

No.	Category	Issue	Strategic Implications
3	Social	Value system	In a poor value system, more athletes and athletes' personnel will be involved in substance abuse.
		Ignorance	Lack of knowledge on implications of taking prohibited substances which have serious health implications
4	Technological	Poor communication	Poor mobile phone signals in some regions of the country will make some athletes inaccessible when required for testing.
		Medical technology	Advances in medical technology especially drugs that can suppress detection of prohibited substances in the body can hinder effectiveness in ADAK's services.
5	Environmental / Ecological	Climate change	Difficulty in accessing due to periodic flooding which may result in poor infrastructure e.g. poor roads and thus increased operational costs

No.	Category	Issue	Strategic Implications
6	Legal	Legal framework	Existence of an Anti – Doping Act , Anti-Doping Policy and ADAK Rules can enhance ADAKs efficiency and effectiveness in the implementation of its mandate
		International conventions and protocols	Standard setting, sharing of information, platform for capacity building and exposure to World Anti-Doping Code and collaboration with international federations, RADO and WADA.

## 2.6 Stakeholder Analysis

This Strategic Plan takes cognizance of the Agency’s stakeholders and their varied expectations which it intends to meet. The Agency in turn has expectations of these stakeholders which it hopes to be equally met. The Agency’s linkage with its stakeholders is summarized in the matrix below:

Stakeholder	Agency Expectations	Stakeholder Expectations
National Sports Organizations	To comply with the World Anti-Doping Code.	Collaboration on anti-doping programmes
Individual Sportspersons and their entourage	To comply with requirements of the World Anti-Doping Code	Promote clean and fair sports
The Ministry of Sports, Culture and The Arts	To provide policy direction To lobby for increased funding for the Agency	Provide timely and accurate information and reports to the Ministry
The National Treasury	Adequate funding Timely release of exchequer	Prudent utilization of funds Accountability and reporting
Ministry of Health (Pharmacy and Poisons Board and Medical Practitioners and Dentists Board )	To deregister persons and institutions aiding and abetting doping	Ensure persons and institutions are operating within recommended standards
The Sports Disputes Tribunal	To adjudicate on anti-doping rule violations by athletes, athlete support personnel, national federations and sports organizations	Ensure credible and expeditious prosecution of cases

Stakeholder	Agency Expectations	Stakeholder Expectations
Office of the Director of Public Prosecutions	To prosecute criminal doping related cases.	Ensure offenders are promptly brought to justice
The Kenya Police Service	To enforce anti-doping laws	Ensure collaboration in reporting and apprehending those violating the anti-doping laws
Corporate Sponsors	To sponsor anti-doping activities and programmes	Accountability in use of funds
The Media	To inform the public on anti-doping activities	Support in advocacy programmes
Sports Kenya	To host sports events	Undertake doping tests and anti-doping education
Sports Registrar	To register and de-register sports organizations	Sanctioning sports organizations not compliant with the World Anti-Doping Code.

Stakeholder	Agency Expectations	Stakeholder Expectations
Sports Fund	Facilitate funding of Anti-doping activities	To sanction sports organizations which are not compliant with the World Anti-Doping Code.
Sports Academy	Mobilize talented sportsmen and women and therefore creating a potential pool for anti-doping education and doping tests	Create anti-doping awareness and enforce anti-doping rules and regulations
Sports Support Personnel	To comply with requirements of the World Anti-Doping Code	Support in education and creation of awareness on anti-doping
State Department of Immigration/ Customs	Securing ports of entry and exit for Anti-Doping purposes	To manage the movement of sportspersons and prohibited substances
Other government institutions and agencies	Partner in any area relevant to ADAK's mandate	To support Anti-Doping Programmes

### 3.1 Introduction

This chapter discusses the strategic model that the Agency has adopted to achieve its vision and mission during the strategic plan period. It includes the strategic themes and key objectives that have been identified to address anti-doping issues and challenges in Kenya. It also enumerates the accompanying strategies to be pursued in this endeavour.

### 3.2 Strategic Themes, Key Objectives and Strategies

The Agency has identified six strategic themes, namely; compliance, education and research, testing, Therapeutic Use Exemption, results management, and institutional strengthening. For each strategic theme, there are key objectives with the corresponding specific strategies required to ensure realization of its Vision and Mission as indicated in the matrix below:

#### Strategic Themes, Key Objectives and Strategies

Strategic Theme	Key Objective	Strategies
Compliance	To ensure compliance with the World Anti-Doping Code	<ul style="list-style-type: none"> <li>i. Monitor compliance of sports organizations</li> <li>ii. Align anti-doping rules and regulations to WADC</li> </ul>

Strategic Theme	Key Objective	Strategies
Education and Research	To develop and implement effective values-based education programmes that can foster anti-doping behaviours and create a strong anti-doping culture	<ul style="list-style-type: none"> <li>i. Develop and regularly review the anti-doping awareness and education plan;</li> <li>ii. Create awareness on anti-doping issues</li> <li>iii. Promote targeted research activities</li> <li>iv. Foster collaboration on anti-doping research</li> </ul>
Testing and Investigations	<p>To implement intelligent testing for effective deterrence of doping practices</p> <p>To investigate suspicions of doping practices and follow-up on “whistle blowing”.</p>	<ul style="list-style-type: none"> <li>i. Ensure use of an effective testing process</li> <li>ii. Manage the Registered Testing Pool</li> <li>iii. Foster collaboration with relevant Agencies for purposes of testing and investigations</li> <li>iv. Provide for robust investigations</li> </ul>
Therapeutic Use Exemption (TUE)	To ensure that athletes with medical conditions access medical care and compete in sports without conferring to them any advantages	Manage Therapeutic Use Exemptions

Strategic Theme	Key Objective	Strategies
Results Management	To ensure due process in the doping control process	<ul style="list-style-type: none"> <li>i. Strengthen initial investigations of anti-doping rule violations</li> <li>ii. Expedite prosecution of doping cases</li> </ul>
Institutional Strengthening	To improve the institutional efficiency and effectiveness	<ul style="list-style-type: none"> <li>i. Entrench performance management by institutionalizing performance contracting and appraisal system</li> <li>ii. Ensure adequate funding for anti-doping functions</li> <li>iii. Capacity Building of ADAK staff</li> <li>iv. See to continuous Monitoring and Evaluation</li> <li>v. Ensure timely audit of the organisations' processes and finances</li> </ul>

## 4.1 Introduction

This chapter provides information on the resources required to implement this strategic plan. It includes the Agency's human resource capacity and needs, financial resource requirement, the current and proposed organization structures as well as performance and risk management strategy.

## 4.2 Human Capital Management and Administration

The Agency's major strength will be its human resources. Under this plan, the Agency plans to build staff capacity and provide an enabling environment for their productivity.

### 4.2.1 Current Staff Establishment

The current staff establishment of ADAK is as indicated below:-

Table 4.1: Current staffing Levels

S/No.	Designation	Job Group*	In-post
1.	Chief Executive Officer	-	1
2.	Senior Assistant Commissioner of Sports	Q	1
3.	Principal Sports Officer	N	1
4	Principal Administrative Office Assistant	N	1
5	Communication Manager	-	1
6	Compliance Officer	-	1
7.	Chief Records Management Officer	M	1
8.	Office Administrative Assistant I	J	1
9.	Accountant II	J	1
10.	Human Resource Management Assistant	H	1
11.	Cleaning Supervisor IIA	F	1
12	Driver II	F	2
	<b>Total</b>		<b>13</b>

\* This grading structure is based on Kenya's Civil Service

## 4.2.2 Staff Development

In order to enhance staff capacity and development, the secretariat will undertake a Training Needs Assessment (TNA) and develop training intervention programmes for implementation.

## 4.3 Financial Resources

In order to implement this strategic plan, the Agency will mobilize adequate resources from the Government and development partners, while at the same time ensuring prudent management of available resources.

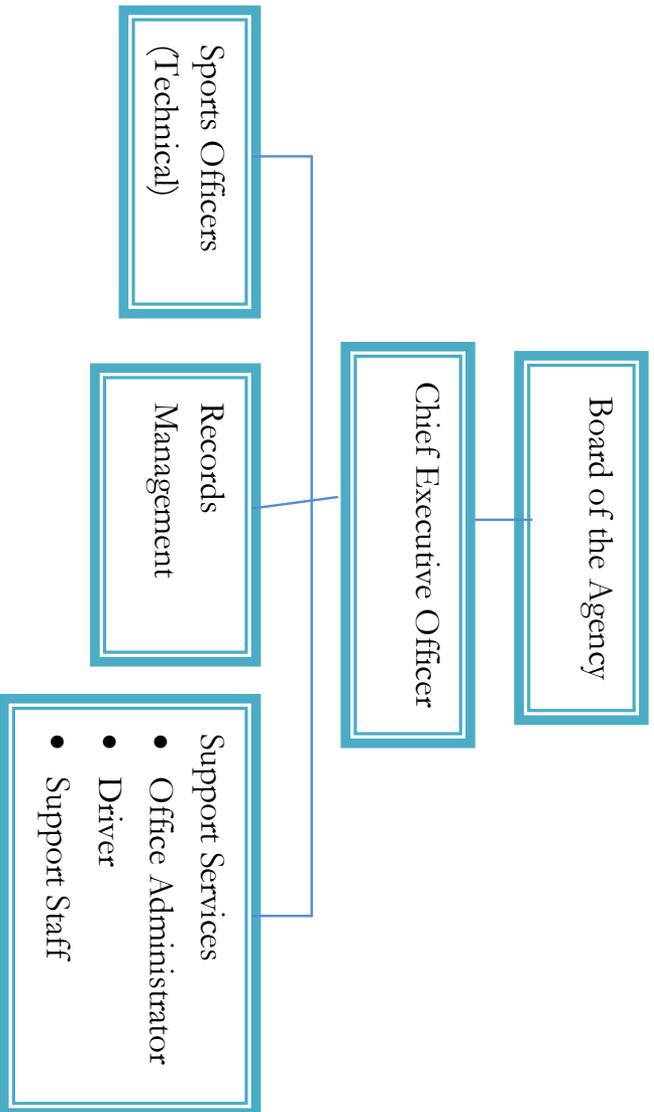
To implement this Strategic Plan over the 4 year period, the Agency will require approximately **Kshs. 2.50 billion** (inclusive of personnel emoluments and operations & maintenance), a large proportion of which will be funded through the Exchequer with support from Development Partners. Table 4-2 shows a breakdown of the recurrent and development resource requirements for the entire period.

**Table 4-2: Strategic Plan Resource Requirements**

Classification	Baseline Estimates	Projected Estimates (Kshs. Million)				
	2015/ 2016	2016/ 2017	2017/ 2018	2018/ 2019	2019/ 2020	Total
1.Recurrent	300	500	600	680	720	<b>2,500</b>
2.Development	-	-	-	-	-	-
<b>Total</b>	<b>300</b>	<b>500</b>	<b>600</b>	<b>680</b>	<b>720</b>	<b>2,500</b>

## 4.4 Current Organizational Structure

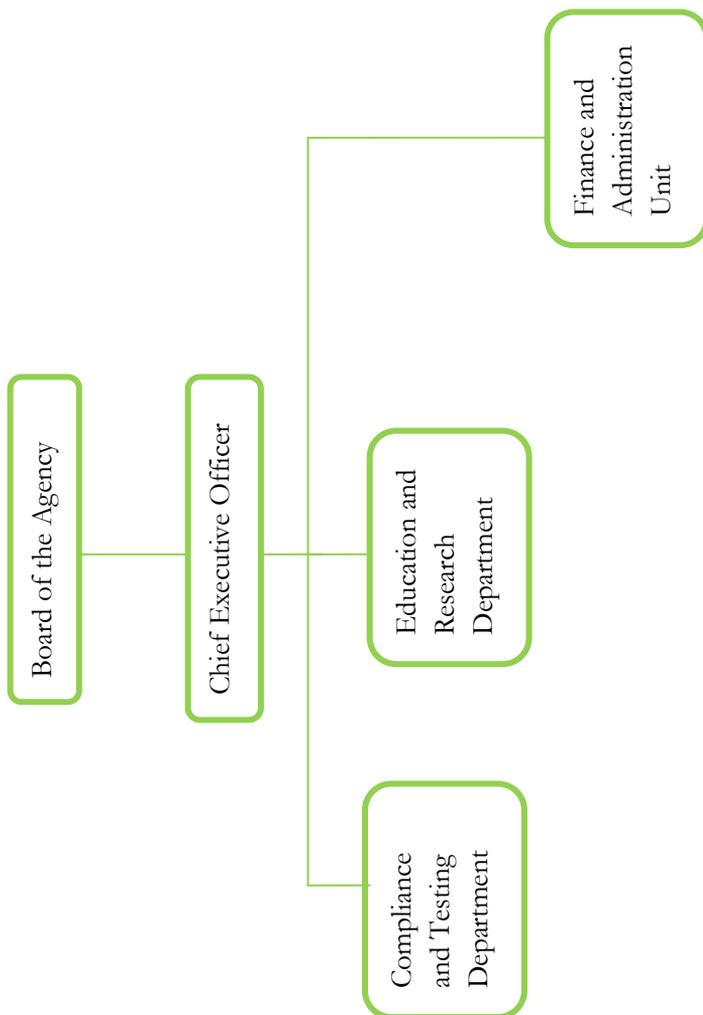
The functions of the Anti-Doping Agency of Kenya are currently performed by the Office of the Chief Executive Officer and two technical officers deployed from the parent Ministry of Sports, Culture and the Arts. It may be noted that the technical officers are severely inadequate. In addition to the CEO and the technical officers, the Agency has support services staff handling records management, office services and driving functions as indicated here below: -



## 4.5 Proposed Organizational Structure

In order to implement this Plan effectively, the Agency will address any structural challenges and enhance capacity within itself, engage all the stakeholders for their contribution and promote innovativeness, creativity and professionalism.

In this connection, the Agency is organized into the Board and secretariat as indicated below:



## **(i) The Board of the Agency**

The Board is headed by a Chairperson who provides the strategic leadership and direction, ensures Board's proceedings are conducted in an orderly and professional manner, and provides oversight in Board policies' development through various committees. The Chairperson is supported by Board members who are responsible for overseeing activities of 4 Board Committees, namely, Finance and Resource, Audit, Governance and Risk Management, and Human Capital Management Committees.

## **(ii) Board Secretariat**

The Board is supported by a Secretariat headed by a Chief Executive Officer. The Chief Executive Officer is responsible for:

- (i) Providing leadership to senior management and staff;
- (ii) Preparing the annual budgets and establish proper internal controls;
- (iii) Executing and communicating the Board's strategies, decisions and policies;
- (iv) Developing and recommend to the Board the annual business plans for the Agency;
- (v) Ensuring that the Agency has an effective management structure including succession plans;
- (vi) Ensuring that all Board papers are accurately written, are relevant and are availed to the Board members in good time;
- (vii) Serving as the link between the Board and the Management;
- (viii) Achieving the objectives of the Agency;
- (ix) Putting in place effective administrative structures, processes and systems;
- (x) Providing regular, thorough and prompt communication to the Board on key technical, financial and administrative matters; and
- (xi) Stakeholder management and the enhancement of the corporate image of the Agency; and
- (xii) Overseeing the functioning of ADAK panels i.e. Therapeutic Use Exceptions (TUE) Panel and Hearing and Appeals Panel

The Secretariat is organized into three departments, namely, Compliance

and Testing; Education and Research; and Corporate Services, each headed by a Director apart from corporate services which is directly under the Chief Executive officer. Under the departments are Sections and Units headed by Managers. Below is a summary of the responsibilities of each of the departments.

## **Compliance and Testing Department**

The Department will be headed by a Director, Compliance Services, ADAK 2 who will be responsible to the Chief Executive Officer for the following functions:-

- (i) Monitor compliance of sports organizations;
- (ii) Gather intelligence and carryout investigations;
- (iii) Test distribution planning;
- (iv) Manage the Registered Testing Pool;
- (v) Anti-Doping Administration Management System (ADAMS) management;
- (vi) Risk assessment for test planning;
- (vii) Initial Results Management Process;
- (viii) Implement Doping Control Processes;
- (ix) Recruit and train Doping Control Officers;
- (x) Prepare regular reports and forecast on testing;
- (xi) Manage Therapeutic Use Exemptions (TUE); and
- (xii) Collaborate with relevant Agencies for purposes of testing.

## **Education and Research Department**

The Department will be headed by a Director, Education and Research, ADAK 2 who will be responsible to the Chief Executive Officer for the following functions:-

- (i) Develop and review anti-doping awareness and education plan;
- (ii) Develop relevant anti-doping information, education and communication materials;
- (iii) Train staff and trainers of trainers for the Agency;
- (iv) Implement anti-doping education and awareness programs;
- (v) Develop partnerships with relevant institutions for anti-doping

- education and awareness programs;
- (vi) Prepare annual report and forecast on anti-doping education and awareness;
- (vii) Identify and review anti-doping research needs;
- (viii) Mobilize research grants from relevant institutions;
- (ix) Implement appropriate recommendations from local and international research findings;
- (x) Prepare annual report and forecast on anti-doping research; and
- (xi) Collaborate with local and international researchers and institutions on anti-doping research.

## **Finance and Administration Unit**

The Unit will be headed by a Manager, Finance and Administration, ADAK 3, who will be responsible to the Chief Executive Officer for the day to day management and administration of Finance and Accounts, Human Capital & Administration, Information Communication Technology and Corporate Communications Divisions of the Agency.

The functions of the Unit entail:-

- (i) Coordinate and oversee the provision of cross-functional administrative services to the Agency;
- (ii) Develop and implement sound financial, human resource & administrative policies and strategies;
- (iii) Utilize effectively and efficiently the Agency's financial, human and physical resources;
- (iv) Prepare budget proposals and cash flow projections;
- (v) Ensure compliance of the Agency with all the statutory requirements;
- (vi) Provide advice on the establishment and implementation of social responsibilities programs;
- (vii) Coordinate the performance contracts of all staff within the Agency; and
- (viii) Implement, promote and maintain the Quality Management Systems and standards within the Agency.

## **4.6 Proposed Staff Establishment**

To implement its mandate, the Board requires adequate human resources. In this regard, the following is the proposed staff establishment of the Agency Secretariat (Table 4.3).

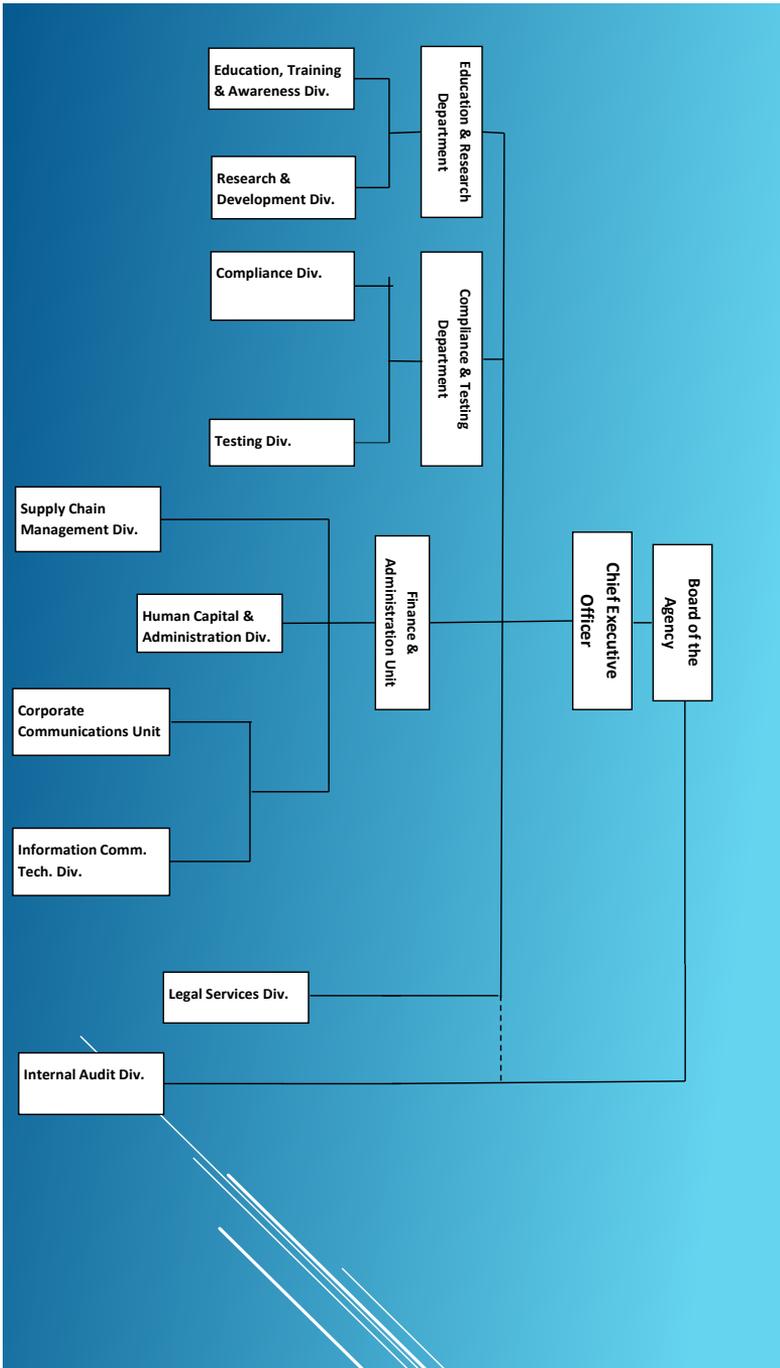
**Table 4.3: Proposed Staff Establishment**

S/No.	Designation	ADAK Grade	Proposed Establishment
	Chief Executive Officer	1	1
	Director, Compliance and Testing	2	1
	Director, Anti-Doping Education and Research	2	1
	Manager, Compliance and Testing	3	1
	Manager, Anti-Doping Education	3	1
	Manager, Research and Development	3	1
	Manager, Finance and Accounts	4/3	1
	Assistant/Manager Human Capital & Administration	4/3	1
	Supply Chain Management Officer/Senior/Chief	7/6/5	1
	Legal Services/ Senior/Chief/ Assistant Manager	6/5/4	1
	Internal Auditor/ Senior/Chief	6/5	1

	Assistant Office Administrator/ Senior Assistant Office Administrator/Principal Assistant Office Administrator	7/6/5	1
	Assistant Manager, Compliance	4	1
	Assistant Manager, Testing	4	1
	Assistant Manager, Anti- Doping Education	4	1
	Assistant Manager, Research and Development	4	1
	Corporate Communication Officer/ Senior/ Chief	7/6/5	1
	Chief Anti-Doping Education Officer	5	2
	Chief Research and Development Officer	5	1
	Senior Anti-Doping Education Officer	6	3
	Senior Research and Development Officer	6	1
	Anti-Doping Education Officer	7	3
	Compliance Officer/Senior/ Chief	7/6/5	3
	Testing Officer/Senior/ Chief	7/6/5	3
	Accountant /Senior/ Chief	7/6/5	1
	Information Communication Technology Officer/Senior/ Chief	7/6/5	1

	Human Capital Management Assistant/Senior	9/8	1
	Assistant/ Senior Testing Officer	9/8	1
	Records Management Officer	7/6	1
	Records Management Assistant/Senior	9/8	
	Office Administrative Assistant/ Senior Office Administrative Assistant	9/8	1
	Driver II/I	11/10	5
	Support Staff/Senior	12/11	2
	<b>Total</b>		<b>46</b>

# Proposed Organizational Structure for ADAK



## 4.7 Risk Management

Table 4-4 provides a summary of the range and types of risks the secretariat anticipates during the course of the implementation of this strategic plan and how it intends to mitigate against them.

**Table 4-4: Risks and Mitigation Measure**

S/No.	Risk Factor	Level of Risk	Mitigation Factors
	Inadequate funding	High	Prudent management of resources; preparation and implementation of an engagement plan with development partners.
	Inadequate staffing hampering delivery of core mandate	Medium	Recruitment of staff Continuous training Succession planning and management
	Lack of capacity for internal control systems	Medium	Strengthening the internal control systems.
	Weak capacity for coordination and monitoring of programmes	Medium	Enhance partnerships with implementing agency Establish and implement an M & E framework

## 5.1 Introduction

Monitoring and evaluation is an important tool that helps in making decisions aimed at improving performance and enabling the determination of achievement of the intended objectives. Successful implementation of this strategic plan will depend significantly on how effectively the planned outputs and outcomes are monitored and evaluated. It is, therefore, imperative to put in place a monitoring and evaluation system that is clearly linked to the strategic objectives. Through Monitoring and Evaluation (M&E), the Agency will ensure that identified strategic objectives, strategies, expected outcomes and targets are achieved. An effective results-based M&E system will ensure continuous monitoring using the identified performance indicators.

Effective monitoring will help to identify difficulties and problem areas as well as taking immediate remedial action, thereby ensuring that targets are achieved. Regular reporting at all levels will be necessary for follow-up and record keeping.

Evaluation will involve systematically and objectively assessing strategies as well as ongoing or completed projects and programmes. The purpose will be to make statements about their relevance, effectiveness, efficiency, impact and sustainability. Based on this information, the secretariat will determine whether any changes need to be made at strategy or programme level. Monitoring and evaluation will complement each other.

## 5.2 Monitoring and Evaluation Framework

The implementation of this Strategic Plan will be closely monitored to ensure that the strategic objectives are being realized as planned. The monitoring process will help track whether the implementation is on course, and establish the need for any adjustment in light of the ever-changing socio-economic environment.

The M&E unit shall be responsible for monitoring the implementation of strategies. Monitoring, follow-up and control systems will be emphasized

at all levels. This will be done through progress reports, review meetings, budgets and budgeting control systems and reports from special committees/task forces among others. Quarterly and annual performance reports will form crucial reporting instruments.

**The Agency will conduct annual reviews of the implementation of the strategic plan and commission comprehensive midterm and end-term evaluations.**

### **5.3 Reporting**

Monitoring will be continuous and two different reports will be prepared: Quarterly Progress Reports, which will include information on key output indicators against set targets for the quarter; and Annual Review Report, at the end of every financial year. Annual progress reports will be prepared to highlight key achievements against set targets, identify challenges encountered, lessons learnt and recommendations on the way forward.

# ANNEX 1: STRATEGIC PLAN IMPLEMENTATION MATRIX

S/NO	Strategic Objective	Strategy	Expected Outcome	Activity	Expected Output	Output Indicators	Timelines/ Targets				Responsibility	Budget (Kshs. M)
							Y1	Y2	Y3	Y4		
Theme 1: Compliance												
1.	To ensure compliance with the World Anti-Doping Code	Monitor compliance of sports organizations	Improved tracking of implementation of anti-doping education programmes	Undertake monitoring on anti-doping education implementation by sports organizations	Reports on M&E exercises	No. of M&E reports	4	4	4	4	Dir. Compliance and Testing	20
				Disseminate findings of M&E exercises	M&E sharing forums held.	No. of M&E sharing forums	1	1	1	1		
	Align anti-doping rules and regulations to WADC	Improved adherence to anti-doping rules and regulations	Regularly review the rules and regulations governing anti-doping in the Country in compliance with the WADC	Aligned rules and regulations	No. of reviews on rules and regulations	-	-	-	1	Dir. Compliance and Testing	20	
				Subscription to WADA and RADO	Paid up subscription	Subscription paid	2	2	2			2

S/NO	Strategic Objective	Strategy	Expected Outcome	Activity	Expected Output	Output Indicators	Timelines/ Targets				Responsibility	Budget (Kshs. M)	
							Y1	Y2	Y3	Y4			
<b>Theme 2: Education and Research</b>													
2.	To develop and implement effective values-based education programmes that can foster anti-doping behaviours and create a strong anti-doping culture	Develop and regularly review the anti-doping awareness and education plan	Improved guidance on anti-doping awareness and education programme	Develop the anti-doping awareness and education plan	Anti-doping awareness and education plan developed	Anti-doping awareness and education plan	1	1	1	1	Dir. Education and Research	2	
							6000	8000	1000	1000			
		Create awareness on anti-doping issues	Improved stakeholder awareness on anti-doping	Print Anti-Doping Education materials	Anti-doping information, education materials printed	No. of materials printed	No. of persons reached	0	0	0	0	Dir. Education and Research	400
								6000	8000	1000	1000		
Carry out anti-doping education and outreach	Prepare reports on anti-doping education and awareness	Education and Outreach programs conducted	No. of reports prepared	No. of reports	No. of reports	4	4	4	4	Dir. Education and Research	16		
						6000	8000	1000	1000				
Undertake research on anti-doping and foster collaboration on research with similar institutions	Improved effectiveness and innovativeness on anti-doping interventions	Identify the anti-doping research needs	Research gaps on anti-doping identified	Research gaps on anti-doping identified	Report on research gaps	1	2	2	2	Dir. Education and Research	100		
						-	1	1	1				

S/NO	Strategic Objective	Strategy	Expected Outcome	Activity	Expected Output	Output Indicators	Timelines/ Targets				Responsibility	Budget (Kshs. M)																
							Y1	Y2	Y3	Y4																		
<b>Theme 3: Testing and Investigations</b>																												
3.	To implement intelligent testing for effective deterrence doping practices	Ensure use of an effective testing process	Enhanced testing process	Carry out risk assessment for test planning	Risk assessment undertaken	Risk assessment plan	1	1	1	1	Dir. of Testing and Compliance	2																
													Develop test distribution plan	Test distribution plan developed	Test distribution plan	1	1	1	Dir. of Testing and Compliance	2								
																					Recruit and train DCOs and BCOs	DCOs and BCOs trained	No. of DCOs and BCOs	10	15	5	Dir. of Testing and Compliance	20
Manage the Registered Testing Pool	Well managed testing pool	Establish a registered testing pool of athletes in various sports disciplines	A database of athletes in various sports disciplines established	A database of athletes in various sports disciplines	1	-	-	-	Dir. of Testing and Compliance	2																		

S/NO	Strategic Objective	Strategy	Expected Outcome	Activity	Expected Output	Output Indicators	Timelines / Targets	Responsibility	Budget (Kshs. M)			
							Y1	Y2	Y3	Y4		
				Train identified athletes on updating their whereabouts information	Identified athletes trained	No. of athletes trained	20	30	40	50	Dir. of Testing and Compliance	30
<b>Theme 4: Therapeutic Use Exemptions</b>												
4.	To ensure that athletes with medical conditions access medical care and compete in sports without conferring to them any advantages	Manage Therapeutic Use Exemptions	Enhanced fairness in sports competitions among the athletes.	Establish a Therapeutic Use Exemptions Panel	Therapeutic Use Exemptions Panel established	Therapeutic Use Exemptions Panel	1	-	-	-	Dir. of Testing and Compliance	16
				Administer applications for Therapeutic Use Exemptions in compliance with the International Standard for Therapeutic Use Exemptions	Applications on TUEs Administered	No. of applications on TUEs	4	6	8	8	Dir. of Testing and Compliance	8
<b>Theme 5: Results Management</b>												
5.	To ensure integrity in the doping investigations of anti-doping rule violations	Strengthen initial investigations of anti-doping rule violations	Enhanced anti-doping investigative process	Gather intelligence and carry out	Intelligence and investigation Reports	No. of intelligence and investigation	4	4	4	4	Dir. Testing and Compliance	300

S/NO	Strategic Objective	Strategy	Expected Outcome	Activity	Expected Output	Output Indicators	Timelines/ Targets				Responsibility	Budget (Kshs. M)
							Y1	Y2	Y3	Y4		
	control process	(ADVVR)	Improved anti-doping prosecutorial process	investigations on doping incidences	produced	Reports						100
				Ensure due process in the prosecution of doping cases	Constitute the Initial Review Committee	Functional Initial Review Committee	Initial Review Committee	1	-	-	-	
			Improved service delivery through institutionalized performance management culture	Share outcome of the results management process with relevant persons and institutions	Specific prosecution cases shared with relevant persons and institutions	No. of cases shared with relevant persons and institutions						2
				Implement annual Performance Contract (PC)	PC implementation reports	PC reports	4	4	4	4	Manager, Finance and Administration	
6.	To improve the institutional efficiency and effectiveness	Enrich performance management: Institutionalize performance contracting; performance appraisal system; and monitoring & evaluation system.	Improved service delivery through institutionalized performance management culture	Develop and implement Performance Appraisal Tools	Performance Appraisal Tool developed and implemented	No. of staff on PAS	13	21	21	25	Manager, Finance and Administration	10
				Re-engineer the service delivery systems	ADAK Secretariat ISO certified	ISO certification (%)	10	30	70	100	Manager, Finance and Administration	
<b>Theme 6: Institutional Strengthening</b>												

S/NO	Strategic Objective	Strategy	Expected Outcome	Activity	Expected Output	Output Indicators	Timelines/ Targets				Responsibility	Budget (Kshs. M)
							Y1	Y2	Y3	Y4		
				Develop and implement an M&E system	Functional M&E system	M & E reports	4	4	4	4	Manager, Finance and Administration	20
				Carry out systems audit	Systems audit undertaken	Report on systems audit	2	2	2	2	Manager, Finance and Administration	10
		Ensure adequate funding for anti-doping functions	Adequately funded ADMAK functions	Prepare annual costed budgets for ADMAK activities	Costed annual budgets	No. of costed annual budgets	1	1	1	1	Manager, Finance and Administration	4
				Participate in sector budget preparation process	Sector budget preparation forums attended	No. of forums	2	2	2	2	Manager, Finance and Administration	10
		Capacity Building of ADMAK staff	A pool of skilled personnel in anti-doping	Develop training plan	Training plan developed	Training plan	1	-	-	-	Manager, Finance and Administration	2
				Implement the training plan	Trained personnel	No of people trained	21	25	30	30	Manager, Finance and Administration	40
<b>Total</b>											<b>2,366</b>	



