

UK Anti-Doping and Anti-Doping Agency of Kenya – An Evaluation of the Train-the-Trainer Method of Delivery

Foreword

I count myself extremely fortunate to have been working in anti-doping at a time when the international community came together to create a unified standard, upon which we could all operate. Embedded throughout that first World Anti-Doping Code in 2003 were principles of international harmony, collaboration, and an understanding that anti-doping was a collective global effort. These values remain as true today as they were at the Code's inception, and I am delighted that international collaboration remains at the heart of clean sport.

As Head of International and Stakeholder Relations, I am hugely proud of the work that UK Anti-Doping (UKAD) undertakes in this area, and I recognise that UKAD is privileged to have a dedicated international team. We have used this platform to support our international colleagues in their efforts to develop World Anti-Doping Code compliant programmes. We have built a reputation for providing quality direct training with our partners, delivering across a number of anti-doping areas to raise standards and improve confidence.

Central to all our international efforts is the fundamental desire to see our transnational colleagues flourish as a result of training, using our projects as a platform from which to build and improve their anti-doping programmes. It is this principle which led us to introduce the Train-the-Trainer method of delivery that is central to this report. UKAD's international projects should lead to future growth and sustained development. A Train-the-Trainer method of delivery can help a National Anti-Doping Organisation (NADO) build up both knowledge and personnel needed to deliver future training sessions, meaning NADOs can have complete ownership over their developmental efforts.

We believe that the values underpinning this method, those of sustainability, reduced spending, and whole NADO growth, are vital to future development projects. It is for this reason we have chosen to publish the findings from our pilot project with the Anti-Doping Agency of Kenya (ADAK), in the hope that they are of benefit to others seeking to implement similar programmes.

I thank our colleagues at ADAK for their transparency and candour throughout this project, and wish them well as they implement the training outcomes into their anti-doping programme. I also express my thanks to Dr J Simon Rofe at SOAS University of London for his guidance and expert knowledge throughout this project.

A handwritten signature in black ink, appearing to read 'Tony Josiah', written in a cursive style.

Tony Josiah

Head of International and Stakeholder Relations, UKAD



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Executive Summary

Overview

This report evaluates the processes, impacts and recommendations of the Train-the-Trainer method of Doping Control Officer (DCO) training, using the partnership between UK Anti-Doping (UKAD) and the Anti-Doping Agency of Kenya (ADAK) as a case study.

UKAD's Train-the-Trainer model of delivery was developed and deployed to positively contribute to a number of issues within National Anti-Doping Organisation (NADO) and Regional Anti-Doping Organisation (RADO) development. While a traditional consultancy project would see UKAD staff delivering operational and procedural content directly to new or inexperienced staff, a Train-the-Trainer project focuses on the development of experienced staff to become training facilitators. By creating new delivery staff within the recipient NADO, the Train-the-Trainer model ensures knowledge is left in-country following project delivery.

In January 2020, two UKAD National Trainers, the highest tier of the UK's anti-doping education delivery network, and one member of UKAD's operational staff delivered a two-day training session to ADAK DCOs, which was the first time the Train-the-Trainer method was used internationally by UKAD.

Project results

Since project delivery, UKAD and ADAK have collaborated on a monitoring and evaluation process to measure the impact that delivery has had against agreed upon aims, as well as other medium and long term impacts. Through this monitoring and evaluation process, we can conclude that the Train-the-Trainer method of delivery, when correctly implemented, achieves the following results:

1. Lead DCO Focused Impacts

1.1. Improved knowledge of anti-doping areas

Results show that knowledge and understanding of key doping control processes was enhanced among the Lead DCO group. Feedback from the group suggested that the training format positively contributed towards this improvement.

1.2. Improved ability to deliver anti-doping training

Feedback from participants and delivery staff points towards an improvement in facilitation skills amongst the Lead DCO group. Following the Train-the-Trainer programme, the Lead DCO group is better able to deliver future training sessions.

1.3. Increased personal development of Lead DCOs

As well as improving in anti-doping specific areas, Lead DCOs reported improvements in qualities such as professionalism, confidence and communication.

1.4. Establishing a Lead DCO network

An outcome of the training was that it established a group of Lead DCOs that could act as a workforce in the future. The Lead DCOs reported benefits from having colleagues they could collaborate with.

2. DCO Focused Impacts

2.1. Improved knowledge of anti-doping areas

The DCOs that received training as part of the programme were found to have improved their knowledge and understanding of key doping control areas. An improvement in anti-doping procedures was also found among DCOs.

2.2. Increased personal development of DCOs

Testimony from ADAK DCOs shows that there was an increase in general confidence as a result of the training, which will have positive impacts on future sample collection missions.

3. ADAK Operational Impacts

3.1. Improved operational procedures

Testimony from ADAK's operational staff showed that the improvement in anti-doping knowledge has translated into an improvement in how operations are conducted. This was found to have positive impacts for ADAK beyond DCO duties.

3.2. Future DCO training

Evidence shows that the learning outcomes from the Train-the-Trainer programme have already been applied by ADAK, who have used the Lead DCOs to conduct training to less experienced staff.

3.3. Growth of ADAK

The Train-the-Trainer programme has developed a Lead DCO and DCO workforce within Kenya, which has supported ADAK's growth. Already this has resulted in the reputation of ADAK improving in the Africa region.

Recommendations for future projects

As well as highlighting a number of impacts, this report also contains recommendations for the successful implementation of any future Train-the-Trainer programmes. These are:

- 1. A positive relationship between the delivery and recipient NADO should be established before engaging in a Train-the-Trainer project**
- 2. The NADO delivering the training should employ trainers with experience delivering anti-doping training, ideally in international contexts**
- 3. Recipient NADOs should have verifiable plans to use training outcomes in future projects**
- 4. Pre-delivery learning materials should be implemented as part of the Train-the-Trainer model**
- 5. Ongoing support should be provided to Train-the-Trainer participants following in-country delivery**

This report provides an overview of the Train-the-Trainer methodology, a detailed account of project delivery, the evidence that supports the impacts that resulted from the training, and a full list of recommendations for future Train-the-Trainer projects.

We thank colleagues at ADAK for their involvement in the project delivery and the monitoring and evaluation process that followed.



Context

In 2018 UKAD created its first International Strategy to coordinate its work across the globe with its numerous international partners. At the same time, UKAD created a dedicated team within the organisation that would be responsible for delivering against the objectives outlined in the new strategy. Some of the objectives of UKAD's International Strategy include:

- 1. Increasing UKAD's international influence through alliance building, representation in the appropriate forums, attendance and hosting of international events and conferences**
- 2. Proactively and strategically working with other countries to build National Anti-Doping Organisation (NADO) capacity**

To achieve the second component as listed above, UKAD built upon existing work to create [the International Consultancy programme](#),

which sees UKAD staff work directly with an identified NADO or RADO to improve a specific area of operations. A consultancy programme sees UKAD's international team working with NADOs/RADOs to establish areas of potential development. These are then addressed through direct training with UKAD staff to improve standards and practices. Consultancies are typically delivered over three to four days, consisting of dedicated training with board members, operational staff and doping control officers, as well as assessments where applicable. Each bespoke consultancy project is tailored to suit the needs of the recipient and is fully customisable. Projects are paid for either by the recipient NADO/RADO or through external financial aid, meaning funds are not diverted from the UK's anti-doping programme.

UKAD has enjoyed a positive relationship with ADAK for a number of years. As the NADO of a nation that has a high profile within athletics competitions, and whose athletes regularly compete in major games alongside British athletes, ADAK is an important partner of UKAD's in the global clean sport effort. This relationship is further strengthened through links via the Commonwealth. The partnership's objective is to improve the operational practices of ADAK through a mix of direct training programmes and presentations.

In March 2017, UKAD hosted staff members from ADAK in London for a day of learning, interactive workshops, and presentations on topics including Education, Testing, Intelligence & Investigations, and Results Management.

In June 2018, UKAD delivered a planned follow-up training programme in Nairobi, aimed at educating ADAK's DCOs and Therapeutic Use Exemption (TUE) Committee. This programme took place over four days and included an assessment element for Doping Control Personnel, resulting in ADAK increasing the number of accredited DCOs in their workforce. It was agreed that this was to be the first of two training projects, aimed as an introduction for both DCOs and the

TUE Committee, with UKAD returning at a later date to conduct follow up training.

In January 2020, UKAD returned to Kenya to deliver the planned enhancement session to the training above. However, instead of delivering in the same format as in 2018, UKAD deployed its enhanced mode of delivery, the Train-the-Trainer method, with the clear aim of augmenting recipient capabilities strategically and operationally.



Train-the-Trainer Methodology

UKAD's Train-the-Trainer model of delivery was developed and deployed to positively contribute to a number of issues within NADO and RADO development:

1. The cost of delivering face-to-face training puts pressure on NADO/RADO budgets, with the potential to reduce funding for other operations
2. NADOs and RADOs often become reliant on repeated training by external facilitators to train new staff
3. Once training has ended, professional development skills including facilitation are not left within the recipient NADO/RADO
4. Training is often delivered only when possible for the delivering partner, not when best for the recipient NADO/RADO

The adoption of the Train-the-Trainer model of delivery addresses these issues by drawing on best practice from a number of industries, including the healthcare and academic sectors.

The priority outcome in any Train-the-Trainer programme is to create within the NADO/RADO a pool of trained delivery staff that can be used to implement any future training programmes. The Train-the-Trainer model of delivery differs from standard international consultancy projects by focusing on the development requirements of NADO/RADO staff as future trainers. While a traditional consultancy project would see UKAD staff delivering operational and procedural content directly to new or inexperienced staff, a Train-the-Trainer project focuses on the development of experienced staff to become training facilitators.

This method's approach prioritises sustainability and flexibility, and has proven adaptable enough to meet the challenges posed by the Covid-19 pandemic. The Train-the-Trainer approach has also been created to complement the work of the World Anti-Doping Agency (WADA), who have created strategies for their NADO and RADO Development Programmes. Central to these strategies is the concept of capacity building, which ensures NADOs and RADOs are able to grow and enhance their operational capacity. The intended outcomes of the Train-the-Trainer programme meet this objective and contribute positively to WADA's development aims.

Originally aimed at developing DCOs, a typical Train-the-Trainer project would include the following steps:

1. Consult with NADO/RADO management to identify areas of potential development to be addressed through training
2. Establish, through consultation and assessment, the current level of staff experience within the selected development area. If staff experience is suitably developed then the Train-the-Trainer method of delivery will be adopted

3. UKAD will identify a workforce of UK National Trainers to deliver the project, while the recipient NADO/RADO identifies staff to undertake the Train-the-Trainer programme
4. The in-country training is divided into two distinct phases. The first element of delivery sees UKAD National Trainers deliver sessions to selected NADO/RADO staff, with the aim of improving their teaching and presentation skills
5. The second section of delivery sees the selected NADO/RADO staff implement their learning by delivering to less experienced NADO/RADO staff, under the supervision of UKAD National Trainers
6. Feedback is given to the NADO/RADO trainers on their delivery, including future areas of development needed
7. The recipient NADO/RADO will organise future training programmes within their own country/region, which will be led by the newly trained staff. UKAD will provide online guidance ahead of delivery if required

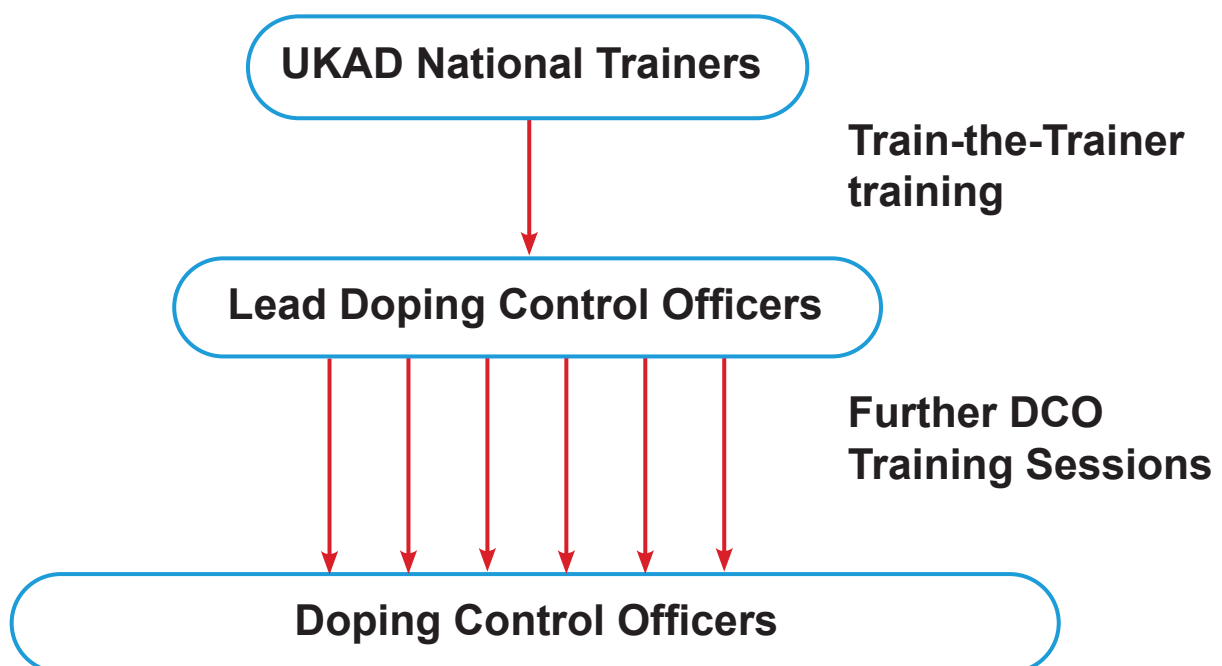


Figure 1. denotes the flow of education during the Train-the-Trainer method

The priority outcome in any Train-the-Trainer programme is to create within the NADO/RADO a pool of trained delivery staff that can be used to implement any future training programmes. It is UKAD's hope that this will result in the following benefits for the NADO/RADO:

1. The total costs incurred by the NADO/RADO for training programmes will be reduced, mostly due to eliminating reoccurring international travel costs
2. Training within the NADO/RADO becomes more sustainable and adaptable to local requirements, as the NADO/RADO is able to use the expertise of their own staff to deliver training, rather than rely on external facilitators to provide knowledge
3. Training quality is increased, as NADO/RADO delivery staff are able to draw on country specific contextual factors during delivery and refer back to UKAD trainers
4. Training within the NADO/RADO can be delivered at a time that best suits them, rather than waiting for external trainers
5. By having UKAD National Trainers oversee the opening session delivered by newly trained staff, the NADO/RADO can be sure their inexperienced staff are receiving high quality training



Monitoring and Evaluation

In order to assess the impact of the Train-the-Trainer method of delivery, a robust monitoring and evaluation process has been established to assess its short, medium and long term impacts. This structure allows UKAD to track progress against agreed objectives, and evidence the benefits to the recipient NADO. The monitoring and evaluation timeline for the ADAK training may be found in Figure 2.

The ADAK Train-the-Trainer programme was implemented against the following objectives:

Process objectives

1. Deliver a training workshop to Lead DCOs
2. Facilitate training led by Lead ADAK DCOs and supported by UKAD trainers

Output objectives

1. Ensure six Lead DCOs have increased knowledge and ability to train future DCOs
2. Ensure 14 ADAK DCOs have increased knowledge and confidence in DCO responsibilities

Outcome objectives

1. Lead DCOs to provide training to DCOs in Kenya without relying on external aid
2. Improved practices of ADAK DCOs
3. Increased success rate of confirming Anti-Doping Rule Violation cases (ADRVs) as a result of improved DCO practices

Impact objectives

1. Increased network of ADAK DCOs
2. ADAK spending on training and education is reduced

ADAK M&E Timeline

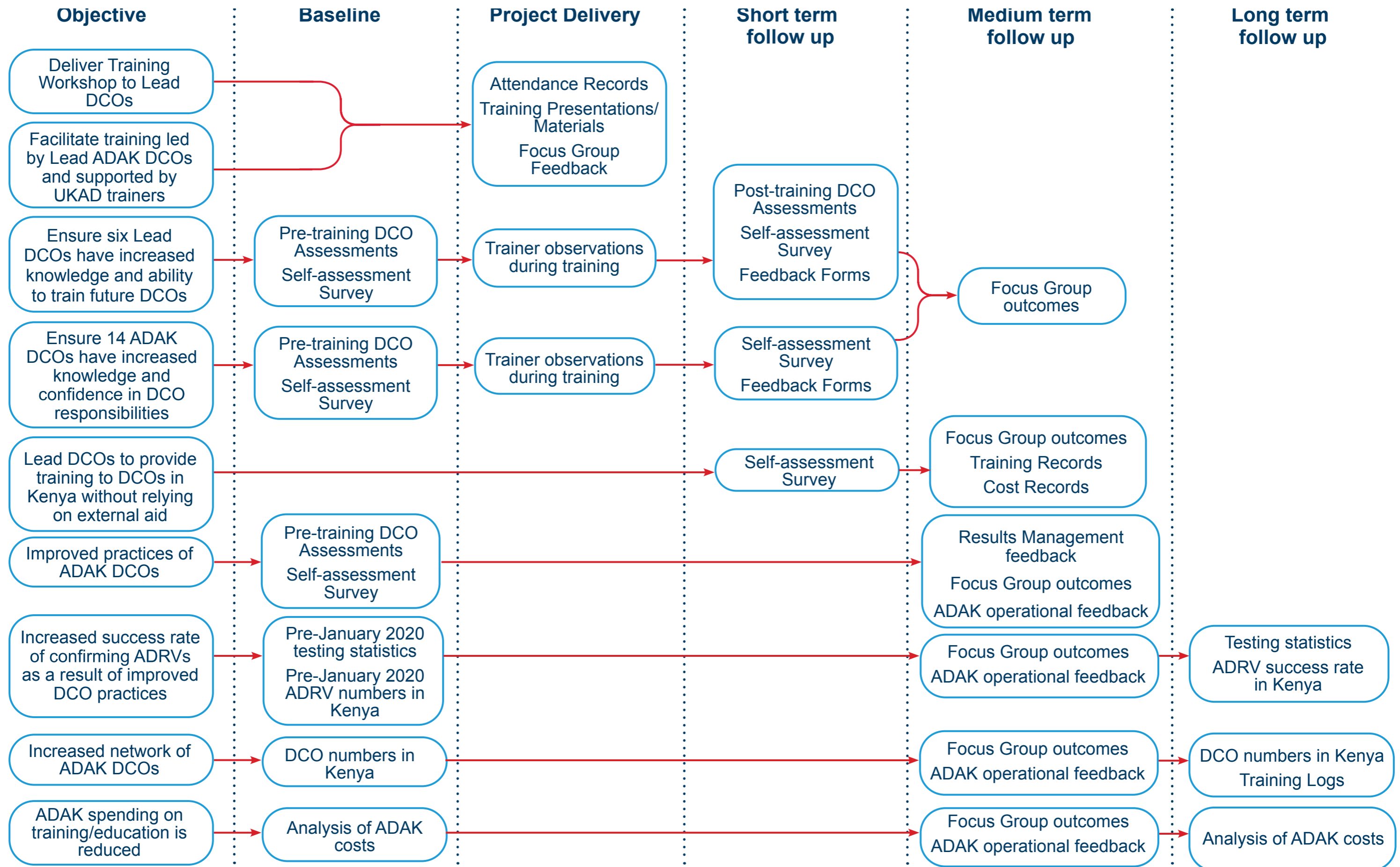


Figure 2. shows the monitoring and evaluation timeline for the ADAK project

Monitoring and evaluation data sources

Referenced within the M&E timeline above are a number of data sources that will be used to evidence the impact of the ADAK training. These are a combination of qualitative and quantitative sources, deployed at set times to evaluate progress against an agreed objective. Results from these data sources will be referenced in the Results section later in this report.



Training Overview

Below is an account of the training that took place in January 2020 in Naivasha, Kenya. This gives a breakdown of the sessions that were delivered, and the pre-training requirements that were involved in the project.

Pre-training requirements

Consultation with ADAK management

During the planning phases of the project, UKAD operational staff consulted with ADAK management via telephone and email to establish the topics that would be covered by the training. ADAK staff gave the broad areas on which they felt their DCOs needed training, with UKAD using this to create the sessions required. Regular consultation on the training agenda ensured the content was relevant for ADAK DCOs.

Self-assessment questionnaires

A questionnaire was created based on the topics due to be delivered through the training. Participants were asked to rate their levels of knowledge on the given topics, as well as their confidence in leading a session on each topic. The purpose of this document was two-fold: to establish a baseline of competency against which the success of the training could be measured during project evaluation; and to inform UKAD National Trainers which sessions should be afforded greater focus during delivery. These questionnaires were completed and sent to UKAD weeks before the training.

Presentation preparation

The six DCOs that had been selected by ADAK to become future trainers (Lead DCOs) were asked to prepare, in groups of three, a presentation on one of the following topics:

- The notification process for sample collection
- Urine sample collection and processing

The Lead DCOs were given a brief to prepare for a mock delivery session, ensuring all salient elements of the procedures were addressed, and that all members of the group were afforded equal presentation time. The Lead DCOs were expected to create their own training presentations and request necessary materials ahead of the delivery. They were told to deliver as if they were training new or inexperienced DCOs, in order to replicate real life application.

Day One

Introductions

The course began with introductions to both the trainers and the course aims. The participants were verbally asked to confirm their expectations of the course, and what they wanted to achieve over the following two days. These questions were asked to ensure participants had been accurately briefed on the course, and to clarify what was to be delivered throughout the training.

A key element of the introduction session was to reiterate the full list of roles and responsibilities required of a DCO and the fundamentals of testing. This is a part of training that is run with Lead UKAD DCOs to highlight their importance in the full process of anti-doping procedures, from notification through to potential sanctioning. This established a common understanding of high standards for the rest of the training.

Written assessment

After introductions, the Lead DCOs were given a copy of UKAD's written assessment, which is used to assess DCO standards in the UK, to complete. The purpose of this was two-fold: to ensure the topic areas raised through the initial consultation and self-assessment surveys were accurate; and to provide the Lead DCOs with an opportunity to address areas of uncertainty that arose. The second aspect of this assessment proved to be extremely valuable for both trainers and participants. By talking through questions they were unsure of, the Lead DCOs were able to arrive at agreed solutions to problems, and also have their first experience with presenting to others in an informal setting.

Presentations

The Lead DCOs split into their pre-arranged groups to deliver their prepared presentations on Notifications and Urine Sample Collection. The UKAD trainers' role during this was to observe the current skill levels of the ADAK DCOs, and offer guidance over content, delivery and presentation styles, where needed. They were also tasked with assessing whether the Lead DCOs were competent enough, in their opinion, to lead delivery of those sessions on Day Two of the training.

The feedback from the UKAD trainers was that the level of presentation skills was very high, and that it was clear the Lead DCOs had followed the brief given to them. The presentations were well thought out in terms of content and the delegation of roles, which was evidence of the Lead DCOs having practised ahead of the training. Because of this, the feedback of the UKAD trainers could be limited to delivery-related comments, rather than technical knowledge. This ensured the Lead DCOs received the most they could from the session, helping the session meet its aims. The presentations were also able to be adapted during the session for accuracy of content and key messages.

Blood training preparation

This element of the training was identified through consultation, self-assessment and written assessment as being the weakest in terms of DCO knowledge. Because of this, the UKAD trainers led the training for Blood Collection, with the potential for Lead DCOs to deliver this element on Day Two, if it was clear to UKAD trainers that the Lead DCOs' knowledge had improved. The training followed a standard UKAD process, with elements integrated to address delivery styles for the Lead DCOs. During this training it became apparent that one of the Lead DCOs would, with the help of UKAD training materials, be able to deliver the Blood Collection session on Day Two, which was a huge bonus for the training objectives.

Out-of-competition scenarios

Prior to the training, ADAK presented UKAD with a list of scenarios their DCOs had encountered during tests. Scenario training is an important element of UKAD's delivery style, often being used to train new and experienced DCOs in the UK. Previous experience has shown, however, that the scenarios used for UK activity is not always relevant to other countries, so it was important to receive these specific scenarios from ADAK ahead of the training. The scenarios were used to generate debate amongst the Lead DCOs and establish best practice for certain situations. These would help inform the DCOs in attendance on Day Two during the Evasion and Refusals session.

Day Two

The Lead DCOs were joined by a further 14 ADAK DCOs for the second day of training, which was run in the same format as a UKAD training session, only with ADAK's Lead DCOs leading on topics where possible.

Lead DCO presentations

The second day started with presentations by Lead DCOs on the subjects practised the previous day. The presentations had been refined, both in terms of materials and delivery style during day one, meaning the less experienced DCOs witnessed a very high standard of training. As well as the Notification and Urine Sample Collection presentations, the DCOs were also able to witness a presentation on Blood Sample Collection by a Lead ADAK DCO, who used the UKAD presentation as a template. This third presentation was an additional bonus to the training and was not one of the core objectives. During these presentations, UKAD staff were able to observe and offer minor guidance when needed, but mainly allowed the Lead DCOs to deliver the sessions. Each presentation was scheduled for 45 minutes, plus an

additional 15 minutes for questions. Both the Blood and Urine Sample Collection presentations were able to stick to these times, but the Notification presentation was subject to numerous individual questions about refusals or evasions. This was due to the vast array of examples that could be drawn upon, and despite there being a session planned to address these scenarios, these were addressed as part of the Notifications session.

Refusals and evasions sessions

As previously mentioned, the DCOs wanted to use the training to clarify how best to deal with refusals and evasions. As such, they arrived with individual examples to put to the UKAD trainers and Lead DCOs. The number of these examples far exceeded the list of scenarios presented by ADAK during the planning phase, including examples of evasion, hostile environments, and logistical difficulties. A key learning for any future training programmes would be to ask the DCOs to provide examples of refusals or evasion ahead of time, so the full breadth of scenarios is understood. The session itself offered an opportunity for all the DCOs, Lead and more junior, to discuss individual cases and decide on a course of action for the future. The session was led by UKAD trainers to ensure it did not overrun and that cases were discussed appropriately.

Report writing

Having discussed the types of refusals, evasions and missed tests that can occur, it was important to stress to the DCOs the importance of documenting these occurrences properly through DCO Reports. Because the Lead DCOs did not receive training on Report Writing on Day One, this session was again led by the UKAD trainers, as it was important to convey the correct messages. The materials used were the same as those presented to UK DCOs by UKAD's Legal and

Results Management Teams, ensuring high quality messaging was delivered.

Focus group session

Seven months after project delivery, UKAD hosted a focus group session with the aim of understanding the medium and long term impacts of the Train-the-Trainer project. This session was led by Dr J. Simon Rofe, Global Diplomacy Programme Director at SOAS University of London. Participants included a selection of ADAK's Lead DCOs, DCOs, Operational Staff, Executive Office, and UKAD National Trainers.

The session allowed for those involved in the Train-the-Trainer project to give qualitative feedback regarding the project's delivery and outcomes. The questions used to generate discussion during the focus group may be found in the report appendix.



Results of the ADAK Training

Lead DCO Focused Impacts

Improved knowledge of anti-doping areas

The concept of Lead DCOs as training facilitators within ADAK is one that was created through the Train-the-Trainer methodology. While more experienced DCOs are recognised within ADAK, they have not, until now, been formally established as potential facilitators. For Lead DCOs to be established as future trainers, their knowledge of DCO practices and procedures must be of a suitably high level. Therefore an objective of the training was to improve the Lead DCOs' knowledge in anti-doping areas, while also improving delivery skills. Self-reported confidence in a number of doping control areas was measured before and immediately after the training, to see if the training had a positive impact in this regard.

The Lead DCOs were asked to indicate their “current levels of confidence in performing or undertaking the following doping control areas.” Which were: Notification Process, Urine Sample Collection, Blood Sample Collection, Failures/Refusals to Comply, Report Writing, Out-of-Competition Testing, In-Competition Testing. Before and after the training, participants were asked to rate their confidence on a scale of 1 – 4, where 1 = Not confident at all, 2 = Not very confident, 3 = Fairly confident, 4 = Very confident. The results were as follows:

	Pre-training average score	Post-training average score	Percentage Change
Notification Process	3.7	3.7	0%
Urine Sample Collection	3.7	3.8	2.7%
Blood Sample Collection	3.3	3.7	12.1%
Failures/Refusals to Comply	2.5	3	20%
Report Writing	3	3.5	16.7%
Out-of-Competition Testing	3.5	3.8	8.6%
In-Competition Testing	3.5	3.8	8.6%

Despite having high self-reported confidence in all areas ahead of the training, reflecting why they were selected as Lead DCOs, the data above demonstrates an increase in confidence in most anti-doping areas.

Qualitative feedback immediately following the training also showed that there was increased knowledge and understanding of DCO processes and procedures amongst the Lead DCOs:

“I appreciate the approach of the UKAD and new ADAK trainers by doing things practically. It really helps to see someone demonstrate a procedure so that it sticks better and it enhances our understanding.” – ADAK Lead DCO

The above statement is particularly encouraging, as it demonstrates not only an increase in knowledge and understanding by a Lead DCO, but also the positive impact of practical training, which is central to the Train-the-Trainer model.

Further analysis of the focus group outcomes shows improvement by Lead DCOs in a number of doping control areas. Direct feedback from the Lead DCOs shows the training resulted in improvement in the following areas:

- Communicating with athletes during missions
- Report writing
- Blood sample collection
- Evasions and Refusals
- Anti-Doping knowledge
- Adherence to standards

A quote from one of the Lead DCOs is instrumental in evidencing this:

“Areas like blood sample collection, in the two trainings I have had with UKAD you’ve really gone through partial sample collection, reporting, challenging notifications and even refusals, you’ve really gone through them and now I feel more confident that I can deliver such, given the opportunity to train new DCOs.” – ADAK Lead DCO

Improved ability to deliver anti-doping training

A core outcome of any Train-the-Trainer programme is to establish a group of trainers within the recipient NADO that can be used to develop future staff. As such, it was important that Lead DCOs from ADAK ended the training with an improved ability to deliver training on the topics covered. To assess whether this was achieved, Lead DCOs were asked to indicate “current levels of confidence in delivering the following doping control areas”: Notification Process, Urine Sample Collection, Blood Sample Collection, Failures/Refusals to Comply, Report Writing, Out-of-Competition Testing, In-Competition Testing, Leading a Scenario Session. Before and after the training, participants were asked to rate their confidence on a scale of 1 – 4, where 1 = Not confident at all, 2 = Not very confident, 3 = Fairly confident, 4 = Very confident. The results were as follows:

	Pre-training average score	Post-training average score	Percentage Change
Notification Process	3.5	3.5	0%
Urine Sample Collection	3.6	3.7	2.8%
Blood Sample Collection	3	3.3	10%
Failures/Refusals to Comply	2.3	3.2	39.1%
Report Writing	2.8	3.3	17.9%
Out-of-Competition Testing	3.3	3.8	15.2%
In-Competition Testing	3.5	3.8	8.6%
Leading a Scenario Session	3.2	3.5	9.4%

This table shows that there was a consistent increase across the areas measured, apart from in Notification Process, which stayed constant. This is encouraging as it shows a readiness among Lead DCOs to lead future training sessions without guidance from external facilitators, which is a key aim of the Train-the-Trainer model.

The increase in confidence to deliver DCO training immediately after the Train-the-Trainer project was backed up by Lead DCO testimony during the focus group session. Here the Lead DCOs reaffirmed their confidence to deliver sessions as a result of the training programme.

“With the training that was delivered I feel more confident because now I know what is expected of a trainer. I feel I am better placed to train new or even experienced DCOs to enhance their anti- (sic) doping skill levels.” – ADAK Lead DCO

In order for the Lead DCOs to be effectively used as trainers, however, it is important that the operational staff within the NADO also share this increased confidence. To capture this, DCOs who attended the second day only were asked to rate the knowledge and delivery skills of the Lead DCOs on a scale where 1 = Poor, 2 = Satisfactory, 3 = Good, 4 = Excellent. The results were as follows:

Question	Average DCO Response
How would you rate the ADAK trainers' knowledge of subjects and materials?	3.166
How would you rate the ADAK trainers' presentation skills?	3.166
How would you rate the ADAK trainers' ability to lead the group?	3.333

The results above offer an interesting comparison against the self-assessment scores of the Lead DCOs in comparable categories. Similar scores across trainers and participants would reflect an accuracy in the Lead DCOs' perception of their own delivery skills. Two measures that illustrate this are: Lead DCOs' rating of their session leading skills, which gave an average score of 3.5; and the DCOs' rating of the Lead DCOs' leading skills, which gave an average score of 3.33. These comparable scores are welcome news and show that increased confidence to deliver translated into better delivery skills.

From the focus group session we saw that the increased confidence reported by the Lead DCOs was supported by the testimony of both ADAK operational staff and UKAD trainers.

“I think from the beginning, from when you first did your presentations to us, to the end there was such a vast improvement in knowledge and confidence.” – UKAD National Trainer

“I saw that their skills in giving information to other people was highly improved.” – ADAK Director

When asked how these delivery skills could be further improved, a proposal that consistently emerged from the participants during the focus group was that of further opportunities to practice their delivery skills in a live environment.

“I think with more deliveries and more trainings that they will have to do, their skills will get better.” – ADAK Director

“The moment we get more experience of training other DCOs, that will make us better.” – ADAK Lead DCO

“Just like * has said, practice makes perfect, so with more experience we will be better.” – ADAK Lead DCO**

It is important to recognise where the Train-the-Trainer programme fits in with a NADO's wider development aspirations, and how the programme may complement further training. The call for further practice opportunities should be recognised as an important follow on recommendation for any future Train-the-Trainer projects.

Increased personal development of Lead DCOs

Beyond improvements in specific anti-doping knowledge and delivery skills, a positive outcome from the Train-the-Trainer programme was an increase in self-reported personal development. Going beyond anti-doping education was not necessarily an objective of the training, but we recognise the crucial role that attributes like confidence and professionalism have in developing quality educators. Therefore it was heartening to hear the testimony from participants during the focus group session relating to personal development.

“It (the training) also upholds me to show a lot of professionalism.” – ADAK Lead DCO

“It (the training) has improved me to become an effective communicator.” – ADAK Lead DCO

“I saw the DCOs gain confidence.” – ADAK Operational Staff

“A lot of growth of our DCOs.” – ADAK Operational Staff

Establishing a Lead DCO network

Thus far the focus of outcomes has been on the development of Lead DCOs individually. This is clearly important, but the Train-the-Trainer method also resulted in the Lead DCOs benefitting from having trained as a collective. On both days the Lead DCOs delivered presentations in groups, meaning they were able to build on their individual knowledge through discussion. Through feedback given during the focus group, this was found to be appreciated by the Lead DCOs and ADAK Operational Staff.

“I really found the session by the DCOs on the second day very interesting. They were able to relate very well with their colleagues, they were very much a team with the delivery of the content.” – ADAK Operational Staff

“I experienced a lot of teamwork when I worked with my team because we were able to deliberate. Also it becomes a learning point because you hear out what your teammate has to say and how they synthesise the information in a different perspective from you, and that was really good.” – ADAK Lead DCO

“The Lead DCOs and the Trainers at that moment were able to come up with solutions for what to do.” – ADAK Director

The evidence above shows that the Lead DCOs benefitted from operating in pre-assigned teams, which were established prior to training commencing. This set the precedent for Lead DCOs working together to arrive at solutions, rather than relying on external aid or expertise. This is clearly a benefit to ADAK as a NADO and contributes towards the objective of sustainability that was set at the project outset.



DCO Focused Impacts

Improved knowledge of anti-doping areas

The success of a Train-the-Trainer project should be jointly measured in benefits to DCOs, as well as Lead DCOs. For a NADO to have confidence in using Lead DCOs to train new or inexperienced DCOs there must be evidence to show that standards have improved as a result of the training. To capture whether this was the case, DCOs were asked to indicate their “current levels of confidence in performing or undertaking the following doping control areas.” Which were: Notification Process, Urine Sample Collection, Blood Sample Collection, Failures/Refusals to comply, Report Writing, Out-of-Competition Testing, In-Competition Testing. Before and after the training, participants were asked to rate their confidence on a scale of 1 – 4, where 1 = Not confident at all, 2 = Not very confident, 3 = Fairly confident, 4 = Very confident. The results were as follows:

	Pre-training average score	Post-training average score	Percentage Change
Notification Process	3.8	3.9	2.7%
Urine Sample Collection	3.8	3.9	2.7%
Blood Sample Collection	2.9	3.4	17.2%
Failures/Refusals to Comply	3	3.4	13.3%
Report Writing	3.2	3.5	9.4%
Out-of-Competition Testing	3.7	3.8	2.7%
In-Competition Testing	3.6	3.9	8.3%

These scores show an improvement in DCO confidence to perform their duties, which is certainly encouraging from a training perspective. Even more promising is the fact that this change came about as a result of the Lead DCO training, as it was the Lead DCOs that led much of the training on day two. That the Lead DCOs were able to measurably improve DCO standards in such a short amount of time will certainly be welcome news to ADAK.

The focus group session allowed us to analyse whether the impacts of the training on DCO confidence to perform their duties were merely short term, or longer lasting. Testimony from the DCOs that attended the focus group showed that the training was still viewed as instrumental in improving DCO performance, seven months after training concluded.

“The training we had with the UKAD group has really improved me as a DCO.” – ADAK DCO

“The practicals that they gave us, that we went through with them, have really improved me a lot.” – ADAK DCO

“The training really helped us in ensuring we don’t deviate from the standards.” – ADAK DCO

“I was very naive in matters of intelligence, but after the training I now know what to report, what constitutes intelligence reports.” – ADAK DCO

The above evidence shows that the impacts of the training on DCO knowledge and confidence are long lasting. The latter quote also highlights the improvement in technical knowledge that came about as a result of the training.

While confidence is certainly an important aspect in DCO responsibilities, a NADO should be more concerned whether this translates to better DCO practices. Fortunately, the focus group allowed ADAK’s operational staff to give an account of how DCO standards have improved whilst on missions since the training programme.

“It has made them more keen in understanding the procedures, the International Standards, the processes of doping control.” – ADAK Director

“I am certain that they are better placed to carry out their assignments.” – ADAK Operational Staff

“The few missions that they’ve gone for since, they are able to notice more.” – ADAK Director

“In one statement I can say there has been a lot of improvement and I can attribute this directly to the training that these personnel have received and specifically from UKAD.” – ADAK CEO

From the above accounts we can see that there has been an improvement in DCO knowledge and practices, which has translated directly to better standards whilst undertaking duties.

An interesting observation from the focus group was that the DCOs benefitted from having Lead DCOs deliver certain sessions where local or contextual knowledge is important. The flexibility of the Train-the-Trainer model allows Lead DCOs to use information gained through UKAD trainers and present it to participants in a country specific way. Therefore having Lead DCOs from within the NADO helped provide clarity to DCOs when addressing scenario based training.

“I want to say that in comparison with the trainings that we have received earlier, by bringing in our own DCOs as trainers, they made the situation clearer, they brought the points home.” – ADAK DCO

Increased personal development of DCOs

As well as improving specific anti-doping standards, testimony from the ADAK DCOs showed that there was an increase in general confidence as a result of the training. This was not a stated objective of the training but can be viewed as a benefit nonetheless.

“From the training I want to say I came out a better person.” – ADAK DCO

“I saw the DCOs gain confidence.” – ADAK Operational Staff

It is unclear as to why the training model improved DCO confidence and development beyond anti-doping areas, but the format of the training may be partly responsible. By providing an environment where DCOs were able to discuss issues with each other and the Lead DCOs, the training model may have increased the likelihood of participants arriving at their own conclusions, therefore increasing self confidence in their own knowledge more generally.



ADAK Operational Impacts

Improved operational procedures

It can be shown from previous sections that the training model met the short-term objectives of delivering training, establishing a group of Lead DCOs, and improving anti-doping knowledge among DCO and Lead DCO groups. The medium- and long-term objectives of improving practices among ADAK DCOs while on missions, increasing the network of ADAK DCOs, increasing the rate of ADRVs, and reducing the cost of training can be assessed through the testimony of ADAK's operational staff.

Evidence from the ADAK operational staff has shown that the improvement of Lead DCOs and DCOs has had a positive impact in the following specified areas:

- Report Writing
- Mission Awareness
- Sample Collection
- Site Preparation
- Athlete Communication
- Compliance with Standards and Procedures
- Intelligence and Investigations

Two areas from the list above are worth deeper exploration, as they have further impacts on ADAK as a NADO. These are Report Writing and Compliance with Standards and Procedures. As evidenced in the Training Overview above, report writing was covered in a standalone session which highlighted the importance that accurate and detailed accounts of missions can have on other areas within a NADO. Specifically the session covered how DCO reports can be used during results management processes and as a source of intelligence. Evidence of the effectiveness of this session is shown below:

“As a DCO I’ve found I am able to do what is expected, I don’t deviate from the standards because I know as the person on the ground you are interacting with the athlete and in case you are required or in case what you did in the field are called upon for results management that you have to be dependable.” – ADAK Lead DCO

This evidence is also supported by ADAK’s operational staff:

“But since then their report writing has improved, their compliance to the procedures and standards has totally improved, so even when we are getting ADRVs we are confidently giving their reports to the tribunal when needed and they also

help with investigations. This is what the investigations team uses, so that's something good out of it.” – ADAK Director

The quote above alludes to how improved DCO practices have further impacts on the overall robustness of a NADO's anti-doping programme. When DCOs are able to better comply with operational standards and guidelines, the chances of ADRVs not being applied to an athlete due to DCO non-compliance with the International Standards for Testing and Investigations (ISTI) decreases. This is confirmed by testimony from an ADAK Director during the focus group session:

“The report writing for the DCOs has really improved and they are able to take down notes even when in the field much better. This has helped especially in the ADRV cases, because previously we had a case that was thrown out by the tribunal, mainly because of the sample collection process was not followed through properly, so then if the DCOs had done the report writing properly and taken his notes properly then I think we would have gotten this case.” – ADAK Director

While long term analysis of successful ADRV cases is still to be conducted, it is our hope that the improved practices of DCOs in key operational areas will have a direct impact on the ability of ADAK to prosecute athletes.

Future DCO Training

The main objective of the Train-the-Trainer method is to create a group of Lead DCOs who can be used to train future ADAK DCOs and staff. Already we have seen evidence that the training programme improved the delivery and facilitation skills of the Lead DCOs, but this must also translate to physical training sessions if this objective is to be fully met.

Evidence from the focus group sessions describes how the Lead DCOs have already been used to deliver training for DCOs and chaperones in-country, evidencing their ability at trainers.

“In the month of June chaperones, 25 of them were trained by the same team of six.” – ADAK CEO

“I’m quite confident with the Lead DCOs, especially since we asked them to train the chaperones and we were also able to gauge how they were able to give content to the others.” – ADAK Director

“We asked them to train the chaperones and cover the content that they presented for DCOs in Naivasha with a bit of variation and it came out very well. We also asked them to train on testing during Covid times, and share guidelines on the challenges of training during the times of Covid-19, and they came together, the three of them, and they drafted the content and delivered it, so again my confidence with that is very good.” – ADAK Operational Staff

Already we can see that the Train-the-Trainer programme has had a tangible effect on the way ADAK are able to deliver to their staff. Not only have the Lead DCOs been able to deliver the same content as was covered during the training programme, but they have also been able to use the principles of delivery taught to them to deliver new content. Prior to the Train-the-Trainer project, ADAK would have had to rely on either external facilitators or use operational staff to deliver such training. Now they are able to call upon a group of trained facilitators that can deliver training nationwide.

The advantages of using Lead DCOs to deliver training are both practical and financial. By reducing training costs that would have otherwise been spent on external facilitators, ADAK is able to divert greater funds into its anti-doping programme. Secondly, while training

would have otherwise occurred at a time of convenience for the training facilitators, thanks to having the Lead DCOs ADAK are able to run training sessions when most needed. This increased sustainability of training means a NADO can become more independent in its operations.

Growth of ADAK

From the focus group session it was clear that the Train-the-Trainer project signified ADAK's desire to grow as a NADO, both operationally and internationally. As touched on previously, the improvement in DCO standards has had positive impacts on ADAK's operational procedures, which have, in turn, impacted the growth of ADAK's international reputation.

Since the Train-the-Trainer programme ended, ADAK DCOs have been requested to undertake missions by other anti-doping organisations:

“I think even the confidence levels for the DCOs having gone up, has also infused confidence in other ADOs because more and more ADOs are now coming up to request us to carry out missions on their behalf, not only in Kenya but they are also asking us to send our DCOs to neighbouring countries to carry out mission on their behalf.” – ADAK Director

The above quote captures the increased perception of ADAK and its workforce since completion of the Train-the-Trainer programme. ADAK as a NADO has ambitions to become a leader within their geographical region, and the sustainability aspect of the Train-the-Trainer model supports this by leaving knowledge in-country where possible. The improved perception of ADAK as a NADO can have far reaching consequences, with sporting organisations likely to use ADAK DCOs at major events, and the overall perception of the integrity of Kenyan sport being improved.

An important feature of the Train-the-Trainer project with ADAK was that it was observed by the Executive Manager of the Africa Zone V Regional Anti-Doping Organisation (RADO), of which ADAK is a member. ADAK is often looked to by other members of the RADO to provide guidance and support to their anti-doping programmes. Having created a group of Lead DCOs, ADAK is better able to support RADO members through training and testing.

“I am a member of the Zone V RADO, and in meetings they look at us, together with Ethiopia, in terms of helping them build their capacities in the region.” – ADAK CEO

“The RADO is looking forward to using the six Trainers of Trainers (Lead DCOs) help them to grow also in the region, to train the DCOs in this area. In terms of communication, in terms of language, in terms of the local understanding of the environment, they are better placed and will do quite a bit to help the region.” – ADAK CEO

The use of ADAK Lead DCOs to deliver DCO training for the Zone V RADO highlights the impact that the Train-the-Trainer model can have on the growth of both NADOs and the regions in which they operate. By using ADAK Lead DCOs, the RADO is finding solutions to issues from within, improving their operations without relying on continuous external aid. This further training also shows the sustainability of the Train-the-Trainer model; from one training programme ADAK has been able to deliver two sessions to their own staff and will soon be delivering to the RADO, all using the Lead DCOs that were established during the first training programme.



Recommendations for Future Projects

From the project outcomes enclosed in this report, we view the Train-the-Trainer method as one that should be considered by other NADOs wishing to implement international development projects. Through this pilot project we have been able to identify the factors that were key to a successful delivery. We wish to share our learning in the hope that our experience may be used to improve any future international programmes.

Therefore, from a review of the key impacts that occurred through the ADAK training, and further analysis of the focus group session, we present a number of key recommendations for any future Train-the-Trainer programmes.

A positive relationship between the delivery and recipient NADO should be established before engaging in a Train-the-Trainer project

Throughout the planning, delivery and evaluation phases of the programme with ADAK, we saw the enormous benefit of having a prior relationship with ADAK upon which we could build. The collaborative nature of the Train-the-Trainer method requires the delivery and recipient NADOs to communicate regularly with each other, which is enhanced by a strong prior relationship.

The project between ADAK and UKAD also benefitted from support being provided by ADAK's Chief Executive Officer, who was able to ensure the necessary resources and effort was given to the programme. While a Train-the-Trainer project could still be successful without this input, it is worthwhile to note that benefits could clearly be seen from having such strong relationships between the two parties.

The NADO delivering the training should employ trainers with experience delivering anti-doping training, ideally in international contexts

Throughout the focus group session the participants gave testimony of the quality of delivery from UKAD's National Trainers.

“From the training I feel more confident.” – ADAK Lead DCO

“With the help of the UKAD group we were able to gain more confidence.” – ADAK Lead DCO

“For the areas that they were finding a bit of difficulty it was a good thing that UKAD were there.” – ADAK Director

This highlights the importance of having knowledgeable and experienced trainers to facilitate Train-the-Trainer projects. Given the

lack of in-country time that many future projects will face, it is important that the trainers are able to convey knowledge in a clear and concise manner. It is also important that the trainers have experience in imparting facilitation skills, as well as specific anti-doping knowledge. The National Trainers used in the Kenya project are experienced at working with educators to improve their delivery skills, and this was vital to the success of the Train-the-Trainer project in Kenya.

Recipient NADOs should have verifiable plans to use training outcomes in future projects

A key reason for the success of the Train-the-Trainer programme in Kenya was the speed with which ADAK provided opportunities for Lead DCOs to implement their learning through delivery. Feedback from Lead DCOs consistently showed that they wanted delivery opportunities in order to improve their skills as trainers.

“What we need to do, as they have requested, is to support them by giving them the opportunity for further training and also an opportunity for further practice because they will be good but if they are not given the opportunity for further practice then that will wear out.” – ADAK Operational Staff

Following the Train-the-Trainer programme, ADAK Lead DCOs have been used to educate new chaperones, deliver a session on the impacts of the Covid-19 pandemic, and have been requested to present to doping control personnel from other countries as part of the Africa Zone V RADO. These opportunities have allowed for Lead DCOs to improve as trainers, and for ADAK’s reputation to improve internationally.

From this we can conclude that future delivery opportunities should be organised by the recipient NADO/RADO ahead of delivery, and should be seen as a key component of any Train-the-Trainer project plan.

Pre-delivery learning materials should be implemented as part of the Train-the-Trainer model

While the Train-the-Trainer method allows for flexibility in many areas, the time spent in-country will usually be dependent on the recipient NADO's budgetary constraints. Therefore any future training programmes would benefit from information being provided ahead of in-country delivery, as was suggested during the focus group session.

“The training was quite broad and intensive, however I feel that you may need to infuse a bit of online training in your model.” – ADAK Lead DCO

“Even when doing our practicals it is a bit limiting, maybe we have some clips in advance so we can do it faster.” – ADAK Lead DCO

“I think there was maybe a little too much information at times.” – UKAD National Trainer

From this testimony we can conclude that participants would benefit from training materials that cover anti-doping principles being made available ahead of in-country delivery. This would ensure participants arrive at the in-country sessions with the required level of knowledge, and enable greater time to be spent on areas of particular concern or importance. As such a key recommendation would be to create a number of educational materials that can be used by participants ahead of in-country delivery, and for this process to be incorporated into the Train-the-Trainer model of delivery.

Ongoing support should be provided to Train-the-Trainer participants following in-country delivery

In order to best serve the objectives of project sustainability and the promotion of NADO independence, participants should be supported

beyond the in-country delivery phase of the Train-the-Trainer programme. Throughout the focus group session, participants reported that they would benefit from further training or support from UKAD trainers, and this was positively received by the trainers in attendance.

“The next step in any sort of training is an almost live training where we would see the DCOs and the Lead DCOs in action.” – UKAD National Trainer

“What we still require is practical sessions in the field with the team or trainers from UKAD.” – ADAK Lead DCO

“We could help by sending our packages or videos that we are doing and sharing that with you, that would be helpful.” – UKAD National Trainer

The two prevailing thoughts on future support, mission shadowing and the provision of training materials, would ensure Train-the-Trainer participants are able to maintain high standards following project delivery. Because these would not constitute full training programmes, this would not impact the NADO negatively by becoming reliant on UKAD support.



Conclusions

The pilot Train-the-Trainer programme delivered in partnership with ADAK should be viewed as a success. Through monitoring and evaluation of the programme, it was concluded that this method of training can positively contribute to some of the key issues that face standard international development programmes. Specifically, this project resulted in a decreased reliance on external facilitators, increased autonomy over future training programmes, and a retention of facilitation skills within the recipient NADO.

Additional benefits were also discovered as a result of the Train-the-Trainer programme. A cohort of Lead DCOs was established within ADAK, all of whom were more knowledgeable and confident in delivering anti-doping education. A wider group of ADAK DCOs also saw their knowledge of key anti-doping topics increase, resulting in an improved confidence to deliver their duties whilst on missions. ADAK also saw benefits as a NADO due to an improved workforce,

an increased ability to deliver future training programmes, and an improved reputation internationally.

UKAD will continue to implement the Train-the-Trainer model, using the key learnings from the ADAK project to make changes to the programme where needed. The recommendations enclosed within this report are included to benefit both UKAD and any other organisations that may wish to implement the Train-the-Trainer model. We sincerely hope that these are of use to the wider anti-doping community, and will continue to share learning for the benefit of international programme development. The best tool the anti-doping community has is to foster collaboration, especially regarding programme development. UKAD will continue to seek out partnerships with international partners to deliver Train-the-Trainer programmes. We request that anyone who wishes to work alongside UKAD on future programmes contacts our international team.

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Appendix

Focus Group Questions

Process questions

1. From your perspective as a DCOs/Lead DCOs/ADAK operational staff, how effective at improving DCO knowledge and practices was the Train-the-Trainer model you experienced?
2. How effective was the delivery on day two of training, where delivery was led by ADAK Lead DCOs, compared to other DCO training you have experienced?
3. What changes, given potential limitations of time for colleagues, would you suggest is made to the process of future training?

Output objectives

1. Lead DCOs: How confident would you feel delivering to new/ inexperienced DCOs as a result of the UKAD training?
2. DCOs: How do you feel your knowledge and practices improved as a result of the training from the Lead DCOs?
3. ADAK Operational Staff: Was the content delivered to the standard you would expect from DCO training?
4. UKAD National Trainers: How effective was the learning undertaken in the Kenyan context in comparison to typical UK environments?

Outcome objectives

1. ADAK Operational Staff: How confident do you feel that the Lead DCOs would be able to train future DCOs to the standards you require?
2. What additional or alternative external support would be required ahead of the next round of training from Lead DCOs?
3. To what extent do you feel that ADAK DCOs are better able to carry out their duties as a result of the training?
4. How far do you agree that correct DCO practices are important in the results management process that leads to ADRVs? And do you think this training will positively contribute to this?



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