

QUALITY ASSURANCE AND SUSTAINABILITY PLAN for the Anti-Doping Workforce in Europe and Worldwide 2026-2028

September 2025



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1. Introduction

1.1 About the Quality Assurance and Sustainability Plan for the Anti-Doping Workforce in Europe and Worldwide

This Quality Assurance and Sustainability Plan is one of eight key deliverables from the GLDF4CleanSport project, (official title '*Innovating and harmonising the global approach to learning and development to enhance the skills and competencies of anti-doping practitioners and the effectiveness of anti-doping organisations*').

GLDF4CleanSport was a three-year transnational project with nine partners, co-funded by the European Union's Erasmus+ Sport programme. It started in October 2022 and completed successfully in September 2025.

1.2 The need for a Quality Assurance and Sustainability Plan

The GLDF4CleanSport partners were clear from the outset that they did not want the project's focus and resources to be limited to the three years of the project's lifetime. Instead, their vision was that after completion of the project, the

programmes and resources would be adopted by the global anti-doping industry and would continue to influence and improve practice through relevant training and continuing professional development for the anti-doping community, for many years to come. It would also be necessary to keep the training programmes and resources technically up to date as the industry and its regulatory framework evolves. This final output of the project, therefore, is intended to provide practical and realistic suggestions for the dissemination and integration of the training programmes and resources over the coming three years (2026 – 2028) by introducing a sustainability framework and key actions for quality assurance purposes. For the GLDF4CleanSport partners, integration, sustainability and quality will support and underpin the continuity of the project's outputs for the future.

The goal of this document is to outline the quality assurance and sustainability measures for the GLDF4CleanSport project culminating in an Action Plan for the sector outlining five main recommendations and 17 priority actions with timing, audience, activities and responsible organisations.



2. About the GLDF4CleanSport Project

2.1 Rationale: Improving the Professionalism and Capabilities of the Anti-Doping Workforce

Doping poses a fundamental threat to the integrity of sport. At the heart of the global efforts contributing to keeping sport clean are the people, anti-doping practitioners, working tirelessly, within a range of anti-doping organisations in specific countries, regions or sports. To successfully lead, develop and implement their anti-doping programmes, these practitioners need to be equipped with the right competencies, knowledge and skills.

The anti-doping workforce is distributed across a range of organisations – National Anti-Doping Organisations (NADOs), Regional Anti-Doping Organisations (RADOs), international sport federations, governments, major event organisations, national Olympic and paralympic associations, laboratories, other designated third parties such as Independent Testing Agency (ITA) or other Sample Collection Agencies, and the global regulator for the industry World Anti-Doping Agency (WADA). It includes both paid staff and volunteers. The development of practitioners' capability in some of the core role-specific areas within the EU and globally is slowly becoming standardised and harmonised, with significant investment made since 2020 to do so. However, many specialist roles still require development and investment to create standards for practice as well as training programmes to support practitioners across Europe and worldwide in these roles.

As the global regulator for anti-doping, the World Anti-Doping Agency (WADA) seeks to ensure that anti-doping programmes are compliant with the World Anti-Doping Code (Code) and the various International Standards. To support this process, WADA recognizes that investment in the anti-doping workforce is critical to achieve this and in 2020 initiated the Global Learning and Development Framework (GLDF) to fulfil its commitments in this

area as outlined in the Code as well as in WADA's current and previous strategic plan.

This initial phase of the GLDF led by WADA focused on in-depth research related to capability development in other global industries, analysis of the latest trends in occupational training and conducting in-industry skills surveys to understand the needs of practitioners. Complementing this work was engagement with the anti-doping community to establish a series of Technical Working Groups for specific roles to support the development process. This earlier phase of development resulted in the publication of professional standards and role descriptors based on a comprehensive functional analysis process facilitated by experts from the European Observatoire of Sport and Employment (EOSE) followed by the creation of blended learning training programmes for seven specific practitioner roles.

In 2021 EOSE and WADA were successful in applying for funding from the European Union's Erasmus+ Sport programme to provide further support to the GLDF initiative by carrying out more detailed research into the global anti-doping workforce, their functions and training needs, designing additional professional standards and eLearning modules for four roles not yet covered by GLDF and to introduce additional resources to assist in the further development of practitioners.



2.2 The GLDF4CleanSport Partners

The project was led by EOSE with WADA acting as the technical lead. The consortium consists of nine partner organisations from the European region:

European Observatoire of Sport and Employment (EOSE) – Coordinator	France / Europe		www.eose.org
World Anti-Doping Agency (WADA) – Lead Technical Partner	Switzerland / Global		www.wada-ama.org
Nationale Anti-Doping Agentur Austria (NADA)	Austria		www.nada.at
Anti-Doping Denmark (ADD)	Denmark		www.antidoping.dk
Agence Francaise de Lutte Contre le Dopage	France		www.aflid.fr
Dopingautoriteit	Netherlands		www.dopingautoriteit.nl
Polska Agencja Antydopingowa	Poland		www.anty doping.pl
World Athletics	Monaco / Global		www.worldathletics.org www.athleticsintegrity.org
World Rugby	Ireland / Global		www.world.rugby

The Council of Europe (CoE) – a European convening body with broad and diverse expertise in the government sector, could not formally be a partner in GLDF4CleanSport due to internal policy – however were a named associate. The CoE was able to assist the project within the framework of its Memorandum of Understanding signed with WADA in 2016 and provided a Chair and expert advice for the Technical Working Group (TWG) on Government Officials and Advisors.

2.3 The scope of this Quality Assurance and Sustainability Plan

This plan for quality assurance and sustainability addresses the following outputs developed as part of GLDF4CleanSport:

Output	Description
1. Comprehensive Mapping presenting the main characteristics, realities, challenges and tendencies of the anti-doping workforce in Europe and worldwide	Researching and analysing the European and global anti-doping workforce formed a strong foundation for the rest of the project and will be of continuing value to the anti-doping community. The report was compiled through a combination of desk research, stakeholder interviews and a first-ever European/global survey of anti-doping organisations, relevant governments and major event organisations. Languages: English and French
2. Functional Map for the anti-doping industry in Europe and world-wide	The Functional Map is a graphic representation that precisely describes the functions that take place in the anti-doping industry and the stakeholders responsible. This map provided the official starting point of the development of the next step of the project which is the production of “Professional Standards” for each of the four practitioner roles selected for the project. Languages: English, French and Spanish
3. Full set of Professional Standards for the four selected roles within the anti-doping industry in Europe and worldwide	The professional standards provide competency frameworks for practitioners working in the following selected roles: Testing, Compliance, Government Anti-doping officials/advisors and Major Event Organisers. These were designed by Technical Working Groups (TWGs) chaired by NADO education managers and consisting of experienced practitioners (people doing the roles) from across the world. Languages: English, French and Spanish
4. A Competency-based training offer (series of e-learning modules and in-person material) responsive to the needs of the anti-doping industry for the four selected roles	Training curricula, modules and learning pathways were developed for the roles of Testing, Compliance, Government Officials/advisers and Major Event Organisers. These competence-based blended educational offers include e-learning modules and training materials which are available to anti-doping practitioners via WADA’s existing online learning platform (ADEL) with mentoring support. These training offers were tested and refined with a selection of 16 participants per role via pilot seminars and online learning. Languages: English and French

Output	Description
5. A fit-for-purpose train the trainers programme to equip them to implement and deliver the competency-based training offer	<p>Training curricula, modules and learning pathways were developed for the roles of Testing, Compliance, Government Officials/advisers and Major Event Organisers. These competence-based blended educational offers include e-learning modules and training materials which are available to anti-doping practitioners via WADA's existing online learning platform (ADEL) with mentoring support.</p> <p>These training offers were tested and refined with a selection of 16 participants per role via pilot seminars and online learning.</p> <p>Languages: English and French</p>
6. Online self-assessment tool for anti-doping practitioners to measure their own capabilities and identify areas for development	<p>The four online practitioner self-assessment tools (one for each selected role) were developed based on the professional standards. Any practitioner can freely access the tool relevant to their work responsibilities and measure their current level of competence by completing a short questionnaire. The tool then provides them with a summary of their current strengths and development needs and signposts them to the appropriate training offer as well as additional technical resources that can assist them in their work.</p> <p>Languages: English, French and Spanish</p>
7. Online self-assessment tool for anti-doping organisations to evaluate their existing training against the requirements of the professional standard	<p>This tool is designed so that anti-doping organisations can evaluate existing training programmes or training they may develop against the requirements of the professional standards.</p> <p>Languages: English, French and Spanish</p>
8. Quality Assurance and Sustainability Plan for the Anti-Doping Workforce in Europe and Worldwide	<p>This current document.</p> <p>Languages: English</p>



3. Quality assurance, sustainability and impact

3.1 Introduction to Quality Assurance

Quality assurance in the context of GLDF4CleanSport refers to the maintenance of the project's outputs so that they maintain their quality standards at the time of development and remain up to date as the regulatory framework and technicalities of anti-doping evolves. This will require monitoring and evaluation over the three-year period covered by this plan and adjusting

the outputs, as needed, in the light of feedback and analysis. Future quality assurance measures can also involve benchmarking the professional standards and training offers against widely recognised qualification frameworks, such as the European Qualification Framework (EQF) and/or national qualification frameworks and exploring the feasibility of formal credit-bearing certification.

3.2 Introduction to Sustainability

Sustainability in the context of a transnational and ambitious project such as GLDF4CleanSport refers to the ability to continue to implement all outputs and ensuring they remain accessible for the benefit of the European and wider global anti-doping community beyond the funded period. Ensuring and encouraging sustainability means creating the conditions to make sure the outputs of the project continue to be delivered in line with the conditions and resources that are available

after the official funding period ends. Only through the sustainable delivery of the project's outputs can they contribute to the desired long-term impact to professionalize anti-doping work.

In relation to the GLDF4CleanSport project, the legacy and sustainability of the project's outputs can help to achieve the desired benefits to workforce development in anti-doping in the medium and long term for the benefit of clean sport.

3.3 Impact - Targeted External Stakeholders

Examples of stakeholders outside of the project who can benefit positively from the sustainability of the outputs include:

European and Global

- European Commission
- Council of Europe and UNESCO
- Regional Anti-Doping Organisations
- Major Event Organisations
- European and International Sport Federations
- International Paralympic Committee

- International Olympic Committee
- International Government Organisations
- International Testing Agency

National and Local

- Anti-doping Practitioners
- Sport Ministries and Public Authorities
- National Anti-Doping Organisations
- National Olympic and Paralympic Committees

The project's outputs are underpinned by research and consultation which includes a functional analysis of the work undertaken by practitioners working in the four key roles within the anti-doping industry. Through this analysis, Professional Standards and Role Descriptors were created that outlined the competences, skills and knowledge practitioners require to be effective in their roles, complemented by role specific blended learning

training programmes to support practitioner development in each role.

Impact, which has begun to be demonstrated during the project and will continue into the future, can be shown at several levels, starting with the organisations who participated in the GLDF4CleanSport project.

3.4 Impact of GLDF4CleanSport on Participating Organisations and Networks During the Project Lifetime

With a network of seven European partners representing different parts of the anti-doping industry under the leadership of WADA and EOSE, the project has had a significant impact during its lifetime. This includes the following achievements:

Increasing the profile of anti-doping in Europe and globally.

GLDF4CleanSport has been a project with a focus on the continued professionalisation of the European and global anti-doping workforce through the modernisation and harmonisation of training based firmly on fit for purpose professional standards for four key roles. Through a sustained programme of work over three years, anti-doping has shown itself as an exemplar industry demonstrating how role-specific training can be created to meet the real and evolving expectations of compliant anti-doping work. Comprehensive sharing of information about the project and work programme has reinforced this profile with key stakeholders through ongoing dissemination which will continue as part of the Quality Assurance and Sustainability Plan.

Establishing a forum for sharing of ideas and best practice in Europe and globally

The GLDF4CleanSport project has created the opportunity for further Technical Working Groups to be formed bringing together key stakeholders from national anti-doping organisations, international sport federations and WADA itself.

Collectively, the partners have researched and analysed the anti-doping workforce and its core functions in Europe and globally producing the first comprehensive mapping of the global anti-doping workforce, it has developed professional standards for four roles and designed and piloted four role-specific training programmes as well as a Train the Trainer programme to deliver the training. The sharing of experiences has stimulated discussion and debate and increased the consortium's understanding and knowledge of realities, challenges and needs around anti-doping worldwide which will guide and influence future priorities for workforce development.



Better understanding of the anti-doping training, development and capability needs

To be effective, the modernisation and harmonisation of anti-doping training must be based on a clear understanding of the current and potential needs of the labour market, its employers and workforce. Following the research activities, examining workforce characteristics, entry education levels and training provision, realities, main challenges, good practice outcomes, pathways, trends and tendencies in anti-doping, fit-for-purpose training programmes have been developed, tested and prepared for implementation in four roles.

Mainstreaming the immediate outputs of the project for the partners and the global anti-doping workforce

All partners contributed staff from their organisations to the project's activities which included the four Technical Working Groups, the recruitment of potential trainers and providing trainees for the training seminars. All partner organisations were fully committed to the outputs developed during GLDF4CleanSport and will continue to promote and access them for the onboarding of new staff. In addition, partners have committed to promoting the additional roles covered by GLDF as the industry standard for role-specific training.

Impact and engagement with the anti-doping workforce

A key element of the project was a global skills survey of the anti-doping workforce, the first time such a survey had been conducted by the industry. Engagement from the anti-doping community was encouraging and the survey was well responded to. The data and subsequent analysis have provided the first overview of the global anti-doping workforce in its history. Something that will be repeated in future years in order to conduct trend analysis and monitor changes in workforce needs. In addition, the outputs developed within the project, have been promoted to the wider range of stakeholders through key events such as the 2024 Global Education Conference, as well as through networks coordinated by WADA, the partners and governance groups such as the WADA Education Committee. All of these have significantly raised awareness and enabled access to the outputs and ensured European and global access to them for practitioners in Europe and worldwide.

Increased knowledge/experience of Erasmus+

As one of the first anti-doping specific projects to be submitted under the EU priority of "Promote integrity and values in sport with a specific focus on combating the usage of doping" the project has widely disseminated and promoted the impact that Erasmus+ projects can have for collaboration, knowledge sharing and production of valuable projects at the European level. This applies not only to the project partners but also the very wide range of stakeholders with whom the project has engaged.



3.5 Dissemination during GLDF4CleanSport

In order to maximise these impacts, significant dissemination activities took place during the GLDF4CleanSport project at the global, European, national and local levels through the efforts of project partners.

The main objectives of the dissemination activities were to:

- Make the wide range of stakeholders and individuals from the anti-doping industry and wider sport sector aware of the project and its aims, objectives, activities and planned outputs.
- Promote the transnational and collaborative nature of the project bringing together a diverse range of stakeholders at the European and global level.
- Promote the project through industry surveys, media releases and reports.
- Consult on the professional standards and role descriptors with experts beyond the partnership.
- Raise awareness of the research outcomes, the professional standards, the role descriptors, the training offers, and self-assessment tools.
- Utilize the networks and range of the partnership to disseminate across a varied mix of stakeholders.

- Encourage interested stakeholders to get in contact with the project and take part in the various consultation activities and dissemination phases.
- Use the widest possible range of means available to ensure that the anti-doping industry as a whole, including the intended end users, were made aware of the project, its outputs and value to the industry.

The project website www.gldf4cleansport.eu and WADA's own GLDF website were the main forums for dissemination and these websites will remain live after the end of the project. Indeed, the websites will be the main repositories of the final outputs and will be available to all European and global stakeholders in the future.

Throughout the project, the partners distributed multilingual brochures, regularly presented and disseminated progress to their own organisations and those with whom they work, consulted and reached a wide stakeholder network across Europe and beyond.

In February 2024, the project was presented to WADA's Global Education Conference in Cannes, France and received very positive feedback from the delegates present.



3.6 Going Forward: Planned Impacts Through Quality Assurance and Sustainability

The success of the ongoing dissemination activities has demonstrated the capacity of the GLDF4CleanSport partners to reach key stakeholders and decision makers in anti-doping, and all partners are committed to continuing their efforts during the sustainability period of a further three years. Key activities have been included in the action plan that will aim to further promote and encourage use of the project's outputs by the global anti-doping community.

Continuing impact is also assured through the inclusion of WADA as lead technical partner in the project. WADA, through its GLDF, is well positioned to fully integrate and make accessible on a global scale the training programmes created through the project in addition to publishing and promoting the newly created Professional Standards and assessment tools – all of which will further support anti-doping practitioners and improve anti-doping practice within anti-doping organisations.

Specific impacts will include:

Impacts on the wider anti-doping industry and workforce

- Increase in role competence improving anti-doping practice in line with the Code and Standards
- Reduction in 'on the job learning' as the only method to understand the requirements of the role
- The European and globally harmonised approach to standards and professional development will contribute to the mobility of skilled practitioners across European nations and worldwide with the potential to address skills shortages
- Growing recognition of anti-doping as a career choice improving attraction and retention of competent anti-doping practitioners

- Impacts on sport organisations, participants and competitors
- Better anti-doping experience for athletes
- Reduction in compliance issues associated with anti-doping organisations
- Improved recruitment by ADOs
- Enhanced safeguarding of athletes from the harmful and sometimes fatal effects of doping through banned substances
- Greater confidence on the part of sport federations, clubs and individual athletes in the fairness of competitions
- Greater confidence on the part of sport sponsors that the competitions and athletes they support are clean and therefore less likely to cause reputational damage.

Impacts supporting European policies

The project directly contributes to the following topic areas in the EU Workplan for Sport 2024 – 2027:

- Anti-doping
- Sport and education
- The European Sport Model
- Fight against the manipulation of sport competitions
- Innovation and digitalisation
- Major sporting events

In addition, the 2010 Communication Developing the European Dimension in Sport, published in January 2011, identified specific challenges to be addressed which included "improving employability and mobility", "the need for better-qualified staff in the sport sector" and "referencing to the European Qualification Framework".

3.7 The Role of the GLDF4CleanSport Partners in Sustainability

The GLDF4CleanSport project gathered partners from a wide variety of stakeholders in the anti-doping industry across Europe, as presented in the introduction of this report.

During the life of the project, all the partners were encouraged to serve as ambassadors for GLDF4CleanSport and undertook concrete actions to promote, present and encourage interest in the project's activities and planned outputs. This work included writing and publishing articles on different channels (e.g., websites, newsletters etc.), presenting the project to colleagues and stakeholders, distributing the project's flyers, being active on social media and utilising other

networking opportunities – a broad portfolio of actions aimed at raising the profile of the project.

The partners have made a strong and unanimous commitment to continue to advocate for the GLDF4CleanSport project outputs after the end of the funded period of the project and to enhance the legacy of the project and support its sustainability.

As part of the sustainability of this project, partners will continue to look for ways to maximise the usage of the outputs and act as a shining light and as exemplar organisations to others in the sector who can learn from their example.



3.8 Potential uses of the GLDF4CleanSport Outputs

The following table outlines some of the uses of the innovative outputs of the GLDF4CleanSport project:

Headline Use	Detail	Output
Promoting the Anti-doping Industry	<ul style="list-style-type: none"> Promote the importance of the anti-doping industry to sport and clarify the functions of its workforce and the stakeholder organisations. 	<ul style="list-style-type: none"> Comprehensive Mapping Report
Recruitment and Selection	<ul style="list-style-type: none"> Develop job descriptions with the roles, responsibilities, skills and personal attributes of anti-doping practitioners. Prepare job advertisements for anti-doping practitioners. Devise competency-based selection procedures. Specify induction and initial education, training, experience and qualifications. 	<ul style="list-style-type: none"> Comprehensive Mapping Report Role Profiles and Professional Standards
Planning the Anti-doping Workforce	<ul style="list-style-type: none"> Identify realities, challenges and trends in skill requirements in the workforce. Highlight links and career routes between current and emerging roles/ positions. 	<ul style="list-style-type: none"> Comprehensive Mapping Report Role Profiles and Professional Standards
Identifying Training Needs	<ul style="list-style-type: none"> Develop a strategic view of future learning requirements the anti-doping workforce. Identify individual learning needs. Assess level of performance and identify training needs. Plan individual learning and development. 	<ul style="list-style-type: none"> Comprehensive Mapping Report Online Practitioner Self-Assessment Tool
Upskilling the Anti-doping Workforce	<ul style="list-style-type: none"> Evaluate existing training programmes for relevance and quality. Signpost new and existing practitioners to relevant training. Access flexible online learning opportunities based on professional standards in multiple languages. 	<ul style="list-style-type: none"> Self-Assessment Tool for Organisations Self-Assessment Tool for Practitioners Competency-Based Training Offer

3.9 Gathering Feedback

EOSE, as coordinator of GLDF4CleanSport, and a leading network organisation in the fields of sport, employment and education, together with WADA, will ensure the ongoing availability of the GLDF4CleanSport published resources with the proactive support of all project partners. The GLDF4CleanSport and WADA websites will be maintained by EOSE and WADA respectively. Both organisations will continue to carry out and promote actions towards sustainability for a minimum of three years after the end of the funded period with the active support of the partners.

Despite effective dissemination during the project, many stakeholders will discover the outputs

for the first time after the project when they are professionally published in a designed and presentational style.

At the appropriate point in the future, EOSE and WADA will seek further investment to update and revise the content in light of feedback. All other stakeholders interested to contribute will also be consulted and their feedback will be taken into consideration to update the outputs in line with the evolving needs, realities and challenges of the industry.



4. Recommendations and priority actions

Based on the vital importance of quality assurance and sustainability, the outputs, target audiences and intended impacts, the GLDF4CleanSport (GLDF4CS) partners have developed the following five main recommendations supported by 17 priority actions. These are presented in greater detail in the Three-Year Action Plan in the table in Section 5 in this document.

RECOMMENDATION 1: Establish an infrastructure to fully integrate the training outputs into the global GLDF and enable the quality assurance and sustainability of the GLDF4CS outputs¹.

The GLDF4CS partners have developed four further recommendations to integrate, disseminate, embed and support the use of the GLDF4CS outputs over the next three years with assigned responsibilities. However, for these recommendations to have the maximum impact, there needs to be effective coordination, allocated resources, and use of existing tools and methods to achieve. This would best be coordinated by a dedicated Committee and/or working group.

In order to achieve the quality assurance aspects of the Plan, this Committee and/or working group will need to establish a monitoring and evaluation framework which details the data which must be collected, sources of data and evaluation criteria.

Priority Action 1: WADA to fully integrate the training outputs into its Global Learning and Development Framework (GLDF) to enable European and global access to these training programmes.

Priority Action 2: Explore the use of existing anti-doping governance mechanisms to support the dissemination, implementation and quality assurance of the project's outputs. Where such mechanisms do not exist consider establishing a dedicated working group.

Priority Action 3: Identify and agree how to monitor and evaluate the dissemination, implementation and quality assurance of the project's outputs engaging with social science research experts.

RECOMMENDATION 2: Broaden the dissemination and promotion of the GLDF4CS outputs

The GLDF4CS partners have already undertaken considerable dissemination activities through their networks. In order to maximise impact on the intended audiences, the outputs should now be made visible and easily accessible on WADAs Anti-Doping Education and Learning platform (ADEL) with consideration for some of the more formal materials, for example; the Functional map, Comprehensive Mapping Study 2023, Professional Standards and Role Descriptors to be made available on WADA's website to support the dissemination across the anti-doping industry and to other interested stakeholders at a global level. All partners are committed to the activities associated with this recommendation, in particular identifying key decision makers and influencers and ensuring that they receive copies of the high-quality outputs with clear information about their relevance and intended use. In addition, a special dissemination event such as an online webinar and in the future, possible promotion of the GLDF4CS outputs at the 2027 Global Education Conference (GEC).

Priority Action 4: Ensure all project outputs as they relate to Training are added to WADA's ADEL platform for future GLDF training programmes and that the Functional Map, Comprehensive Mapping Study, Professional Standards and Role Descriptors are available and easily accessible on the WADA website.

Priority Action 5: Develop and disseminate information to promote the take-up and use of the

¹ Unless otherwise stated, the GLDF4CleanSport Outputs refers to the Comprehensive Mapping Study, the Functional Map, the Professional Standards and associated Role Profiles, the Training Programmes, Train the Trainer Programme and Self-Assessment Tools.

project's outputs and build support in the anti-doping industry with consideration given to hosting a dissemination webinar as well as inclusion in the 2027 Global Education Conference programme to promote the project, partners' collaboration and future opportunities for the anti-doping workforce to benefit from the outputs of this project

RECOMMENDATION 3: Support the implementation of the GLDF4CleanSport outputs.

If effective, the strengthened dissemination activities highlighted in Recommendation 2 will stimulate more interest in the project's output amongst the anti-doping industry. Of particular relevance will be the Professional Standards and Role Descriptors, the training programmes and the practitioner self-assessment tools. However, anti-doping organisations will need guidance on how to make best use of these outputs in order to recruit, train and support the professional and technical development of their staff. Further guidance should be developed to support anti-doping organisations and wider stakeholders to use the outputs to maximize the benefits to their workforce and quality of anti-doping programmes. The guidance should be easily accessible and made widely available to the industry via WADA's website.

It will also be important to consider how reference to the Professional Standards can be made in wider anti-doping regulatory framework documents such as the World Anti-Doping Code and the International Standards, as well as the Guidelines and other relevant publications which support the implementation of the Code and Standards.

In the medium to long term there may be a need for WADA to determine how delivery of the training programmes can be expanded beyond a European level and potentially funded if global anti-doping funding remains uncertain. This may require the development of a funding structure (possibly fee-based) and a strategy to continue to recruit new trainees.

There will also be the need to assess the trainer workforce including the number of trainers required in each of the technical areas to deliver the training programmes. As demand for the training rises especially on a global scale, any

new trainers required will benefit from the already tested Train the Trainer programme to ensure quality and consistency of delivery.

Finally, for this recommendation, it will be important to promote further the implementation of the core competencies (general transversal skills) which are also part of GLDF. WADA is currently establishing Communities of Practice – essentially peer social learning opportunities – to support this process as well as making available learning opportunities and courses that can be accessed by trainees and/or graduates to advance their development. This could further be strengthened, where feasible, by mentoring or direct signposting to the relevant learning opportunities.

Priority Action 6: Produce guidance for anti-doping organisations and wider stakeholders on how they can use the project's outputs.

Priority Action 7: Consider the inclusion of references to the GLDF and, for example, the Professional Standards, within the anti-doping regulatory framework and associated implementation documents.

Priority Action 8: Develop a global recruitment strategy for the implementation of the training programmes and undertake a feasibility assessment to determine the possibilities and consequences of adding a fee-based structure to access the training.

Priority Action 9: Assess the trainer workforce needs and develop a strategy to ensure the ongoing recruitment, training, and development of trainers.

Priority Action 10: Promote the use of the Core Competencies and any associated learning opportunities to continue to improve the performance of anti-doping practitioners.

RECOMMENDATION 4: Quality assure and update the GLDF4CS outputs.

GLDF4CS undertook detailed research and development activities over a three-year period to create the project outputs. These have also been tested on a limited basis during the lifetime of the project. However, once wider application begins, user feedback, if it is carefully collected

and analysed, may identify areas in which improvements can be made. In addition, the global context of anti-doping will also evolve. The industry is likely to continue to grow, and its demographics, functions and training needs may change. In addition, the World Anti-Doping Code and International Standards will be revised for 2027 which may have an impact on the content of the outputs, particularly the training programmes and competencies as outlined in the Professional Standards. These changes will need to be monitored and the professional standards, training programmes, and self-assessment tools may need to be adjusted on this basis.

In addition, due to the findings in the Comprehensive Mapping Study 2023 that indicates there is an increase in workforce post the introduction of a new Code, it would make sense in 2028 to conduct a full review of the Comprehensive Mapping of the industry and the overall Functional Map, to determine if there is any need to review and/or develop new Professional Standards, Role Descriptors and training programmes etc. to meet the needs to the anti-doping workforce including reviewing those developed under WADA's GLDF prior to the start of this project.

Priority Action 11: Review, conduct and update the Comprehensive Mapping Study undertaken in 2023 by end of 2028.

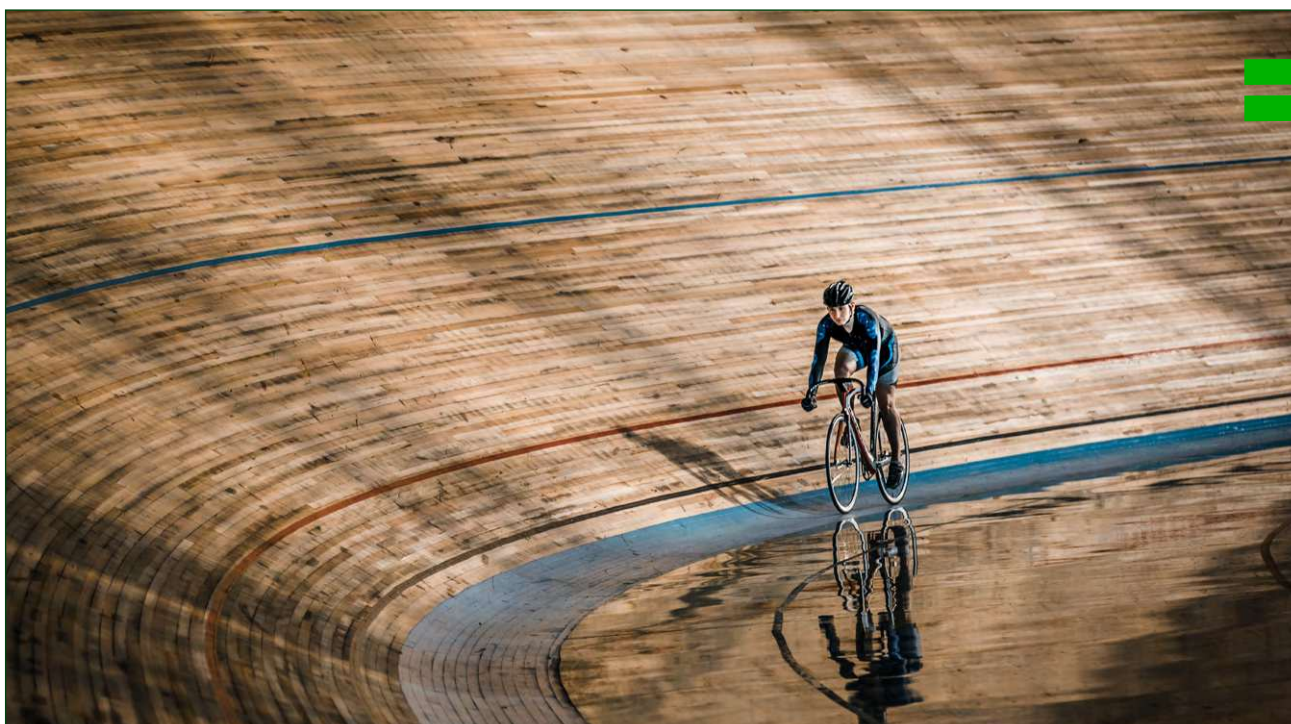
Priority Action 12: Review the new requirements associated with the revised 2027 Code and International Standards to identify if the current Professional Standards, Role Descriptors, training programmes, and self-assessment tools need to be updated.

Priority Action 13: Carry out a full review of the Functional Map to reassess the existing provision of Professional Standards, Role Descriptors and training programmes, in order to identify any potential new roles that require development as part of the next phase of GLDF.

RECOMMENDATION 5: Refine and develop the GLDF4CleanSport outputs further.

During the development of the GLDF4CS outputs (as specified in the project application), additional ideas arose that were discussed by the partners as possible areas for further exploration and possible development.

Currently, the training programmes use both informal and formal method of assessments, which if passed allow trainees to receive a certificate of completion. The GLDF training programmes remain quality assured occupational training, 'on the job' learning opportunities, for those working in the industry rather than a recognised qualification awarded by an independent awarding body. It would be interesting to explore whether



the anti-doping industry feels that a more formal type of qualification and/or accreditation is of value to the industry, and if so, what the impact would be on attractiveness and recruitment to the training programmes. If there appears to be strong support for a more formal qualification and/or accreditation, then further research into the best way to achieve this would be required. This could include, as a first step, benchmarking the existing training programmes against recognised qualification frameworks such as the European Qualifications Framework (EQF) and assign credit values consistent with the European Credit Transfer and Accumulation System (ECTS).

There is also an issue to be explored relating to the level of the current training programmes. They have been designed essentially to equip a practitioner with the knowledge and skills to take on a new role or function. There may be a need for higher level training programmes which are aimed at the continuing professional development of more experienced practitioners.

Finally, for this recommendation, there is a commitment to not only embed the GLDF4CS outputs into the GLDF but to consider expanding the GLDF by developing additional Professional Standards, Role Descriptors and training programmes for new practitioner roles identified

as part of the functional map. Two frontline workforce roles have been identified for further development. These are Sample Collection Personnel and Educators – roles that are mandatory for anti-doping organisations to have in order to conduct testing and deliver in-person education of athletes and their support personnel. The process of developing Professional Standards is now well defined and understood in the industry and therefore subject to agreement could easily be achieved in the future.

Also, as part of the GLDF4CS project, and in recognition that the GLDF cannot directly support the training and professional development of frontline workforce roles, the partners have already collaborated to find practical ways to support the anti-doping community to meet the compliance responsibilities for these types of roles. Significant work has already been undertaken by the partners, supported by additional learning experts to create a 'Designing effective training' opportunity for anti-doping organisations to gain a basic understanding of the core components of a training programme and how this can assist them to meet their responsibilities to train these frontline workforce roles. As part of the sustainability plan, this programme will be piloted and improved, prior to being launched for use by the global anti-doping community.

Priority Action 14: Explore the need, possibility and impact of transitioning the current training programmes to a more formal qualification that is accredited by an awarding body.

Priority Action 15: Assess the training needs of more experienced practitioners and explore the possible training or learning opportunities that may contribute to their ongoing professional development.

Priority Action 16: Consider the development of new professional standards for Educators and wider frontline workers such as Sample Collection Personnel.

Priority Action 17: Develop, pilot and evaluate a GLDF training programme for the anti-doping community that can assist them to develop effective training programmes for their frontline workforce – Educators and Sample Collection Personnel.



5. Three-year Quality Assurance and Sustainability Action Plan

Priority Actions	Audience	Methods	Responsibilities
RECOMMENDATION 1. Establish an infrastructure to fully integrate the training outputs into the global gldf and enable the quality assurance and sustainability of the GLDF4CS outputs².			
1. WADA to fully integrate the training outputs into its Global Learning and Development Framework (GLDF) to enable European and global access to these training programmes.	<ul style="list-style-type: none"> a. Anti-doping organisations b. Anti-doping practitioners 	<ul style="list-style-type: none"> • Update GLDF with the new training outputs 	<ul style="list-style-type: none"> • WADA Education Department
2. Explore the use of existing anti-doping governance mechanisms to support the dissemination, implementation and quality assurance of the project's outputs. Where such mechanisms do not exist consider establishing a dedicated working group.	<ul style="list-style-type: none"> a. Project partners b. Other anti-doping organisations willing to disseminate, promote and refine the outputs c. Technical working group chairs and/or members 	<ul style="list-style-type: none"> • Evaluate current governance mechanisms for their relevance/effectiveness in disseminating, implementing and quality assuring the project's outputs • Where necessary, establish a working group dedicated to dissemination, implementation and quality assurance 	<ul style="list-style-type: none"> • WADA Education Department • WADA Education Committee
3. Identify and agree how to monitor and evaluate the dissemination, implementation and quality assurance of the project's outputs engaging with social science research experts.	<ul style="list-style-type: none"> a. Anti-doping organisations b. Other anti-doping stakeholders 	<ul style="list-style-type: none"> • Access of WADAs SSR funding to fund an independent evaluation of GLDF • Appoint an international research team to determine the scope of the research project, including methods of measuring demand, uptake and impact • Publish and disseminate the research outcomes 	<ul style="list-style-type: none"> • WADA Education Department • WADA Education Committee • SSR Expert Advisory Group

² Unless otherwise stated, the GLDF4CleanSport Outputs refers to the Comprehensive Mapping Study, the Functional Map, the Professional Standards and associated Role Profiles, the Training Programmes, Train the Trainer Programme and Self-Assessment Tools.

Priority Actions	Audience	Methods	Responsibilities
RECOMMENDATION 2. Broaden the dissemination and promotion of the GLDF4CS outputs			
4. Ensure all project outputs as they relate to training are added to WADA's ADEL platform for future GLDF training programmes and that the Functional Map, Comprehensive Mapping Study, Professional Standards and Role Descriptors are available and easily accessible on the WADA website.	<ul style="list-style-type: none"> a. Anti-doping organisations b. Other anti-doping stakeholders 	<ul style="list-style-type: none"> • Embed GDLF training into GLDF section on ADEL • Add documents to GLDF section on the WADA website • Organize a webinar in 2025 to share the outcomes of the GLDF4CS project • Consider a session at the 2027 GEC 	<ul style="list-style-type: none"> • WADA Education Department • Project partners
5. Develop and disseminate information to promote the take-up and use of the project's outputs and build support in the anti-doping industry with consideration given to hosting a dissemination webinar as well as inclusion in the 2027 Global Education Conference programme to promote the project, partners collaboration and future opportunities for the anti-doping workforce to benefit from the outputs of this project.	<ul style="list-style-type: none"> a. WADA leadership and Governance groups b. Leadership teams in anti-doping organisations 	<ul style="list-style-type: none"> • Collect and evaluate data on the impact of the professional standards, self-assessment tools and training programmes during the lifetime of the project • Analyse the impact data to develop key messages • Develop a resource which summarises the project's outputs, how they can be used and the positive impact they can have on staff and organisational performance • Disseminate the resource to anti-doping organisations • Explore organisation of a dissemination webinar • Explore inclusion of outputs in 2027 Global Education Conference programme 	<ul style="list-style-type: none"> • WADA Education Department • WADA Education Committee

Priority Actions	Audience	Methods	Responsibilities
RECOMMENDATION 3. Support the implementation of the GLDF4CleanSport outputs			
6. Produce guidance for anti-doping organisations and wider stakeholders on how they can use the project's outputs.	a. Anti-doping organisations and wider stakeholders	<ul style="list-style-type: none"> • Review the research findings of the Comprehensive Mapping Report by 2028 • Review the processes used to pilot the training programmes during the lifetime of the project • Compile guidance for anti-doping organisations and wider stakeholders • Test the guidance with a selection of anti-doping organisations • Finalise and disseminate the guidance to anti-doping organisations and wider stakeholders 	<ul style="list-style-type: none"> • WADA Education Department • WADA Education Committee
7. Consider the inclusion of references to the GLDF and, for example, the Professional Standards within the anti-doping regulatory framework and associated implementation documents.	a. Anti-doping community b. Wider stakeholders	<ul style="list-style-type: none"> • Liaise with WADA Education Department promote reference to the professional standards and training programmes in the Code Implementation Support Programme • Liaise with WADA Compliance Department on reference to professional standards in the Code Compliance Centre, Questionnaire and with relevant audit teams 	<ul style="list-style-type: none"> • WADA Education Department • Drafting Teams • Anti-Doping community
8. Develop a global recruitment strategy for the implementation of the training programmes and undertake a feasibility assessment to determine the possibilities and consequences of adding a fee-based structure to access the training.	a. Anti-doping organisations	<ul style="list-style-type: none"> • Assess the national, regional and global demand for the training programmes on an annual basis • Assess the quantity of trainers and other resources needed to deliver the training programmes • Determine the cost of training per programme and per trainee • Determine different opportunities for how training could be funded 	<ul style="list-style-type: none"> • WADA Education Department

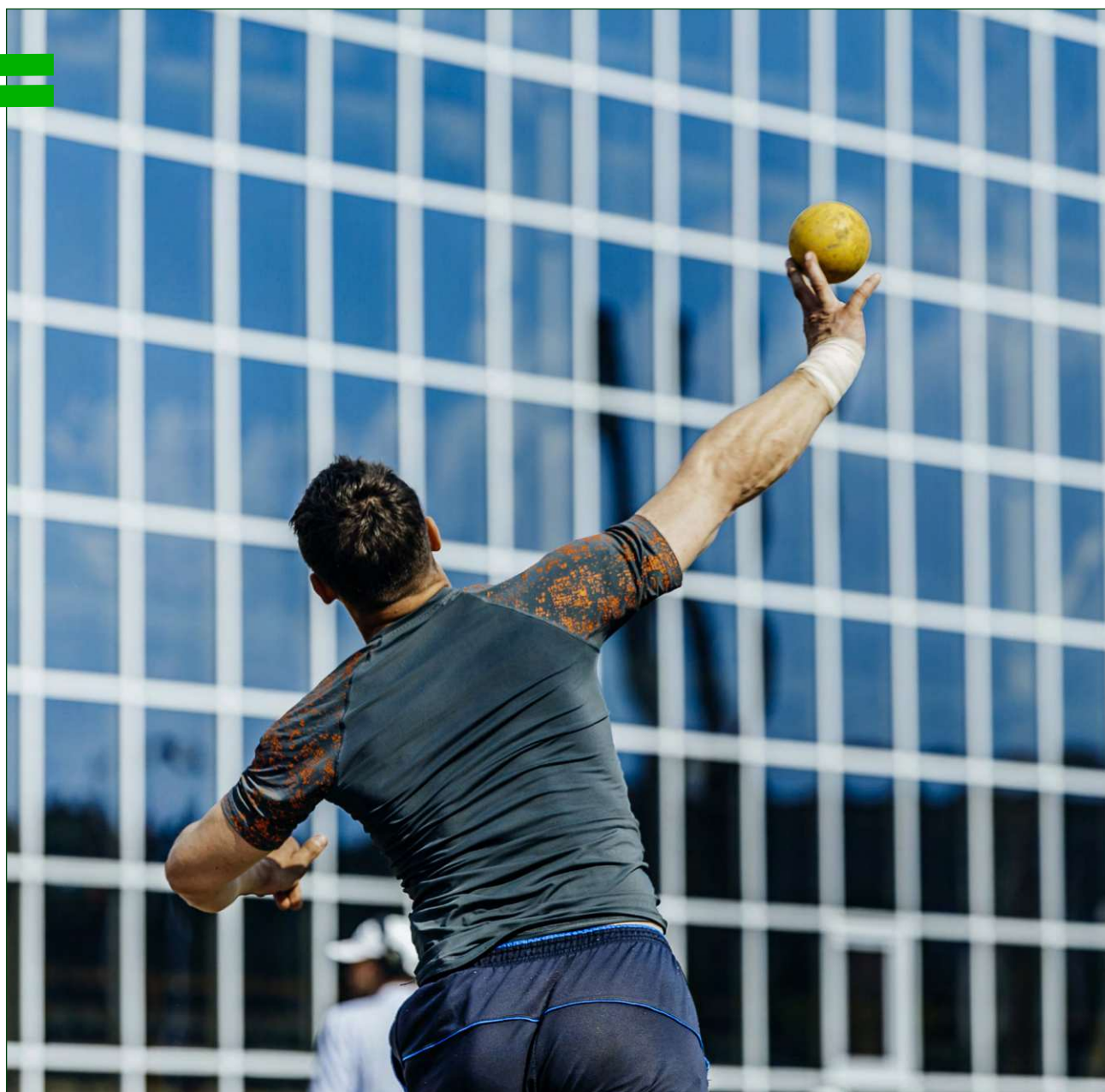
Priority Actions	Audience	Methods	Responsibilities
9. Assess the Trainer workforce needs and develop a strategy to ensure the ongoing recruitment, training, and development of Trainers.	a. Anti-doping organisations b. Subject matter experts who could be trained as trainers	<ul style="list-style-type: none"> • Use the data collected in Priority Action 7 to assess the number of trainers needed to deliver the annual training schedule • Check the ongoing availability of existing trainers • Determine number of new trainers needed • Identify potential new trainers and implement the train the trainers' program 	<ul style="list-style-type: none"> • WADA Education Department
10. Promote the use of the Core Competencies and any associated learning opportunities to continue to improve the performance of anti-doping practitioners.	a. Anti-doping organisations b. Anti-doping practitioners	<ul style="list-style-type: none"> • Further develop the Communities of Learning • Signpost appropriate training programmes • Promote peer learning between anti-doping practitioners 	<ul style="list-style-type: none"> • WADA Education Department



Priority Actions	Audience	Methods	Responsibilities
RECOMMENDATION 4. Quality assure and further update the GLDF4CS outputs			
11. Review, conduct and update the Comprehensive Mapping Study undertaken in 2023 by end of 2028.	a. Anti-doping organisations	<ul style="list-style-type: none"> • Update the desk research • Carry out a new global survey of anti-doping organisations • Evaluate all information and data collected • Create a new report by 2028 	<ul style="list-style-type: none"> • WADA Education Department • WADA Education Committee
12. Review the new requirements associated with the revised 2027 Code and International Standards to identify if the current Professional Standards, Role Descriptors, training programmes, and self-assessment tools need to be updated.	a. Anti-doping organisations	<ul style="list-style-type: none"> • Review new International Standards • Identify where any possible changes need to be made to the professional standards • Update the professional standards as appropriate 	<ul style="list-style-type: none"> • WADA Education Department • WADA Education Committee • Technical Working Groups • WADA Executive Committee
13. Carry out a full review of the Functional Map to reassess the existing provision of Professional Standards, Role Descriptors and training programmes, in order to identify any potential new roles that require development as part of the next phase of GLDF.	a. Anti-doping organisations	<ul style="list-style-type: none"> • Evaluate the data collected through the monitoring and evaluation framework (Priority Action 3) • Review developments identified in the new Comprehensive Mapping Report (Priority Action 10) including prioritizing new roles • Establish new Technical Working Groups to create professional standards for new roles • Update the Functional Map 	<ul style="list-style-type: none"> • WADA Education Department • WADA Education Committee • Technical Working Groups

Priority Actions	Audience	Methods	Responsibilities
RECOMMENDATION 5. Refine and develop the GLDF4CS outputs further			
14. Explore the need, possibility and impact of transitioning the current training programmes to a more formal qualification that is accredited by an awarding body.	<ul style="list-style-type: none"> a. Anti-doping organisations b. Trainees and their employers who have already engaged with the training programmes c. Potential accrediting bodies 	<ul style="list-style-type: none"> • Review current arrangements for assessment and certification • Survey current trainees, their employers and the trainers involved to find out if formal accreditation could be attractive and feasible • Benchmark training programmes against existing qualification standards such as the European Qualifications Framework and European Credit Transfer and Accumulation System • Seek one or more accrediting bodies to accredit the training programmes • Review and update where assessment and quality assurance methods required by the accrediting body 	<ul style="list-style-type: none"> • WADA Education Department • WADA Education Committee Technical Working Groups
15. Assess the training needs of more experienced practitioners and explore the possible training or learning opportunities that may contribute to their ongoing professional development.	<ul style="list-style-type: none"> a. Anti-doping organisations b. Anti-doping practitioners 	<ul style="list-style-type: none"> • Survey current trainees, their employers and the trainers involved to find out if advanced training programmes would be attractive and flexible • Develop advanced training programmes if deemed necessary 	<ul style="list-style-type: none"> • WADA Education Department
16. Consider the development of new professional standards for Educators and wider frontline workers such as Sample Collection Personnel.	<ul style="list-style-type: none"> a. Anti-doping organisations b. Educators c. Wider frontline workers such as Sample Collection Personnel 	<ul style="list-style-type: none"> • Establish new Technical Working Groups for selected roles • Develop new professional standards and training programmes as deemed necessary 	<ul style="list-style-type: none"> • WADA Education Department • WADA Education Committee • WADA Executive Committee

Priority Actions	Audience	Methods	Responsibilities
17. Pilot, review, update and launch a GLDF training programme for the anti-doping community that can assist them to design an effective training programme for their frontline workforce – e.g. Educators and Sample Collection Personnel.	a. Anti-doping organisations b. Education managers c. Testing Managers	<ul style="list-style-type: none"> Finalise the draft learning journey, eLearning modules, Trainer-led delivery materials and learning resources for the 'Designing effective training' course Pilot the training programme with practitioners who have the responsible for the training and professional development of frontline workers 	<ul style="list-style-type: none"> WADA Education Department Learning design experts



6. Schedule of priority actions

Number	Priority Action	Target Date
1.	WADA to fully integrate the training outputs into its Global Learning and Development Framework (GLDF) to enable European and global access to these training programmes.	Q1 2026
4.	Ensure all project outputs as it relates to Training are added to WADA's ADEL platform for future GLDF training programmes and that the Functional Map, Comprehensive Mapping Study, Professional Standards and Role Descriptors are available and easily accessible on the WADA website.	Q1 2026
2.	Explore the use of existing anti-doping governance mechanisms to support the dissemination, implementation and quality assurance of the project's outputs. Where such mechanisms do not exist consider establishing a dedicated working group.	Q2 2026
17.	Develop, pilot and evaluate a GLDF training programme for the anti-doping community that can assist them to develop effective training programmes for their frontline workforce – Educators and Sample Collection Personnel.	Q2 2026
5.	Develop and disseminate information to promote the take-up and use of the project's outputs and build support in the anti-doping industry with consideration given to hosting a dissemination webinar as well as inclusion in the 2027 Global Education Conference programme to promote the project, partners collaboration and future opportunities for the anti-doping workforce to benefit from the outputs of this project.	Q2 2026
7.	Consider the inclusion of references to the GLDF and, for example, the Professional Standards within the anti-doping regulatory framework and associated implementation documents.	Q2 2026
16.	Consider the development of new professional standards for Educators and wider frontline workers such as Sample Collection Personnel.	Q2 2026
6.	Produce guidance for anti-doping organisations and wider stakeholders on how they can use the project's outputs.	Q3 2026
12.	Review the new requirements associated with the revised 2027 Code and International Standards to identify if the current Professional Standards, Role Descriptors, training programmes, and self-assessment tools need to be updated.	Q3 2026
9.	Assess the Trainer workforce needs and develop a strategy to ensure the ongoing recruitment, training, and development of Trainers.	Q4 2026

Number	Priority Action	Target Date
3.	Identify and agree how to monitor and evaluate the dissemination, implementation and quality assurance of the project's outputs engaging with social science research experts.	Q4 2026
8.	Develop a global recruitment strategy for the implementation of the training programmes and undertake a feasibility assessment to determine the possibilities and consequences of adding a fee-based structure to access the training.	Q4 2026
10.	Promote the use of the Core Competencies and any associated learning opportunities to continue to improve the performance of anti-doping practitioners.	Q4 2026
14.	Explore the need, possibility and impact of transitioning the current training programmes to a more formal qualification that is accredited by an awarding body.	Q1 2027
15.	Assess the training needs of more experienced practitioners and explore the possible training or learning opportunities that may contribute to their ongoing professional development.	Q2 2027
11.	Review, conduct and update the Comprehensive Mapping Study undertaken in 2023 by end of 2028.	Q4 2028
13.	Carry out a full review of the Functional Map to reassess the existing provision of Professional Standards, Role Descriptors and training programmes, in order to identify any potential new roles that require development as part of the next phase of GLDF.	Q4 2028





GLDF4 CLEAN SPORT

DEVELOPING THE CAPABILITIES
OF ANTI-DOPING PROFESSIONALS

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