

Association
Russian Anti-Doping Agency
RUSADA

ANNUAL REPORT 2017-2018

NEW RUSADA 

#cleansport

18+



Icebreaker RUSADA symbolizes new, unprecedented level of anti-doping fight in Russia. It breaks the ice of doping crisis foundation and culture of doping tolerance that existed before

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1. RUSADA: mission

Association Russian Anti-Doping Agency RUSADA is a national anti-doping organization of the Russian Federation, acting according to The International Convention against Doping in Sport, adopted by the General Conference of The United Nations Educational, Scientific and Cultural Organization on October 19, 2005 and ratified by the Russian Federation on December 26, 2006, The Council of Europe Anti-Doping Convention, The World Anti-Doping Code and The All-Russian Anti-Doping Rules.

Independent National Anti-Doping Organization RUSADA was established in January 2008 by the initiative of Federal Agency on Physical Culture and Sport in compliance with The Code of The World Anti-Doping Agency (hereinafter – WADA) and The International Convention Against Doping in Sport.

RUSADA main mission is to protect athletes' fundamental right to compete in doping-free sport. RUSADA is actively participating in developing normative documents regulating the activities on fighting against doping in sport in the territory of the Russian Federation. RUSADA uses two fundamentally different approaches for achieving this goal.

First approach prevents usage of doping in sport. RUSADA objective is to inform the public and the sport community about the key provisions of the anti-doping rules, to form zero tolerance culture to doping, and also to implement and support value-based educational programs for short-, medium- and long-term perspective.

Second approach ensures inevitability of punishment of those athletes, coaches, doctors and other athlete support personnel, who committed anti-doping rules violations. This work includes planning and conducting tests, investigating the facts of potential anti-doping rules violations, and also results management and conducting hearings on violations. This ensures inevitability of punishment of those athletes, coaches, doctors and other athlete support personnel, who committed anti-doping rules violations.

RUSADA main mission is to protect athletes' fundamental right to compete in doping-free sport.



2. Message from the Director General of RAA RUSADA Yuriy A. Ganus

Dear friends!

I am sincerely pleased to submit a report on the work of our new RUSADA, a report on our movement towards compliance, a report on the result of the common efforts of our young and friendly team.

Loyalty to the Way of Clean and Fair Sports Protection, chosen by each of us, loyalty to our common cause and common values, reliability and responsibility in cooperation with the sports and anti-doping community, consistency in compliance with international standards, leadership and commitment in implementation the great sports power national interests the basis of which is the fight against doping and protection of clean athletes — all

this forms the basis of our achievements over the past period.

It was an extremely difficult period, full of emotions and contradictions when we walked either through an endless storm or made our way through perennial ices, when in this fight we were alone and there was no one else to hope for and rely on, when we needed to feel each other's shoulders and we managed thanks to the team spirit and responsible approach.

In 2017–2018 the new RUSADA not only made a significant step forward, but also became a qualitatively different national anti-doping agency that shares the values of clean sports, values of the international anti-doping

movement and is guided by the international anti-doping standards and national interests, which focus on protection of clean athletes' interests, on present and future generations, on the formation of a sports reserve, ensuring the triumph of fair clean sports in Russia.

Under the control and with the assistance of international WADA appointed experts in 2017–2018 RUSADA trained 100 doping control officers and 14 chaperons.

Following WADA recommendations, in 2018 RUSADA target testing program constituted no less than 47%, reaching 50%, number of samples increased compared to 2017 by 53% to 9,540 samples. In 2018 we increased the number of the identified anti-doping rules violations by 147%, and the number of the identified whereabouts failures by 102%. We significantly expanded our investigative capacities. Whistleblowers program is actively expanding. RUSADA has reached a qualitatively new level of results management, case preparation and protection the interests of clean sport at Disciplinary Anti-Doping Committee and Court for Arbitration in Sport. We engage the leading specialists of global scale in case reviews. RUSADA demonstrates dedication to the protection of clean sport interests via its non-conventional approach, up to appealing to CAS against those Disciplinary Anti-Doping Committee decisions which agency considers as not satisfactory. We pay special attention to education: informing, preventing and training athletes and their personnel, training anti-doping representatives in the regions and sports federations. The number of annual informational and educational events held by RUSADA reached 169 events with minimum of 10,000 participants.

Significant contribution to the organization of the work of the new RUSADA was made by WADA-appointed international experts Ieva Lukosiute-Stanikuniene and Peter Nicholson, thanks to them more than 90% of staff were replaced and 100% of doping control officers were dismissed. All the management bodies — Director General, top management,

Supervisory Board, Disciplinary Anti-Doping Committee — were replaced, TUE Committee was re-established, the institution of independent Ethics Officer was introduced. Transformations in RUSADA established new system of mutually independent and well-balanced management bodies.

The large-scale doping crisis in Russia has had a devastating effect on Russian sport for more than 3 years now. At the same time many sports disciplines maintain a high competitive level, ensured by the new young generation of athletes. This generation is in our permanent focus and RUSADA is responsible for the protection of their fundamental rights to participate in competitions free from doping.

Today in Russian sport the use of doping should be considered as betrayal not only of the clean sport interests, but also of national interests.

We live in a period when sport, whether we like it or not, resembles more and more a war projection, when interests of various geopolitical rivals clash at sport arenas. To compete in this situation without a country flag, with a lowered flag in fact, can be regarded as a defeat, and you cannot but compete, due to many athletes have extremely short period of competitive activity. And suspension from major world starts is akin to pushing athletes to other sports jurisdictions. These shocks are based on the doping crisis, the causes of which lie above all in our home, and the attitude to which, unfortunately, remains highly differentiated both in our sport and in a society. In this regard, there is no consolidated intolerance to doping.

In this situation, it is important for us to remain guardians at the gates of clean and fair sports. We must do everything to protect our current and future generations of athletes from doping in all its manifestations, to prevent the slightest possibility that clean athletes and cyborgs compete. We must change the culture of attitude towards doping, and this culture should be based on the line of

clean and fair sport and on the red line of intolerance to doping.

In our report you will learn about our rapid achievements over the past two years. But when we talk about who we are and what we do, I would rephrase it in what we are responsible for, who depends on us and what depends on our work.

We are responsible for ensuring our athletes can win in a fair fight. We are responsible for professional anti-doping support for all athletes and sports federations, for each athlete throughout his life cycle in sports, throughout our great country, in each of its, even the most remote, corner.

As a national anti-doping agency, we are responsible for the cleanness of our sports jurisdiction against doping in any of its manifestations, and are responsible for the termination of the «doping oases» in Russia. We are responsible for consistency, integrity and uncompromising stand in the fight against such evil as doping, destroying the glory of our sport, depriving faith in sport values, in sport future. We are responsible for protection of Russian sports achievements.

We are responsible for the triumph of the punishment inevitability principle for the anti-doping rules violation. And in this regard, we are responsible for effective cooperation in anti-doping violation investigations with all interested parties.

Since anti-doping activity has become an integral part of the global sports movement, we are responsible for efficient compliance of Russian sports federations with the international anti-doping standards. To implement and conduct systematic anti-doping work in all spheres RUSADA signed anti-doping agreements with sports federations undergoing crisis such as Russian weightlifting federation, Russian athletics federation, bobsleigh and biathlon federations. These agreements meet the most stringent requirements for anti-doping work within sports federations.

Thanks to the consistent and principled fight against doping, representatives of the new RUSADA joined the IBU working group on the Russian Biathlon Union reinstatement. In fact, with its principled work, RUSADA restores opportunities for building trust between international sports and anti-doping family and Russian sports federations and sports organization.

We are responsible for the establishment and maintenance of transparent, honest and trust-based relationships, interaction and cooperation with the international family of national anti-doping organizations of the world, with iNADO. Since doping is an international problem, we must therefore range with our counterparts all over the world in the fight against doping so that, through synergy of alliance based on our professional values and standards, we would effectively combat all manifestations of doping.

RUSADA is actively engaged in the Council of Europe anti-doping work, presenting its constructive proposals for the anti-doping system development, including the revision of the World Anti-Doping Code and the working groups in the Council of Europe such as the rights of athletes in the field of anti-doping activities, education, legal aspects and anti-doping science.

We are responsible for operating in accordance with the World Anti-Doping Code, international anti-doping standards, and for operating in accordance with the requirements of the regulator — WADA. We are responsible not only for the formal adherence to these norms and standards, but also for the implementation of the best anti-doping practices. And in a short period we managed to restore not only functionality, but technical compliance with the World Anti-Doping Code and international anti-doping standards. On March 27, 2018, WADA confirmed the positive fulfillment of the audit requirements (corrective action report), with the last two points of the Road Map remaining at that time, our impact on which was limited. Moreover, RUSADA has even fulfilled

the requirements of the best practices. At the same time, with compliance reinstatement on September 20, 2018, realizing our responsibility for fulfilling all WADA requirements, we made all possible efforts to implement them, understanding the importance of maintaining RUSADA compliance to protect the interests of Russian clean athletes and the consequences of their non-compliance.

Taking a principled stand in the fight against doping, we are responsible for the transparent conduct of cases in accordance with applicable law.

Currently RUSADA is an independent national anti-doping organization, operating in accordance with the World Anti-Doping Code and international anti-doping standards, as well as WADA best practices. In its work RUSADA is guided by the values, principles and standards of the international anti-doping and sports movement, is a member of the international anti-doping family and is a real pillar for the clean sport of Russia and our international partners in Russia.

For me, as for each of our employees, the new RUSADA is not just a job, it is the holy mission of protecting fair and clean athletes, the mission of the struggle between good and evil. And I am confident that in this fight, together with clean athletes and our foreign colleagues, we will win, and the ideals of fair and clean sport will triumph in Russia.

I invite all interested parties to consolidate their efforts in the fight for fair sport. We no longer have another alternative, we have exhausted the right to make such serious mistakes, we do not have other athletes to sacrifice their careers in sports, we do not have other children to poison them with doping.

Our RUSADA Icebreaker will continue its path splitting the ice on the path of pure sport.

New RUSADA stays for fair sport.

***Yuriy Ganus,
Director General of RAA RUSADA***





3. Message from the Chairman of RAA RUSADA Supervisory Board Alexander V. Ivlev

Dear friends,
For more than a year and a half I have the honor to head the Russian Anti-Doping Agency Supervisory Board, and the organization has been undergoing structural reforms for a little more than two years. Someone could say too little time has passed to report and analyze the results. They would have a case there, because a task to build a new structure with new regulations, procedures, employees in such a short time is not an easy one and not everyone would succeed there. Nevertheless, RUSADA today and RUSADA at the beginning of 2016 are two different organizations.

During this time we managed to form a new staff, launch a variety of educational programs, start training and certifying of new doping control officers, launch the online program rusada.triagonal.net. The agency successfully fulfilled all the Roadmap points, passed two WADA

audits, and most importantly, has reinstated its compliance with the WADA Code.

On behalf of myself and the members of the Supervisory Board, I would like to thank all the RUSADA staff for their excellent work and invaluable contribution to the establishment of a new agency, which can by right be considered the benchmark in terms of transparency and efficiency.

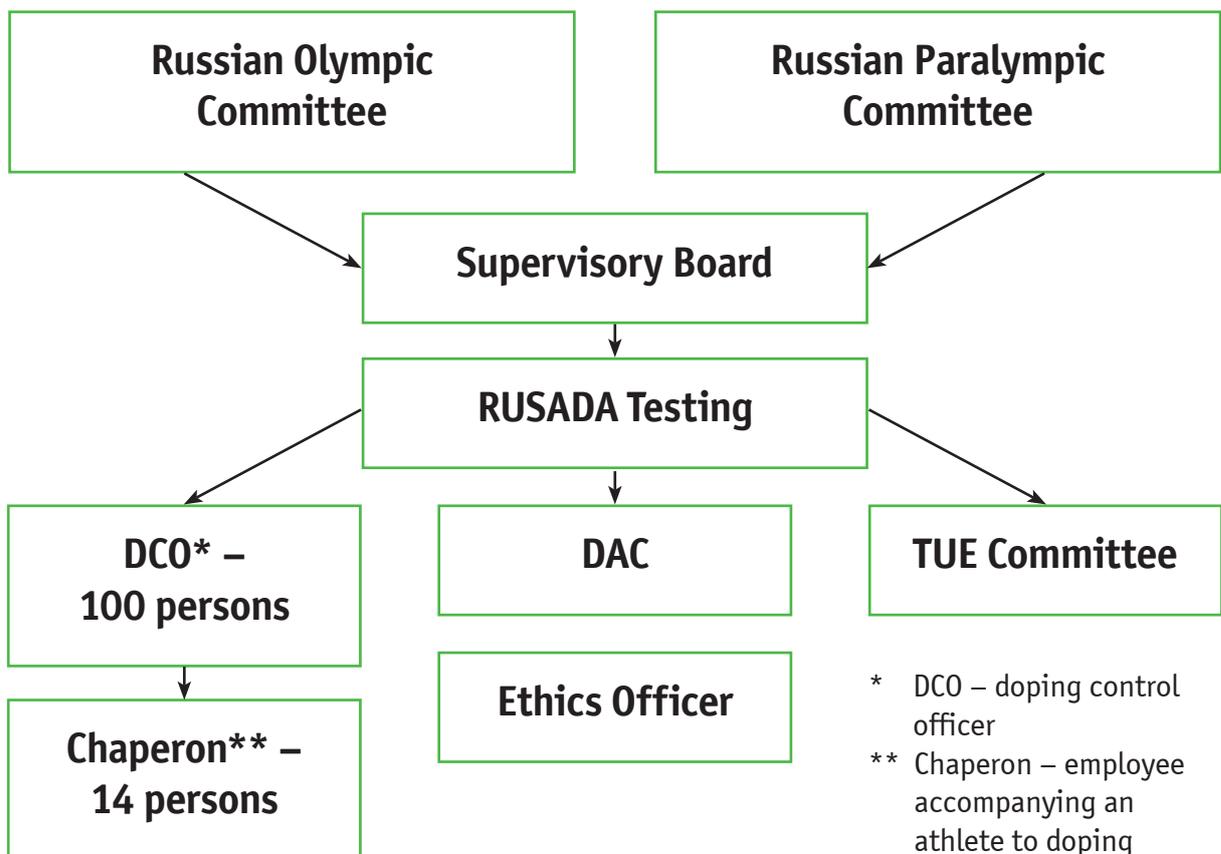
For me as a citizen it is very important that our country maintains the status of a sports power and our athletes can take part in international sports competitions on an equal footing.

I wish all the participants of this process success, patience and strength!

*Alexander Ivlev
Chairman of the Supervisory Board*

4. Management bodies

Founders



* DCO – doping control officer

** Chaperon – employee accompanying an athlete to doping control after competitions



Supervisory Board

ALEXANDER IVLEV

Chairman of the Supervisory Board

Alexander has more than 20-years experience in strategic business planning, providing services to clients, interacting with government institutions, and corporate management.

Alexander Ivlev heads Ernst & Young company in Russia. Alexander is actively involved in work of the Advisory Board on foreign investments in Russia. In 2007, he was included on the Young Global Leaders list of the World Economic Forum in Davos; he is the member of the network of councils of the World Economic Forum. Alexander Ivlev is the winner in The Best Boss nomination, within the framework of award «Top-1000 Russian Managers-2018» under the version of the Association of Managers and Kommersant Publishing House.

VLADIMIR CHEKHONIN

Deputy Chairman

Russian scientist in medicine, Academician of the Russian Academy of Medical Science (2005), Academician of the Russian Academy of Science (2013), Secretary Academician of the Medical and Biological Science Department of the Russian Academy of Medical Science (2011–2013), Head of Department of Fundamental and Applied Neurobiology of the State Scientific Center of Social and Judicial Psychiatry named after V. P. Serbsky, Head of the Department of Medical Nanobiotechnologies of the Russian State Medical University.

ANDREI STROKIN

Secretary General of Russian Paralympic Committee

SERGEY KHRYCHIKOV

Head of the Sport Conventions Division of the Council of Europe

ANDREI MINYAEV

Director of the Legal Department of the Ministry of sports of the Russian Federation

ELENA ISINBAEVA

Member of the Athletes' Commission of the International Association of Athletics Federations (2007, 2015). Member of the International Olympic Committee (2016). Member of the Athletes' Commission of the International Olympic Committee (2016). Member of the Executive Committee of the Russian Olympic Committee (2016). Member of Council under the Russian Federation President on Development of Physical Culture and Sport (2016). Twofold Olympic champion (2004, 2008), winner of bronze medal at the 2012 Olympic Games. Sevenfold world champion. Set 28 world records in pole vaulting for women.

SERGEY RYAZANSKY

Russian test cosmonaut of Roskosmos state space corporation Cosmonaut Group. 535th man in space in the world and 117th in Russia.

5. Committees



Disciplinary Anti-Doping Committee independent from RUSADA

On October 19, 2017, a new structure of the Disciplinary Anti-Doping Committee (hereinafter — DAC) was approved by decision of RAA RUSADA Supervisory Board. It consists of the following members:

- ▶ **Ilya Paleev**, DAC Chairman. Advisor to the President of the Federal Chamber of Advocates of the Russian Federation, advocate, member of Moscow Bar Association, partner of law firm «Reznik, Gagarin and Partners»;
- ▶ **Vera Bebutova**, DAC Deputy Chairman. Deputy Executive Director — Head of Legal Department of the Russian Judo Federation;
- ▶ **Alexander Petrov**, Vice President of Russian Weightlifting Federation, merited coach of the Russian Federation;
- ▶ **Igor Zhirov**, Doctor of medical science, leading researcher of the department of diseases of myocardium and heart failure of Institute of Clinical Cardiology named after A. L. Myasnikov;
- ▶ **Vladislav Karkischenko**, Director of Scientific Center of Biomedical Technologies of Federal Biomedical Agency of Russia, doctor of medical science, professor;
- ▶ **Ekaterina Medunitsyna**, Allergist-immunologist, candidate of medical science, senior researcher of federal state budgetary institution «State Research Center Institute of Immunology» of Federal Biomedical Agency, associate professor of the department of clinical allergology and immunology of Moscow State Medical and Dentistry University named after A. I. Evdokimov, member of Russian Association of Allergists and Clinical Immunologists.

Activities of Disciplinary Anti-Doping Committee

Russian Anti-Doping Agency RUSADA initiated the creation and coordination of work of independent Disciplinary Anti-Doping Committee. Hearings conducted by the Committee establish whether anti-doping rules violation took place. The hearing process respects the following principles:

- ▶ Fair and impartial hearing panel;
- ▶ Athlete's right to be represented by counsel at athlete's own expense;
- ▶ Athlete's right to be informed in a fair and timely manner about the asserted anti-doping rules violations;
- ▶ Right of appeal regarding the accusations of anti-doping rules violations and imposed sanctions;
- ▶ The right of each party to present evidence, including the right to call and question witnesses subject to the hearing panel's discretion to accept testimony by telephone or written submission;
- ▶ Person's right to have an interpreter at the hearing, with the hearing panel to determine the accuracy of translation and the procedure for reimbursing the costs of the interpreter's services;
- ▶ Timely, written and reasoned decision, which necessarily includes the reasoning of the imposed period of ineligibility.

TUE Committee independent from RUSADA

KTUE Committee (hereinafter — TUEC) of the anti-doping organization reviews applications for TUE. Also, TUE can engage independent experts for its work.

RAA RUSADA Supervisory Board takes decision to establish TUEC, approves documents regulating the activities of the Committee and executes control over the operations of the Committee.

TUEC members are doctors of the highest qualification category, having academic degrees of doctor or candidate of medical science, having experience of treatment and rehabilitation of athletes, and profound knowledge in the area of clinical and sport medicine.

The members of TUEC

- ▶ **Viktoria Baddieva**, Head of TUEC: Corresponding member of the Russian Academy of Sciences, professor, M.D.
- ▶ **Nino Sichinava**, M.D., highest qualification category doctor.
- ▶ **Alexander Sharykin**, M.D., professor.
- ▶ **Mikhail Didur**, M.D., professor.
- ▶ **Elena Komelyagina**, PhD in Medicine, highest qualification category doctor.

Application for TUE is reviewed according to the medical confidentiality principles. TUEC members observe the principles of strict confidentiality in executing their duties in this process, moreover they sign a Declaration of confidentiality and conflict of interests.

Till October, 2018, function of TUEC was performed by UKAD TUEC. TUEC of RUSADA started operating at the end of 2018.



6. Our team

DIRECTOR GENERAL

Yuriy Ganus



Independent professional director (10 years), Chairman of the board (7 years) and executive director of Russian (11 years) and foreign (9 years) public and private corporations. More than 20 years of work experience in foreign companies and with foreign partners.

2011-2016: independent anticorruption expert of The Russian Federation Ministry of Justice.

Scientific activity: Dissertation: «Criminal bankruptcy. Investigation of the deliberate bankruptcy» — The St. Petersburg State high law Institute of the Prosecutor General's Office.

Higher education:

- ▶ Lawyer — jurisprudence/ investigations (2000, The St. Petersburg State high law Institute of the Prosecutor General's Office).
- ▶ Economist — the foreign affairs specialist (1993, The St. Petersburg State University).

- ▶ Electric engineer (1987, LVIMU/ The St. Petersburg Higher Marine Engineering Academy).

Professional education programs:

- ▶ Professional independent director, The Institute of Directors, UK (2012) with the international qualification «Certificate in Company Direction (Cert IoD)».
- ▶ Anticrisis manager (1996, The International Banking Institute) with qualifications: Expert in anticrisis management and business operation/Anti-crisis manager for bankrupt enterprises and Business Valuation.

Participation in Professional Associations:

- ▶ 2008 — to present: Member of The Russian national independent directors association,
- ▶ 2015- to present: The National Association of Corporate Directors,
- ▶ 2005–2008: Member of Turnaround management association, UK Chapter/ INSOL.

Winner:

- ▶ 2016 — «The Best Chairman of the Personnel and Remuneration Committee of the Open Joint-Stock Company».
- ▶ 2015 — «The Best Russia Independent director of The Year»' nomination for The National Association of Corporate Directors Award.

DEPUTY DIRECTOR GENERAL

Margarita Pakhnotskaya



Deputy Director General of RUSADA, PhD in Pedagogics, Associate Professor, has Linguistic and Management education. Ms. Pakhnotskaya has more than ten years of teaching experience in higher education institutions in Russia and the Universities of the Netherlands and Belgium (international cooperation on Russian geopolitics and business) and management experience in education and business commutations. She led the headquarters for the Russia Summit EU — 2007 preparation and organized the international education project INTERVOLGA. Ms Pakhnotskaya is the author of more than 30 scientific works and a book for children «The Dream To Win». Ms Pakhnotskaya developed a professional Post Graduation Program «Ethics in sport: key aspects of antidoping activities».

TESTING DEPARTMENT

Department Head Victoria Barinova



Victoria Barinova completed higher legal education at The Rostov State University. In addition, she graduated from The Kalmyk State Financial and Economic College with major in statistics and computer science. She completed courses of vocational training in Academy of Business of Ernst and Young in programs «Planning and Budgeting», «Financial Analysis», «Internal control: SOX». Victoria Barinova has been working in Testing Department since June, 2016, and in September, 2017 she became Department Head.

RESULTS MANAGEMENT DEPARTMENT

Department Head Tatyana Galeta



Tatyana Galeta has a higher legal education, she graduated from The Kutafin Moscow State Law University. She has been working in the Results Management Department of RAA RUSADA since April 2011. In June, 2016 she was appointed Head of the Department. Over the period of her work at RUSADA, she engaged in and led the results management for more than 700 cases of possible anti-doping rules violations.

Tatyana participated in the Outreach educational activities at 2013 World Universiade in

Kazan and the 2013 World Championships in Athletics. She is a member of the Monitoring Group on Legal Issues of the Council of Europe's Anti-Doping Convention. She was awarded with the Commemorative Medal and Diploma of the President of the Russian Federation.

SCIENCE DEPARTMENT

Department Head Anna Kondakova



Anna Kondakova is PhD in Bioorganic chemistry. She has been working in RAA RUSADA since August, 2016.

ANTI-DOPING RULES VIOLATIONS INVESTIGATIONS DEPARTMENT

Department Head Leonid Ivanov



Since 2000 Leonid Ivanov has been working at law enforcement authorities, as well as at commercial structure dealing with investigation and security issues. Since July, 2014, he has been managing anti-doping rules violation in RAA RUSADA.

TUE DEPARTMENT

Department Head Pavel Khorkin



Pavel Khorkin has a higher medical education, he graduated from The I. M. Sechenov Moscow Medical Academy, Faculty of Preventive Medicine, and Medical Faculty of the Peoples' Friendship University of Russia with a specialization in General Medicine. Pavel worked at the Federal State Healthcare Institution «Center for Hygiene and Epidemiology in Moscow». From 2008 to 2011, he held the position of the Head of TUE Department at NAO «RUSADA» (NAO — closely held company under the laws of the Russian Federation), then worked in the Anti-Doping Support Department at the «Center of Sport Innovative Technologies and Training of National Teams» of the Department of Physical Culture and Sports of the City of Moscow. From May, 2016 to the present, he has been working in RAA RUSADA.

**DEPARTMENT OF FINANCIAL ANALYSIS
AND ACCOUNTING**

**Department Head — Chief
Accountant Zhanna Pilchuko**



Zhanna Pilchuko has a higher legal education (The Moscow State University of Commerce) and economical education (The Financial Academy under the Government of the Russian Federation).

She has been working in the accounting field since 2002, including in organizations with foreign capital. She has been working in RAA RUSADA since March, 2018.

SECRETARY

Yulia Komakhina

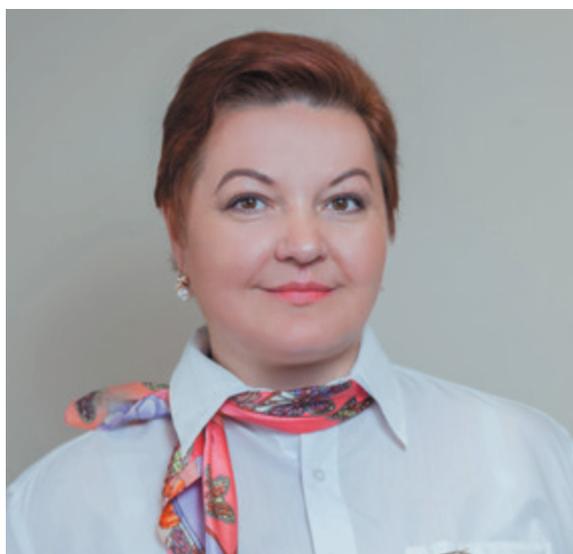


Yulia Komakhina graduated from The College of Ministry of Foreign Affairs of the Russian Federation, The Moscow City University.

She is awarded with a diploma and a commemorative medal for significant contribution to the preparation and holding XXII Winter Olympic Games and XI Winter Paralympic Games 2014 in city of Sochi. She has 12 years of work experience as administrative assistant. She has been working in RAA RUSADA since July, 2012.

ADMINISTRATIVE DEPARTMENT

Department Head Elena Kotkina



Elena Kotkina is a lawyer by education, graduated from The Moscow Academy of Economics and Law. During her work in RAA RUSADA (since July, 2016), she carried out work on optimizing the quality management system of RAA RUSADA which allowed to confirm its compliance to the requirements of ISO 9001–9008 standard in 2016, and in 2017 — to move to a new level and to receive the certificate of conformity of the quality management system to the requirements of new standard ISO 9001–9015.

In 2018, she completed the course «Certified Auditor of IRCA on an ISO 9001–2015/Course of the Leading Auditor». She successfully passed the examination and received the certificate of the international standard «Leading Auditor in ISO 9001–2015» with registration in IRCA.

HEAD OF LEGAL DEPARTMENT

Olga Naidenova



Olga Naidenova has a higher legal and pedagogical education (The M. P. Dragomanov National Pedagogical University), as well as additional legal education in management of non-commercial organization (The St. Petersburg Law Academy).

She has more than 15 years of work experience as a corporate lawyer and a lawyer on contractual activities support, including more than 8 years of legal support of activities of non-commercial organizations of various forms. He has more than 7 years of work experience at managing positions. She has been working in RAA RUSADA since January, 2016.

HEAD OF HR DEPARTMENT

Olga Tverdokhlebova



Olga Tverdokhlebova has a higher economic education, as well as post-graduation specialized education in HR administration, labour safety and HR management.

She has 10 years of successful practice in HR administration, observation of occupation laws, and work with personnel of various companies, including insurance and production companies. She has been working in RAA RUSADA since June 2016.



7. RUSADA Organizational Structure



Management:

1. Director General
2. Deputy Director General
3. Finance Director
4. Personal Assistant to Director General
5. Public relations specialist
6. Specialist on international cooperation

Testing Department:

1. Department Head
2. Deputies of Department Head
3. Chief specialists
4. Manager on work with doping control officers
5. Specialists
6. Data entry specialists

17 persons

Investigations Department:

1. Department Head
2. Chief specialist
3. Specialists
4. Analysts
5. Data entry specialist

9 persons

Results Management Department:

1. Department Head
2. Chief specialist
3. Specialists

5 persons

Therapeutic Use Exemptions Department:

1. Department Head
2. Chief specialist
3. Consultant

3 persons

Department of Financial Analysis and Accounting:

1. Chief accountant
2. Deputy chief accountant
3. Finance specialists
4. Accountants

5 persons

Educational Programs Department:

1. Department Head
2. Chief Specialist
3. Specialists

7 persons

Administrative Department:

1. Department Head
2. Procurement specialist
3. Specialist on quality management system
4. Specialist on information security
5. Administrative assistant
6. Health and safety specialist
7. Drivers

9 persons

Legal Department:

1. Department Head
2. Lawyer

2 persons

HR Department:

1. Department Head
2. Specialist

2 persons

Science Department:

1. Department Head
2. Specialist

2 persons



8. Strategic conceptual directions of RUSADA development

1. **Forming conceptually new culture of zero tolerance to doping in RUSADA and projecting it to Russian sport community and society.**
2. **Restoration of anti-doping values and clean sport values inside RUSADA.**
3. **Restoring RUSADA functionality as fully compliant to the World Anti-Doping Code and the International Standards.**
4. **Analysis and persistent implementation of qualitative anti-doping transformations. The key principal approaches in organizing and conducting work are as follows:**
 - ▶ flat refusal from showy empty operations and implementing genuine and in-depth qualitative changes in RUSADA and in Russian sport
 - ▶ flat refusal from concluding empty anti-doping agreements, not binding in favor of qualitatively new, binding anti-doping agreements focused on implementing qualitative anti-doping changes in Russian sport, sport federations, and regions. RUSADA terminated and will continue terminating anti-doping agreements which were previously concluded with Russian regions because of absence of real content and obligations of the Russian regions, and also because of confirmation of the facts of gross violations of the anti-doping norms and principles.
5. **Restoring effective cooperation of RUSADA with international anti-doping organizations aimed at uncompromising fight against doping.**
 - 5.1. Restoring effective cooperation of RUSADA with global anti-doping regulator- WADA
 - 5.2. Organizing effective cooperation of RUSADA with Institute of National Anti-Doping Organizations iNADO and the national anti-doping agencies of the world.
 - 5.3. Organizing RUSADA work with national and international Sport Federations and Committees of Russia.
6. **Forming strategic trust as a set of a number of factors, among which, the most important factors are as follows:**

Strategic potential of the company, principled attitude to the past activities of RUSADA, with inalienable attitude to the agency history, taking qualitative measures on preventing making errors similar to those RUSADA had in the past, restoring trust to the agency top management, informing stakeholders about the company strategy and its operational activities, following the transparency principle.

We understand that strategic trust is formed in perception of the stakeholders interested in the outcomes of the agency performance, first of all, clean athletes, the international anti-doping and sport community, which form their trust on the basis of their own understanding of its activities, goals and reasonableness of its strategy.

In stakeholders' perception, the company potential is one of the main factors of strategic trust to RUSADA, and it depends on the extent elaboration of its strategy, effectiveness of the strategic planning process and the outcomes of implementing specific plans and declared vision.

RUSADA is working, on non-informal basis, on its strategy until 2028.

The strategic concept of RUSADA development takes into account both emerging external opportunities and threats, and the internal reserves of RUSADA, which are the focus of the agency development.

As doping is a global problem which cannot be solved only at the national level, specific objectives on the national scale are replaced with the global objectives, as the effectiveness of fighting against doping is measured to higher extent by how well this fight meets two requirements which are sometimes contradictory: the need to achieve the effect of scale in fighting against doping not only within its sport jurisdiction, no matter how big it is, but at the same time, taking into account the differences of the regional markets, and sometimes of the sectoral markets and sport jurisdictions.

RUSADA uses an integrated and organic strategic process, which increases the probability of making reasoned strategic decisions in the perspective.

Interconnection of the strategic potential and the effectiveness of the past activities of the company plays the key role in trust to the company. An especially important aspect in the crisis sport jurisdiction is the extent to which RUSADA discusses its problems openly and effectively, and the way it intends to solve its problems, with consideration of its past activities. As a result, this will result in developing RUSADA strategic potential into high qualitative anti-doping indicators, if RUSADA is able to preserve the trust to itself. And we have no other alternative.

7. RUSADA information policy

One of the key components of strategic trust and company success is information awareness of the stakeholders who are interested to know about the outcomes of the agency activities and would like to be aware of RUSADA strategy. RUSADA does its best to provide stakeholders with clear-cut information about its goals, objectives and strategic methods.

RUSADA information policy has three important components: information transparency, its specificity and timely nature. RUSADA corporate information program has the following criteria for evaluation: adherence to principles, consistency, reliability and clarity.

Trust to RUSADA is a non-tangible value, and in this regard, the national and international sport and anti-doping communities receive well the policy of our agency, as it is supported by clear-cut elaborated development strategy and responsibility, following the common values and international anti-doping norms and standards, transparency and open interaction in the fight against the common evil — doping in all its manifestations.

9. Main goals for RUSADA in 2017-2018

1. Reinstatement of RUSADA compliance status to the World Anti-Doping Code

- 1.1. Fulfilling the criteria of the Roadmap to RUSADA compliance
- 1.2. Recovery of RUSADA professional functionality according to the international anti-doping standards РУСАДА в соответствии с международными антидопинговыми стандартами
- 1.3. Passing WADA audit
- 1.4. Insuring of WADA Executive Committee solutions fulfilment

2. Ensuring due functionality of RUSADA during the pre-Olympic period

- 2.1. Ensuring the required number of collected samples of athletes of the Olympic and Paralympic national teams of the Russian Federation.
- 2.2. Organization of RUSADA work aimed at qualitatively new performance and meeting objectives. Ensuring the leading role of RUSADA in realizing anti-doping policy in Russian sport and whole society
- 2.3. Development of individual and organizational competences of RUSADA.

2.4. Organizing RUSADA work with National sport federations and Committees of Russia

2.5. Organizing work with international laboratories. Organizing logistics of transportation of samples.

2.6. Organizing logistics of equipment procurement.

2.7. Performance of the quality indicators of work established for RUSADA.

3. Reinstatement of RUSADA membership in the international community of the global anti-doping organizations

3.1. Organizing effective interaction of RUSADA with WADA

3.2. Organizing effective interaction of RUSADA with Institute of National Anti-Doping Agencies (iNADO)

3.3. Organizing effective interaction of RUSADA with the global National Anti-Doping Organizations aiming to ensure uncompromising fight with doping.

3.4. Implementing high-quality changes and change of the attitude to RUSADA in the international environment of the global national anti-doping organizations, international sport community, inside RUSADA and Russian sport community.

10. RUSADA compliance with The World Anti-Doping Code

On November 18, 2015, Russian Anti-Doping Agency RUSADA was declared non-compliant to Anti-Doping Code after the respective recommendation of Independent Commission of The World Anti-Doping Agency, presented in the report of November 9, 2015, which disclosed large-scale use of doping in Russian sport.

Since November, 2015, WADA has been working with RUSADA and its partners in reconstructing a credible and stable anti-doping system in Russia. Within this work, WADA and RUSADA agreed on the detailed «Roadmap to compliance» which is given below.

In December 2015, the functions of planning and organizing testing were transferred to UK Anti-Doping (hereinafter — UKAD) within the tripartite agreement between RUSADA, WADA and UKAD, and Roadmap on reinstatement of RUSADA compliance status was developed.

Since April, 2016, international experts recommended by WADA whose task is reform of the organization and creation in the Russian Federation of an effective system of fight against doping work.

RUSADA acquired the right to make investigation of cases of anti-doping rules violations and to implement educational programs in the sphere of fighting against doping.

On May 18, 2017, WADA Foundation Board followed the recommendation of Independent Compliance Review Committee as in connection with fulfillment of a number of the Roadmap criteria specified below, WADA and Independent Compliance Review Committee allowed RUSADA to plan and coordinate testing, using the doping control officers trained in RUSADA and doping control service providers, under oversight of two international experts appointed by WADA and in cooperation with UK Anti-Doping (UKAD). On

June 27, 2017, WADA declared that WADA and Independent Review Committee were satisfied that RUSADA executed criteria of Part I and therefore can resume planning and coordinating testing under the oversight of UKAD and the international experts.

At the same time, RUSADA still had the status of non-compliance to WADA Code before fulfilling the remained criteria on reinstatement up to September 20, 2018, when at the meeting of the Executive Committee of the World Anti-Doping Agency, a decision was made on reinstatement of the compliance status of Russian Anti-Doping Agency RUSADA to the World Anti-Doping Code.

RUSADA reinstatement was followed by a set of measures with the specified timeframes of their implementation and the subsequent audit. RAA RUSADA continued work with the purpose of restoration of trust and respect of the international anti-doping and sport community.

In addition to the criteria specified below, RUSADA will also need to satisfy a number of conditions after the compliance reinstatement; including continuation of funding two international experts working in RUSADA until the expiration of the term of appointment and the other conditions which will be defined on the basis of the results of WADA audit.

In 2017–2018, new RUSADA not only took a significant step forward, but also became qualitatively different national anti-doping agency, sharing the values of clean sport, the international anti-doping movement and which is guided by the international anti-doping standards and national interests, among which, the cornerstone is protection of the interests of clean athletes, real and future generations, forming sports reserve ensuring triumph of fair and clean sport in Russia.



ROADMAP TO COMPLIANCE OF RAA RUSADA

1. WADA engaged in work with RUSADA two international experts who receive funding from RUSADA.
2. RUSADA engaged UKAD in conducting testing during the period of maintaining the non-compliance status of RUSADA.
3. RUSADA engaged UKAD in further training of the employees and improvement of the anti-doping program.
4. Testing specialists of RUSADA had training implemented by UKAD and the international experts, in development of risk assessment, the program of smart testing and in management of the program of training of doping control specialists.
5. RUSADA recruited new DCOs who were approved by the international experts and who then completed a course of training under supervision of the international experts and UKAD.
6. RUSADA developed value-oriented educational programs; Investigations Department and Science Department were established; The Agency enhanced the administrative structure under the leadership of the international experts.
7. Russian government revised the regulatory base to exclude intervention of customs authorities in the process of transportation of doping samples from Russia to the laboratories accredited by WADA.
8. The previous Acting Director General RUSADA released the post.
9. RUSADA announced a competition and opened candidate selection for the vacancy of the Director General under supervision of two international experts.
10. RUSADA, with UKAD assistance, reconsidered its system of risk assessment, the annual plan of distribution of tests and Registered Testing Pool.
11. RUSADA provided necessary funding from the Ministry of Finance of the Russian Federation for increase in its institutional capacity for the purpose of implementation of the reliable anti-doping program.
12. Government of the Russian Federation provided access to the samples of the biological passports of athletes (ABP), analysis of which is being carried out in Moscow blood analysis laboratory approved by WADA.

13. RUSADA made amendments to the charter of the Supervisory Board ensuring that an independent person can hold a post of the Board Chairman.
 14. RUSADA elected the new Chairman and the Vice-Chairman of the Supervisory Board of RUSADA from among the independent members of the board.
 15. RUSADA drafted the Code on Ethics and Anti-Corruption which included transparent policy for conflict of interests.
 16. The Ministry of Sport developed a plan of ensuring access for RUSADA to «the closed cities» for conducting testing of athletes.
 17. National federations must participate in full in preventive educational anti-doping programs and are obliged to cooperate with RUSADA in full.
 18. Currently, rules are adopted, according to which the government stops funding national federations if they do not follow anti-doping rules.
 19. RUSADA prepared the plan of distribution of tests for June — December of 2017 in cooperation with UKAD.
 20. RUSADA must elect a new Director General of the agency by means of a transparent and objective competitive process with participation of two international experts.
 21. RUSADA must approve the structure of new Therapeutic Use Exceptions Committee (TUE) and enable its functioning.
 22. Members of TUE Committee must undergo professional training.
 23. RUSADA must complete the enrollment and training of personnel in all functional areas and also continue enrollment and training of doping control officers and chaperons.
 24. RUSADA must increase the productivity and continue training of members of the commissions on hearing of cases and appeals.
 25. RUSADA must provide payment of expenses of two international experts and also of the staff of the UK Anti-Doping (UKAD) who will continue to work on restoration of RUSADA, as expected, until the end of April, 2018.
 26. RUSADA must possess full budgetary autonomy from Russian government.
 27. RUSADA must possess sufficient resources for maintenance and development of the implemented value-oriented educational programs.
 28. WADA conducted audit of RUSADA in October 2017.
 29. All responsible official anti-doping authorities in Russia, including RUSADA, Ministry of Sport of the Russian Federation, and the Russian Olympic Committee, must publicly acknowledge the results of the investigation of Head of WADA Independent Commission Richard McLaren.
 30. Russian government must provide access by the relevant organizations to the samples of Moscow Anti-Doping Laboratory, access to which is inaccessible because of investigative procedures carried out by Russian law enforcement agencies.
 31. WADA shall conduct the second audit in four months after reinstatement of RUSADA compliance status to the World Anti-Doping Code.
- On December 11 and 12, 2018, in Moscow, a group of experts of the World Anti-Doping Agency (WADA) on compliance conducted a full audit of RAA RUSADA according to the conditions established for reinstating the status of RUSADA compliance to the World Anti-Doping Code.

Due to systematic work on substantial, complex transformation of RUSADA, emphasizing significant qualitative changes implemented in RUSADA, on September 20, 2018, WADA returned to RUSADA compliance to the World Anti-Doping Code.

To the RUSADA Education Team, 12/11/2018
 WADA's Education Department wishes you all the best in your important work promoting sport values, and we look forward to collaborating with you further. Please don't hesitate to contact us for support with challenges, sharing resources, expertise and ideas.
 Keep up the great work!
 Sincerely,
 Tony Cuff, Jim Telford, Kristina Lee

TO YVRI AND THE REST OF THE RUSADA TEAM: THANK YOU FOR YOUR COOPERATION AND COMMITMENT, IT WILL BE A PLEASURE TO CONTINUE WORKING WITH YOU IN THE COMING MONTHS AND YEARS. GREETINGS FROM MONTREAL. EMILIANO SIMONELLI.

Dear RUSADA team, dear Yvri
 on behalf of the Intelligence and Investigations Department at WADA. I wish you and all members of RUSADA all the energy and commitment to fight against doping for the sake of clean sport in Russia.
 For this I am hoping for a fruitful and fruitful cooperation between our two organisations.
 All the best
 You
 Chris Springs
 Head Intelligence Strategy
 WADA

Be honest & open about any problems you have. Ask for help when needed. Involve (young) athletes just do it + do it right!
 CHEL WARNERS WADA

Dear colleagues,
 I wish you the best of luck with your exciting opportunity ahead to re-build and promote the RUSADA brand as the protectors of Russian athletes and their right to clean sport!
 Warm regards,
 Catherine Maclean
 Director, Communications
 12 January 2018

Dear RUSADA Team,
 Keep up your hard work and commitment to clean sport. Russia needs you and the international athlete community needs you and a strong RUSADA!
 Olivia D'Agostini
 Director General
 Rob Koehler
 Deputy Director General

Reinstatement of RUSADA, cooperation in the areas of testing and investigations of anti-doping rules violations, in education and promoting anti-doping culture, were carried out in active cooperation with the other national anti-doping agencies of Unit-

ed Kingdom, Poland, Finland, the USA, Canada, Uzbekistan, Slovakia, the Netherlands, Azerbaijan and Germany. RUSADA restored its membership in iNADO in September, 2017 and is actively developing cooperation with iNADO.

If RUSADA involves the athletes as partners, the combination will make a strong, very strong team!
 Herman Ran

RUSADA must persuade the anti-doping world that it is independent of government and can operate an effective anti-doping programme without interference.
 Graeme Steel
 iNADO.

Great success + keep on improving All the best!
 Ueda
 -Campbell

I wish RUSADA becomes an integral part of the Russian sport movement
 Василий Гусин
 Vassil Gugin
 President EASM

Russia - Leading the clean sport era.
 Judy ASADA.

МЫ ВЕРИМ В ВАС
 GOOD LUCK BOSNIA AND HERCEGOVINA

DEAR RUSADA ☺
THANK YOU FOR A GREAT
TIME AND WONDERFUL
GENEROSITY WELCOMING
US TO YOUR "HOODS" ON
THIS IMPORTANT AND DEEP
THEME CONFERENCE!
TAKE CARE, KEEP UP THE
GOOD WORK AND KEEP IN TOUCH

PEPE LIVINGSTON

Keep on working hard
as you did in the past
- I wish you all the best
for your future mission!
Vold

Change culture of Russian sport

- ⇒ i.e. - you can win clean;
- competing clean is more important than winning;
- doping cheats the sport, the other athletes & the fans;
- doping is wrong.

Adam P.

STAY FOCUSED
BE ACCOUNTABLE TO
THE ATHLETES OF THE
WORLD!

Patrick Goh
ADS

- INDEPENDENCE
- COMPETENCE
NIJANA ROBERT
OCALUDS

Make the sport proud
again, in a fair way

GET TO KNOW YOUR
COUNTERPARTS IN OTHER
NADO'S.

WE ARE LOOKING TO
WELCOME YOU BACK TO
THE FAMILY.

DOUG
CCES

Collaborate w/
NADOS
CLEAN SPORT TOGETHER!

John Prof

NADOS OPERATE ON TRUST
AND CONFIDENCE - A PRIVILEGE
NOT A RIGHT - WHICH TAKE TIME TO
EARN. YOU ARE ON A LONG JOURNEY,
BUT WE OFFER OUR HELP AND
SUPPORT. GO WELL!

Nick
realspace

WE TRUST THAT YOU
ARE ON THE RIGHT WAY.
JUST DO IT.

SLOADO
Janko DRESEK CO

Unrestricted travelling
and sample collections
for doping control teams

C. Spitz
PWC

Be honest & open about
any problems you have.
Ask for help when needed.
Involve (young) athletes
Just do it + do it right!

CHIEL WARNERS WADA

IT IS HARD WORK AND
VERY DIFFICULT TO REGAIN
TRUST... BUT, IT IS
POSSIBLE AND VERY
WORTHWHILE.

GOOD LUCK!

DOUG
CCES

transparency

RUSADA -
the most friendly
and sincere antidoping
agency in the world!!!

Heartly yours,
UZOVABA (Uzbekistan)

MOLLY, USADA

Communicate
regularly

(know + interact w/ counterparts)

MOLLY, USADA

ISO CERTIFICATION

REGULAR COMMUNICATION
WITH INTERNATIONAL
COLLEAGUES

TRANSPARENCY

JDEP INADO

New Starting Point:

- ↳ start bottom up
- ↳ involve athletes in prevention
coast what they need
for clean sports, their
health & welfare in sports
- ↳ long term culture change
- ↳ build up a digital Q & A
system with your athletes
to communicate
- ↳ whistle blower system that is
valid & trustful ombudsman
person
- ↳ separate expertise in your NADO
You have a hard job but you
may be a pioneer!!

Independent auditing
of operations

Khalid Galant
South Africa

SPORT IS ABOUT THE FUTURE
SPORT IS ABOUT THE WORLD
WELCOME TO THE FUTURE WORLD.
& STAY IN TOUCH WITH THE WORLD!

Olivier de Hon (NED)



11. RUSADA strategic goals and values

1. Creating culture of clean and fair competition among athletes

Fostering zero tolerance to doping in the sports community and in society in general. New role models of drug-free behavior should be offered to the new generation. Achievement of the goals by means of deception, which is doping, should become unacceptable for all athletes at all levels of competition.

2. RUSADA is a strong and influential player in fighting against doping on global scale and unconditional leader in Russia in fighting against doping

Fighting against doping by oneself or in the territory of a single country is not only useless, but also it is counterproductive. RUSADA should not only restore completely the trust of the international community, but also to become one of key players in this sphere, to participate actively in the international exchange of experience, and also in preparation and development of the key normative documents in the sphere of fighting against doping. RUSADA must become a real leader not only in fighting against doping in Russia, but also a conductor of new anti-doping culture of zero-tolerance to doping.

3. Application of up-to-date scientific and technological solutions to improve the efficiency of anti-doping fight and promoting of new anti-doping culture of zero-tolerance to doping to the society

In the rapidly changing modern world, where new technologies in various fields of activity appear every day, achievement of significant results is impossible without utilizing scientific and technological potential. RUSADA should regularly monitor the emergence of innovative technological solutions which can increase its efficiency in the sphere of fighting against doping, and implement them in its daily practice.

4. Building up flexible and effective system of organization management continuous development of competences

In order to implement the key objectives facing RUSADA, it is necessary to establish the management system which is able to promptly respond to all the challenges of the environment, adjust to the changing environment, retaining the dedication to the key values. Involvement of all stakeholders in development of RUSADA and its competences. Implementation a new educational strategy in order to develop internal competences and improving interdepartmental interaction.

12. RUSADA areas of operation

RUSADA executes all the scope of the core work of a national anti-doping organization, actively expands its anti-doping activity in national sport federations and in regional sports authorities in all the territory of Russia, and it is ready to become involved in more active anti-doping work on bringing the national sports federations to compliance with the requirements of the international anti-doping standards and anti-doping requirements of the international federations.

The main activities of RUSADA are as follows:

- ▶ creation and promotion of new anti-doping culture of zero-tolerance to doping;
- ▶ testing planning, collecting samples for doping control;
- ▶ investigation of anti-doping rules violations;
- ▶ processing of results of testing;
- ▶ reviewing requests for therapeutic use exemptions of the substances and methods prohibited in sport;
- ▶ scientific activity;
- ▶ implementation of educational programs, conducting information campaigns and promoting the ideals of healthy and fair sport.

Besides it, RUSADA actively cooperates with the national and international sport, educational and scientific organizations and participates in the major world forums devoted to the issues of fighting against doping.

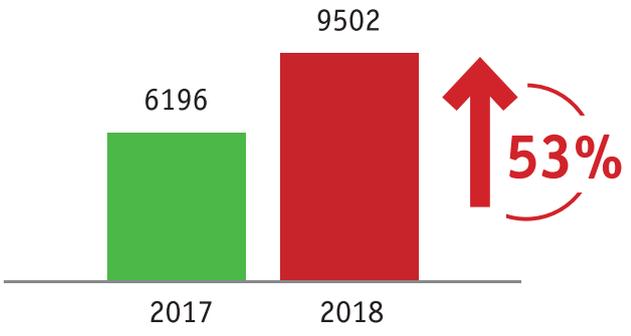
RUSADA concluded anti-doping agreements aimed at reinstating compliance to the World Anti-Doping Code and requirements of the international sports federations with Russian Athletics Federation, Russian Weightlifting Federation and Russian Biathlon Union.



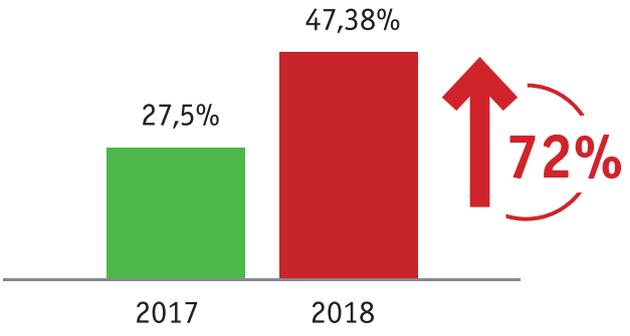


13. Testing

Number of samples:

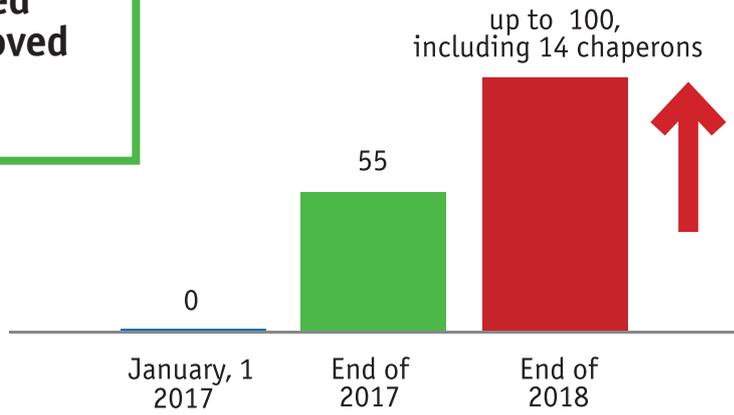


Target testing:



**In 2017-2018
RUSADA cooperated
with 18 WADA-approved
laboratories**

Sample Collection Personnel:



Priority tasks for 2017 and 2018

- ▶ Implementation of ISTI-compliant test planning and sample collections procedures
- ▶ Creation and development of RUSADA own network of Sample Collection Personnel, including selection and recruitment of DCOs, their theoretical and practical training, and implementation of monitoring and quality control programs
- ▶ Delivery of Code-compliant testing program in accordance with the developed and approved Test Distribution Plan (TDP)

Milestones

Implementation of ISTI-compliant test planning and sample collections procedures

When RUSADA has been declared non-compliant in November 2015, the authority to plan tests and collect samples under the national testing programme has been transferred to the UK Anti-Doping Agency within the framework of the tri-patriate agreement between RUSADA, UKAD and WADA. Throughout 2016 and the first half of the 2017, RUSADA role in delivery of the national testing programme has been limited to informational support for UKAD activities, e.g. provision of competition calendars, lists of athletes participating in training camps, and entry of completed tests into ADAMS.

In accordance with the Roadmap, RUSADA main priority in the first half of 2017 was to prepare for eventual handover of test planning and sample collection from UKAD to RUSADA. It required RUSADA to substantially re-structure its Department of Testing based on recommendations provided by UKAD and WADA, including re-allocation of responsibilities in various functional areas and delivery of additional trainings to the employees based on their future roles.

In May 2017, UKAD organized in-person training for the RUSADA employees, which focused on the following areas:

- ▶ In-depth review of Risk Assessment and Test Distribution Plan development

- ▶ Planning of Testing Missions
- ▶ Using ADAMS
- ▶ Reviews of Testing Pools
- ▶ Cooperation with the Department of Investigations, incorporation of intelligence into the planning process
- ▶ DCO training and logistics of testing missions

The outcomes of the training session were formalized in UKAD recommendations on operations of the Department of Testing and changes to the joint plan of actions, including organization of UKAD-led training for RUSADA employees to become DCO Trainers.

As a part of the preparations for the handover, RUSADA has implemented a special system to exchange information between key operational areas (Department of Testing, Department of Investigation, Results Management Department, Department of Science) to support smart laboratories program and incorporate the information from the Athletes Biological Passport program into the planning process.

On July 17, 2017, WADA allowed RUSADA to conduct test planning and sample collections on its own under the supervision of UKAD and the International Experts and in accordance with the testing plan reviewed and approved by UKAD.

All RUSADA policies and operational procedures were reviewed by WADA representatives during WADA Compliance Audit in September 2017 and were subsequently updated in accordance with the WADA Audit team recommendations.

In November 2017, RUSADA developed a test distribution plan for 2018, which provided for collection of 9000 samples. The plan has been reviewed by UKAD and International Experts. The main focus of the TDP was allocation of resources based on the assessment of the risk of use of prohibited substances

and methods in various sports and ensuring flexibility in testing programme to be able to act upon intelligence received throughout the year. RUSADA goals for 2018 also included refinement of its operational procedures and implementation of quality control system to ensure strict compliance of sample collection with World Anti-Doping Code, All-Russian Anti-Doping Rules and International Standard for Testing and Investigations.

RUSADA test distribution plans for both 2017 and 2018 have been implemented in full.

Creation and development of RUSADA own network of Sample Collection Personnel

Creation and development of RUSADA own network of Sample Collection Personnel was one of the most important items in the Roadmap. All SCP candidates were required to undergo theoretical and practical in-field training in accordance with WADA best practices. In early 2017 RUSADA started to actively search for potential Doping Control Officers (DCO) and to develop training plans and educational materials. As a result of this process RUSADA has developed an in-depth 5-day DCO training course, which included, in addition to regular theoretical and practical training, sessions on ethical aspects of DCO work, DCO role in supporting clean sport and their importance for RUSADA activities as well as a session of preventing corruption.

In March 2017, UKAD Trainers delivered the first two-stage training course. A total of 25 candidates underwent theoretical training and assessment and 19 of them were selected for practical in-field training.

In the second quarter of 2017, RUSADA recruited additional DCO candidates in the Southern Federal District and developed a plan for training RUSADA employees to act as DCO Trainers. On June 17-26, UKAD delivered two additional training courses:

- ▶ DCO Trainers training for RUSADA (3 RUSADA employees and 3 best DCOs);

- ▶ DCO Training for candidates from the Southern Federal District

As a result of the first training course all 6 candidates were approved as DCO Trainers and were involved in the subsequent DCO Training. A total of 17 DCO candidates were selected for practical in-field training after the joint UKAD-RUSADA DCO Training (including 1 person who was selected for the role of a Chaperon).

To provide DCOs with opportunities for in-field training RUSADA signed a cooperation agreement with one of the Sample Collection Agencies providing services to RUSADA and agreement with a leading sport school, which expressed interest in staging mock-up doping control sessions for educational purposes.

Starting from September 2017, RUSADA has been delivering the DCO training courses on its own, including the following sessions:

- ▶ September 2017: DCO Training for candidates from Moscow and Kazan

- ▶ November 2017: DCO Training for candidates from Moscow, Kazan, St. Petersburg and Tyumen.

Once RUSADA was allowed to collect samples using its own sample collection personnel, all in-field trainings and first missions for new DCOs were conducted under supervision of RUSADA employees responsible for development of DCO network and quality assurance and of the International Expert.

As a part of the development of its DCO network, RUSADA has implemented a system to monitor DCO availability, workload distribution and to ensure flexibility in DCO allocation. The best DCOs were promoted to Lead DCOs, who are responsible not only for sample collection procedure, but for the entire logistics of a testing mission.

RUSADA DCOs are recruited on contractual basis and, with few exceptions, they are not employees of RUSADA. In total, 74 DCOs (including 7 RUSADA employees) have underwent DCO training in 2017 and 55 of them were offered a contract.

Throughout 2018, RUSADA continued to search for and recruit DCO candidates as well as potential Chaperones, whose duties are limited to search for athletes, their notification and chaperoning until the arrival to the doping control station. The following training courses have been conducted:

- ▶ February, 2018: DCO Training (23 candidates from Moscow, St. Petersburg, and Krasnodar);
- ▶ March, 2018: DCO Training (13 candidates from Moscow, St. Petersburg, Kazan, and Krasnoyarsk), which allowed RUSADA to reach a total of 100 trained DCOs specified in the Roadmap;
- ▶ July, 2018: Chaperon Training in Kazan;
- ▶ September, 2018: Chaperon and DCO training in Moscow;

- ▶ October, 2018: DCO Training in Sochi;
- ▶ November, 2018: Chaperon Training in Moscow;
- ▶ December, 2018: Chaperon Training in Krasnoyarsk.

The total number of RUSADA sample collection personnel by the end of 2018 was 88 DCOs (including 12 employees of RUSADA, who are trained as DCOs to coordinate in-competition testing missions and monitor DCO performance, and 76 contracted DCOs) and 14 Chaperons.

In April 2018, RUSADA signed first service agreements with a Russian clinic that agreed to provide blood collection officers for RUSADA testing missions. The medical professionals were additionally trained by RUSADA on particularities of doping-control testing and their rights and responsibilities during the sample collection procedure. By the end of 2018, RUSADA signed contracts with medical organizations in all key cities/regions.

RUSADA continuously monitors DCO and Chaperon performance with ca. 100 observation missions conducted during 2018. The purpose of the observation mission is to ensure high quality of DCO performance, including strict compliance with WADA Standards and RUSADA policies. DCOs are observed by relevant RUSADA employees, the International Expert and representatives of RUSADA Management. The results of the observation missions are registered in Sample Collection Personnel database and communicated to DCOs and Chaperons in various forms including personal feedback, general review of issues identified during missions and recommendations on how to avoid their reoccurrence.

Delivery of Testing Programme

Until July 17, 2017, all tests within RUSADA Testing Programme were planned by UKAD and sample were collected by international Sample Collection Agencies (IDTM and PWC) and various National Anti-Doping Agencies (NADOs). Once RUSADA was allowed to conduct its own testing, one of its priorities was to utilize the

potential of its own DCO network and to gradually increase the size of its testing programme. In addition to DCO recruitment, it also required organization of logistical support for testing missions, coordination between various participants, including information exchange and reporting.

Number of samples*	Q1	Q2	Q3	Q4	Total
2017	969	1085	1750	2392	6196
Collected by RUSADA	0	0	422	909	1331
					21%
2018	2255	3215	2215	1817	9502
Collected by RUSADA	1408	2351	1811	1353	6923
					73%

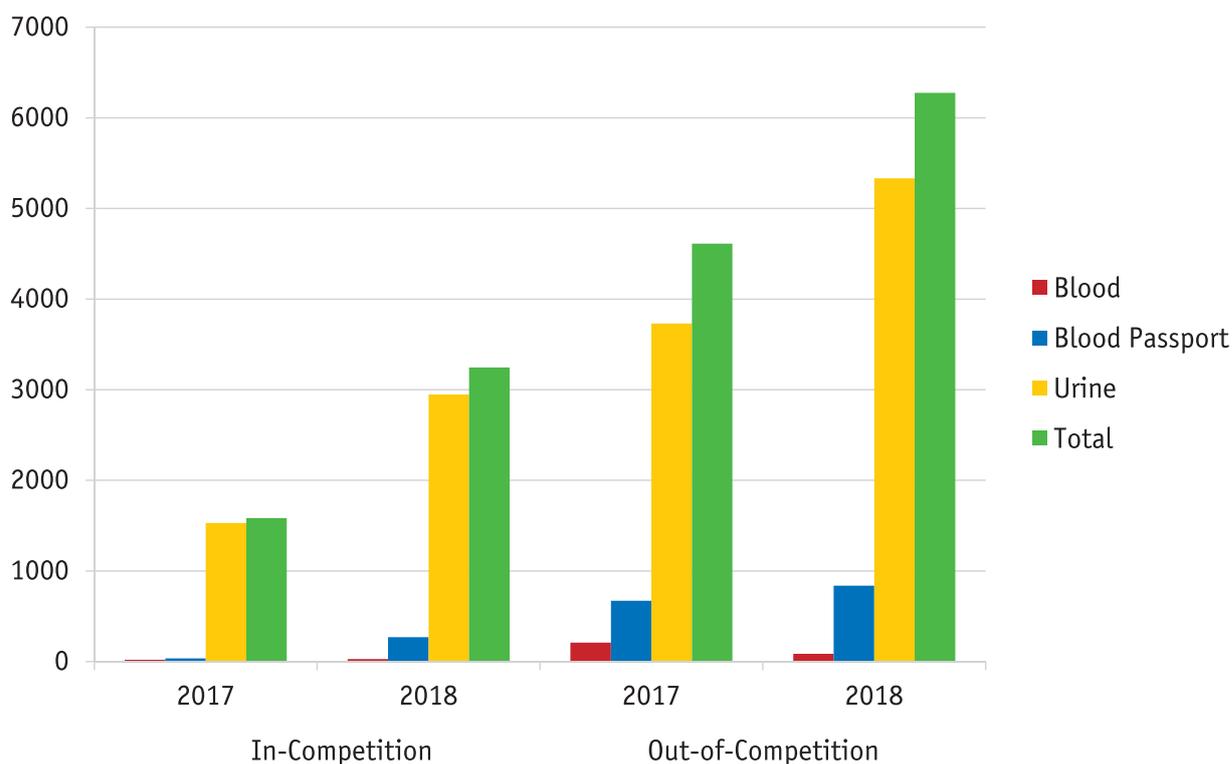
* These numbers do not include contracted tests

A total of 15 698 samples were collected within the framework of RUSADA Testing Programme in 2017 and 2018 (5101 missions):

	2017	2018
Number of missions	2043	3058
Total tests (all samples collected from 1 athlete within 1 testing session are counted as 1 test)	5759	8459
Successful tests (samples were collected)	5146	7915
Unsuccessful testing attempts	613	544
Total number of collected samples	6196	9502

Sample type	In-Competition		Out-of-Competition		Total	
	2017	2018	2017	2018	2017	2018
Blood	19	28	210	86	229	114
Blood Passport	35	270	672	838	707	1108
Urine	1530	2947	3730	5333	5260	8280
Total	1584	3245	4612	6275	6196	9502

* по данным системы АДАМС



In 2017, RUSADA DCOs collected 1331 samples (21% of the total), and in 2018 their number increased to 6983 (78% of the total). Overall number of tests in 2017 and 2018 were 6196 and 9502 samples, respectively.

In the second half of the 2017, RUSADA priorities included implementation of the approved Test Distribution Plan, pre-Olympic testing of athletes in winter sports and testing of Russian Paralympians, who faced eligibility requirements in order to be allowed to participate in international competitions. Careful test planning and strong cooperation with the International Paralympic Committee ensured that all athletes who were approved to compete as neutral athletes at international level were tested in accordance with IPC eligibility criteria.

By February 2018, RUSADA, in cooperation with relevant International Federations, has successfully completed the pre-Olympic testing program for the 2018 Winter Olympic Games in Pyeongchang and fully implemented recommendations of WADA Taskforce.

The following number of samples were collected by RUSADA:

Sport – samples	January	February
Biathlon	25	52
Bobsleigh/Skeleton	26	3
Curling	1	
Ice Hockey	102	7
Luge	11	
Skating	66	24
Skiing	111	61
Total	342	147

The Department of Testing implemented a system to monitor the provision of whereabouts information in ADAMS by the athletes in RUSADA Testing Pools. All potential filing failures and missed tests were promptly communicated to the Results Management Department and the Department of Investigations.

In 2017, it has been agreed that RUSADA will review its testing pools twice a year (on January 15th and July 15th with minor interim reviews at the start of the summer and winter seasons). The employees of the Department of Testing also collate information on Russian athletes included in the international federations testing pools and take this information into account when making decision on athletes to be included into RUSADA pools.

At the end of 2017, RUSADA National Registered Testing Pool included 496 athletes from 24 sports and its Extended Testing Pool

included 231 athletes from 25 sports. The size of RUSADA testing pools was increased in 2018 and by the end of 2018 a total of 1168 athletes were included (764 athletes from 28 sports in the NRTP and 404 athletes from 27 sports in the EP).

The up-to-date RUSADA testing pools are published on its website.

The increased number of athletes in testing pool supports more efficient out of competition testing program, including target testing program.

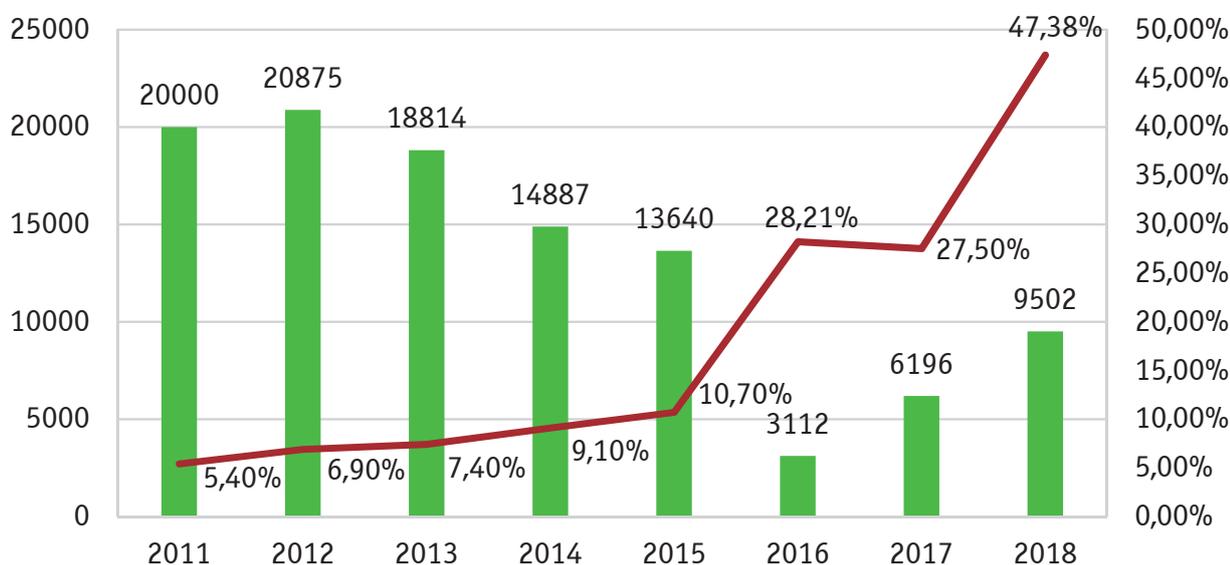
Focus on Target Testing

Starting from 2011, RUSADA has been actively working on increasing the ratio of target tests (tests that target specific athletes) in the overall number of tests. In 2017, the ratio of target testing amounted to 27.5%. In 2018, the planned number of target tests was 51% of the total program and the actually collected target tests amounted to 47.38%.

The increase in the ratio of the planned target tests reflects the intensive work of the planning specialists in prioritization of the athletes and implementation of recommendations from the Departments of Investigation, Results Management Department and Department of Science, as well as cooperation with external Athlete Passport Management Unit.

Following WADA recommendations, RUSADA Testing Policy covers both in- and out-of-competition target testing.

**Ratio of target tests in 2011-2018
(as a percentage of the collected samples)**



Distribution of samples by Sample Collection Authorities

In addition to expansion of its own DCO network, one of RUSADA goals for the reporting period was to expand international cooperation in the field of sample collection, including testing of Russian athletes who reside and train

outside of the country. Throughout 2017, sample collection by other National Anti-Doping Agencies was coordinated by UKAD and in 2018 RUSADA continued its work and signed cooperation agreements with 6 additional NADOs.

ADO	2017	2018	Total samples
ADCH	40	6	46
ADNO	74	2	76
AFLD-NADO	30		30
ASADA		2	2
BNADA	4		4
CCES	49	2	51
DFSNZ	5		5
ESP-NADO	3	2	5
FINCIS/FINADA	37	17	54
FMSI - ADO		2	2
HUNADO		1	1
IDTM	3905	2056	5961
KAZ-NADO		12	12
NADA Austria	48	14	62
NADO ITALIA	28	19	47
PWC GmbH	640	439	1079
RUSADA	1331	6923	8254
UKAD	2	1	3
USADA		4	4
Total	6196	9502	15698

Number of samples by sport collected within the framework of RUSADA Testing Program in 2017 and 2018

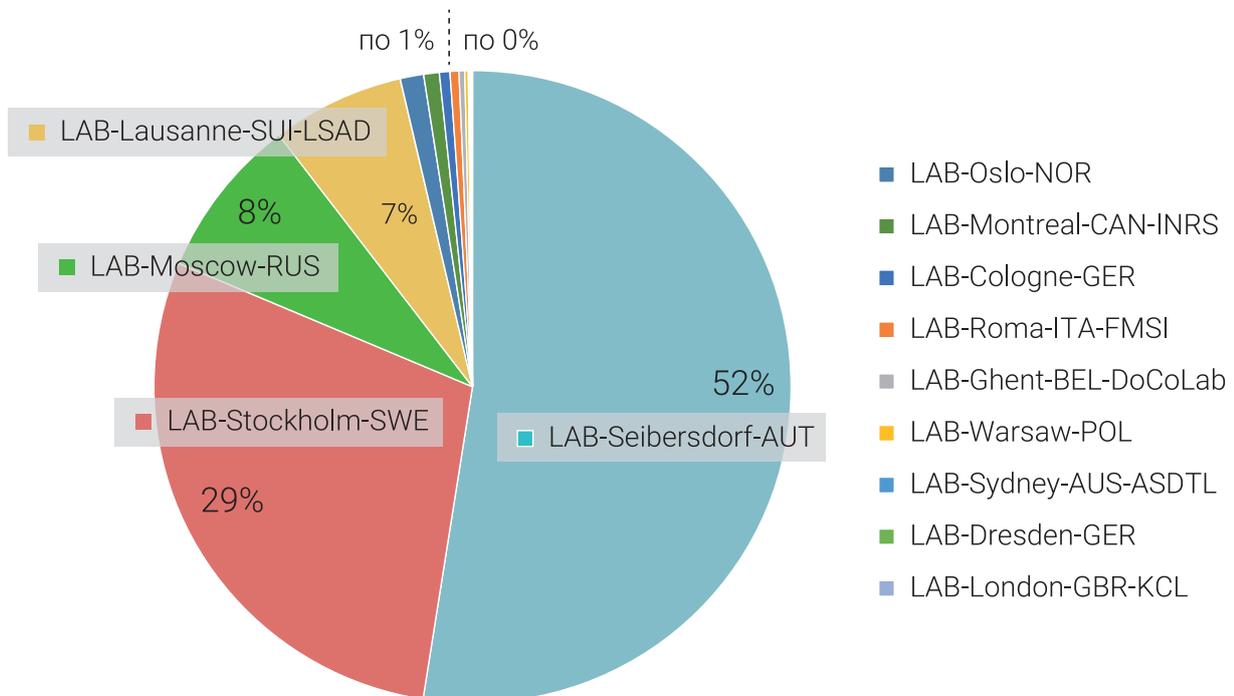
Sport/Federation	IC (samples)		OOC (samples)		Total (samples)		Unsuccessful attempts (tests)	
	2017	2018	2017	2018	2017	2018	2017	2018
Badminton		6	18	20	18	26		
Basketball	8	58	35	68	43	126	14	
Baseball		8			0	8	7	
Biathlon	109	62	204	168	313	230	32	25
Bobsleigh	36	22	230	137	266	159	20	11
Boxing	20	41	105	143	125	184	9	21
CP Football				23		23		
Cycling	128	130	215	246	343	376	41	
Aquatics	120	199	217	225	337	424	24	11
Volleyball		48	16	23	16	71	8	35
Handball		12	33	84	33	96	4	
Gymnastics		22	70	71	70	93	5	
Golf		2				2		
Canoe and Kayak	75	110	208	231	283	341	15	21
Rowing	25	50	212	192	237	242	9	15
Judo	18	14	114	123	132	137	35	24
Karate		14	6	56	6	70		1
Curling	14		31	23	45	23	1	9
Equestrian		4				4		
Speed Skating	62	100	295	249	357	349	21	23
Athletics	263	988	666	1452	929	2440	85	77
INAS Sports			19	32	19	32	4	3
Skiing	152	253	577	342	729	595	69	70
Table Tennis	6	18	9	4	15	22		
Deaf Sports		21		2		23		1
Para-Powerlifting	2				2			

Sport/Federation	IC (samples)		OOC (samples)		Total (samples)		Unsuccessful attempts (tests)	
	2017	2018	2017	2018	2017	2018	2017	2018
Sailing		4	9		9	4		
Powerlifting	40	97	11	49	51	146	16	10
Para-Sports	133	206	248	594	381	800	44	47
Roller Sports		3				3		1
Rugby	12	29	8	74	20	103	10	4
Sambo		32	24	80	24	112		10
Luge		33	73	53	73	86	7	3
Surfing		5				5		
Skyrunning	3			8	3	8	1	
Climbing	10	6			10	6	8	
Modern Pentathlon	10	13	45	46	55	59	6	10
Softball				6		6		
Wrestling	32	74	187	252	219	326	49	24
Shooting	13	35	27	16	40	51		
Archery		19				19		
Tennis		8	5	3	5	11		2
Triathlon	14	6	26	32	40	38	3	9
Taekwondo	31	18	19	74	50	92		
Weightlifting	46	154	203	386	249	540	46	33
Fencing		22	20	21	20	43		2
Blind Sports	18	92	128	174	146	266	4	18
Football	45	74	79	283	124	357	8	12
Ice Hockey	127	117	214	187	341	304	8	12
Field Hockey		12		5		17		
Bandy	12	4	6		18	4		
Total	1584	3245	4612	6257	6196	9502	613	544

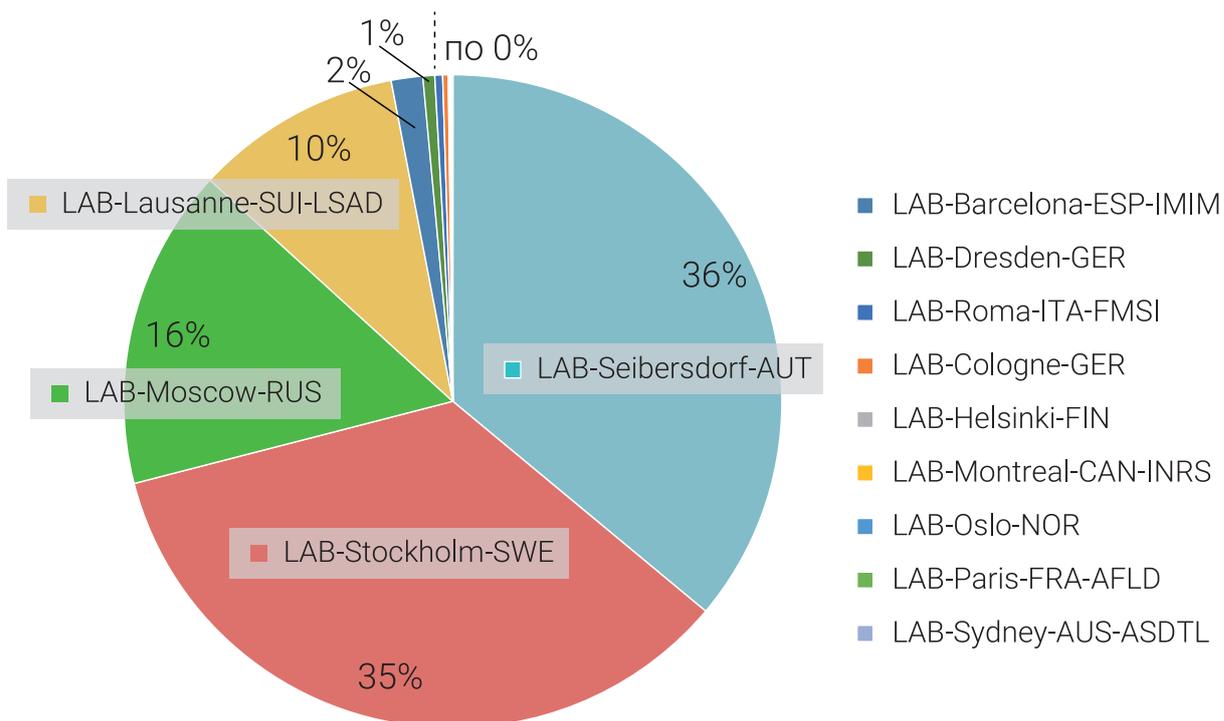
The samples were analyzed in the following WADA-accredited or personee:

- ▶ Barcelona
- ▶ Cologne
- ▶ Dresden
- ▶ Ghent
- ▶ Helsinki
- ▶ Lausanne
- ▶ London
- ▶ Madrid
- ▶ Montreal
- ▶ Moscow
- ▶ Oslo
- ▶ Paris
- ▶ Roma
- ▶ Seibersdorf
- ▶ Stockholm
- ▶ Sydney
- ▶ Salt Lake City
- ▶ Warsaw

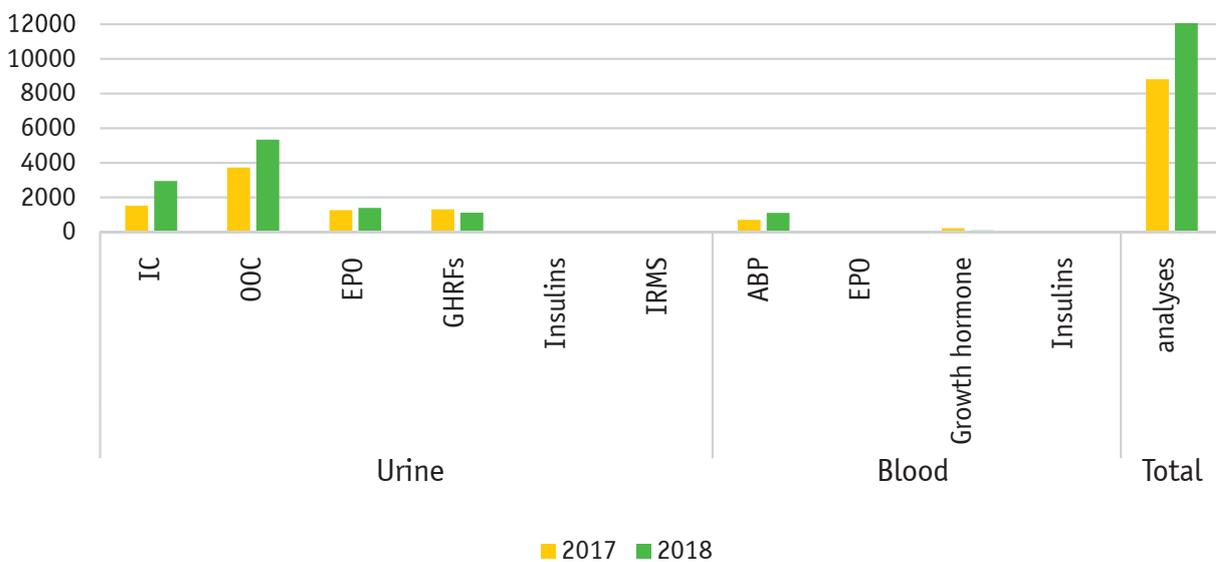
2017 год:



2018 год:



The following analysis have been performed:



14. RUSADA practices in anti-doping contract testing of NADO and International sport federations

By the decision of the World Anti-Doping Agency (WADA) of June 27, 17, RUSADA was authorized to plan and coordinate sample collection under the supervision of international experts working for RUSADA and the United Kingdom Anti-Doping Agency.

Since August 2017, RUSADA has been testing on a contract basis at international competitions held in the territory of the Russian Federation under the aegis of international sports federations, as well as conducting contract testing at All-Russian competitions.

Sport events where RAA «RUSADA» conducted anti-doping contract testing in 2017:

- ▶ World Clay Shooting Championship in Iksha, Moscow Region, under the aegis of the International Shooting Sports Federation (ISSF);
- ▶ Stages of the World Cup in swimming in Moscow, under the aegis of the International Swimming Federation (FINA);
- ▶ World Women's Wrestling Championship in Cheboksary, under the aegis of the United World Wrestling (UWW);
- ▶ Stages of the European Hockey Championship - Channel One Cup in Moscow for the Canadian Center for Ethics and Sport (CCES), for the International Ice Hockey Federation (IIHF), for the Finnish Center for Integrity in Sports (FINCIS);
- ▶ International swimming competitions Salnikov Cup in St. Petersburg;
- ▶ Moscow Marathon;

- ▶ All-Russian competitions in dance sport in Krasnogorsk, Moscow region;

- ▶ Russian Swimming Championship in Kazan;

Sport events where RAA «RUSADA» conducted anti-doping contract testing in 2018:

- ▶ World Ice Hockey Championship among girls in Dmitrov, held under the aegis of the International Ice Hockey Federation (IIHF);

- ▶ World Junior Ice Hockey Championship in Chelyabinsk, Magnitogorsk, held under the aegis of the International Ice Hockey Federation (IIHF);

- ▶ World armed forces wrestling championship in Moscow, swimming championship in Samara, climbing championship in Moscow under the aegis of the International Military Sports Council (CISM);

- ▶ Beach Handball World Championship in Kazan under the aegis of the International Handball Federation (IHF);

- ▶ World Championship among students in boxing in Elista under the aegis of the International University Sports Federation (FISU);

- ▶ Fencing World Cup in Tashkent, Uzbekistan under the aegis of the International Fencing Federation (FIE);

- ▶ Stages of the World Cup and international water polo competitions in Moscow, Volgograd, Ruza, Kirishi under the aegis of the International Swimming Federation (FINA) and the European Swimming League (LEN);

- ▶ International and All-Russian swimming competitions for testing the established world and European records for the All-Russian Swimming Federation and their confirmation of the International Swimming Federation (FINA);
- ▶ Badminton World Cup in Vladivostok under the aegis of the Badminton World Federation (BWF);
- ▶ European Mountaineering Championships in Kirov under the aegis of the International Climbing and Mountaineering Federation (UIAA);
- ▶ European Championship in wrestling in Kaspiysk, Dagestan under the aegis of the United World Wrestling (UWW);
- ▶ Training volunteers (chaperons) to assist at anti-doping testing at the Universiade 2019 in Krasnoyarsk;
- ▶ Testing on a regular basis in combat mixed martial arts (MMA) for the US Anti-Doping Agency (USADA);
- ▶ Testing on a regular basis in wrestling for the United World Wrestling (UWW);
- ▶ Moscow Marathon;
- ▶ Testing at the international and All-Russian competitions in fire-applied sports in Kazan, in curling in Sochi.

National anti-doping agencies for which RUSADA carried out sample collections

- ▶ Canadian Centre for Ethics in Sport (CCES);
- ▶ Finnish Centre for Integrity in Sports (FINCIS);
- ▶ United States Anti-Doping Agency (USADA);
- ▶ NADO Italia Organizzazione Nazionale Anti-Doping (NADO Italia);

- ▶ Nationale Anti-Doping Agentur Austria (NADA Austria)

International sports federations for which RUSADA carried out sample collections

- ▶ International Ice Hockey Federation (IIHF)
- ▶ United World Wrestling (UWW);

International sports federations under the aegis of which RUSADA carried out sample collections at international competitions

- ▶ International Shooting Sport Federation (ISSF) - World Championship on Shooting (Shotgun) in Iksha (Moscow region);
- ▶ International Swimming Federation (FINA) – World Cup Stages;
- ▶ International Military Sports Council (CISM) — World Championships among the military personnel;
- ▶ International Handball Federation (IHF) — World Championship on Beach Handball in Kazan;
- ▶ International Fencing Federation (FIE) - World Cup on Fencing in Tashkent, Uzbekistan;
- ▶ European Swimming League (LEN) - World Cup Stages and International Competitions on Water Polo;
- ▶ Badminton World Federation (BWF) - World Cup Stages on Badminton in Vladivostok;
- ▶ International Climbing and Mountaineering Federation (UIAA) - European Championship on Mountaineering in Kirov;
- ▶ International University Sports Federation (FISU) – World Championship on Boxing for students in Elista.

15. Investigations

Completed investigations



RUSADA Department of Investigations is responsible for collection and analysis of information and its verification, as well as prompt response to information in urgent cases. The Department is also responsible for working with informants and whistleblowers, maintaining their confidentiality and encouraging them to assist RUSADA in fight against doping in sport.

Priority goals

- ▶ Investigation of potential anti-doping rules violations
- ▶ Suppression of the traffic of prohibited substances and their components, as well as distribution channels
- ▶ Internal security and monitoring
- ▶ Development and improvement of work with whistleblowers



Milestones

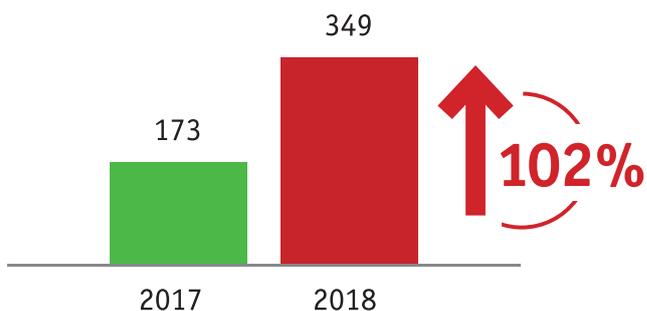
- ▶ During 2017, the core staff of the Department has been recruited. The Department was created with the direct participation and with the help of the WADA International Experts. The Department includes employees with various competences and experience in the field of investigations, including specialists with new competences in the field of cyber security.
- ▶ The Department has implemented measures to ensure the internal security of the organization, including background checks for potential employees and comprehensive checks of DCO candidates.
- ▶ The Department implemented software solutions for analyzing and processing of information on potential anti-doping rule violations, as well as analyzing and searching for information in open sources, including social networks.
- ▶ Within the framework of interdepartmental cooperation and with support of the Ministry of Sport of the Russian Federation, a working group has been created to improve cooperation with law enforcement agencies. RUSADA has conducted several joint missions together the Ministry of Internal Affairs to collect and act upon information in order to prevent crimes that fall under articles 230.1 and 230.2 of the Criminal Code of the Russian Federation.
- ▶ A phone number for anonymous hotline for whistleblowers has been published on RUSADA website. The line is called «Report doping» and is operated by the Department of Investigations. The information received through this channel is processed by RUSADA within its mandate as NADO.
- ▶ The Department employees travel to the Russian regions to conduct on-site information checks.
- ▶ The Department employees are actively involved in DCO Training.
- ▶ In 2018, in order to increase the efficiency of anti-doping work and prevent anti-doping violations, RUSADA has substantially improved its interaction with the Ministry of Internal Affairs of the Russian Federation and is working on strengthening its cooperation with the Office of the Prosecutor General of the Russian Federation.

Nº	Activity	2017	2018
1.	Completed investigations of potential anti-doping rule violations, which were forwarded to the Results Management Department	8	13
2.	Information received through e-mail, «Report doping» hotline and RUSADA phone numbers and processed by the Department	41	78
3.	Identified violations of the prohibition of participation during the period of ineligibility	9	8
4.	Target testing recommendations forwarded to the Department of Testing	235	212
5.	Cases forwarded to the Ministry of Internal Affairs to be prosecuted under articles 230.1 and 230.2 of the Criminal Code	1	3
6.	Background check for potential RUSADA employees and DCO candidates	263	167

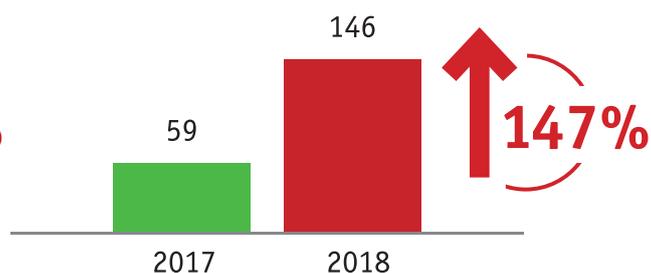
16. Results Management



Whereabouts Failures



Anti-Doping Rules Violations



Upon receipt of information about adverse analytical findings or other potential anti-doping rules violations, RUSADA is required to initiate the results management

procedure with the aim to unequivocally establish the fact of a violation and, if necessary, to determine the sanction in accordance with the requirements of the World Anti-Doping Code.

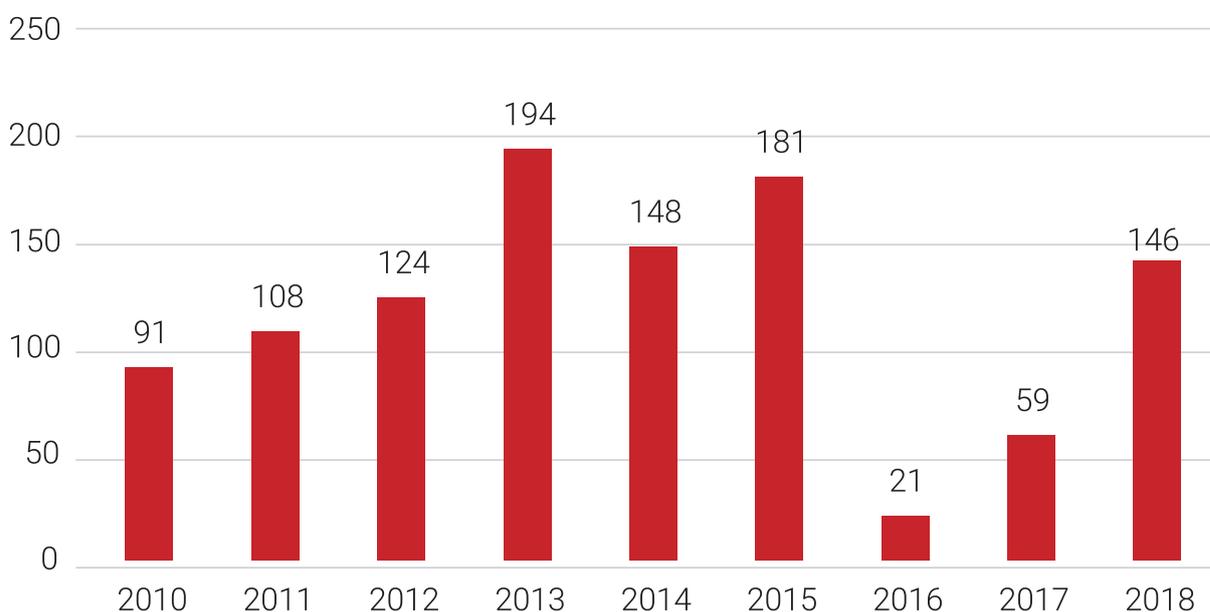
Priority Goals

The main goal of the Results Management Department is to ensure that all cases of potential anti-doping rules violations and whereabouts failures are processed as comprehensively, impartially, fairly and

transparently as possible, with full observance of the rights of athletes guaranteed by international and national laws, as well as by World Anti-Doping Code and International Standards.

Milestones

Anti-Doping Rules Violations Comparison of Anti-Doping Rules Violations by Year



A total of 59 cases of potential anti-doping rules violations have been identified in 2017 and processed by the Department employees:

Type of Violation	National Federation	Number
Art. 2.1 (Presence of Prohibited Substance(s))	Russian Athletic Federation	8
	Russian Powerlifting Federation	4
	Boxing Federation of Russia	2
	Russian Blind Sports Federation	4
	Russian Para-Sports Federation	3
	Russian Cycling Federation	3
	Russian Weightlifting Federation	1
	Russian Basketball Federation	2
	Russian Rowing Federation	2
	Russian Skating Union	1
	Russian Cross-Country Skiing Federation	1
	Federation of Ski Jumping and Nordic Combined of Russia	1
	Modern Pentathlon Federation of Russia	1
	Russian Ice Hockey Federation	1
Russian Field Hockey Federation	1	
Art. 2.2 (Use of Prohibited Substance(s) or Method(s))	Russian Athletic Federation (incl. under Art 32.2 (b) of IAAF Rules)	5
	Russian Judo Federation	1
Art. 2.3 (Evasion, refusal or failure to submit to sample collection procedure)	Russian Athletic Federation	4
	Russian Powerlifting Federation	3
	Boxing Federation of Russia	2
	Russian Weightlifting Federation	1
	Bobsleigh Federation of Russia	1
	Russian Wrestling Federation	1
Art. 2.4 (Whereabouts Failures)	Russian Weightlifting Federation	1
	Bobsleigh Federation of Russia	1
Art. 2.5 (Tampering), 2.9 (Complicity)	Russian Athletic Federation	1 (coach)
	Boxing Federation of Russia	2 (coaches)
	Russian Wrestling Federation	1

A total of 146 cases of potential anti-doping rules violations have been identified in 2018 and processed by the Department employees:

Federation	Type of Violation	2018
Russian Golf Association	Presence of Prohibited Substance(s)	1
Russian Volleyball Federation	Presence of Prohibited Substance(s)	3
Russian Athletic Federation	Presence of Prohibited Substance(s)	19
	Use of Prohibited Substance(s) or Method(s)	1
	Refusal	2
	Tampering	1
Russian Swimming Federation	Presence of Prohibited Substance(s)	1
Russian Sambo Federation	Presence of Prohibited Substance(s)	5
	Refusal	1
Russian Para-Sports Federation	Presence of Prohibited Substance(s)	7
	Refusal	1
Rhythmic Gymnastics Federation of Russia	Presence of Prohibited Substance(s)	1
Russian Basketball Federation	Presence of Prohibited Substance(s)	1
Russian Surfing Federation	Presence of Prohibited Substance(s)	1
Russian Football Union	Presence of Prohibited Substance(s)	1
Russian Biathlon Union	Presence of Prohibited Substance(s)	1
	Whereabouts failure	2
Russian Shooting Union	Presence of Prohibited Substance(s)	2
	Use of Prohibited Substance(s)	
Bobsleigh Federation of Russia	Presence of Prohibited Substance(s)	1
Boxing Federation of Russia	Presence of Prohibited Substance(s)	1
Russian Cycling Federation	Presence of Prohibited Substance(s)	6
	Administration of Prohibited Substance(s)	1
Water Polo Federation of Russia	Presence of Prohibited Substance(s)	1
Russian Rowing Federation	Whereabouts Failures	1
Russian Karate Federation	Presence of Prohibited Substance(s)	2
Russian Cross-Country Skiing Federation	Presence of Prohibited Substance(s)	4
	Whereabouts Failures	1

Federation	Type of Violation	2018
Russian Powerlifting Federation	Presence of Prohibited Substance(s)	22
	Refusal	5
	Tampering	2
	Possession	1
Federation of Ski Jumping and Nordic Combined of Russia	Presence of Prohibited Substance(s)	1
	Whereabouts Failures	1
Rugby Union of Russia	Presence of Prohibited Substance(s)	3
Russian Skate Boarding Federation	Refusal	1
Russian Blind Sports Federation	Presence of Prohibited Substance(s)	4
Russian Wrestling Federation	Presence of Prohibited Substance(s)	3
	Whereabouts Failures	3
Russian Weightlifting Federation	Presence of Prohibited Substance(s)	15
	Refusal	2
	Whereabouts Failures	2
	Tampering	1
	Complicity	2
Russian Ice Hockey Federation	Presence of Prohibited Substance(s)	7
	Complicity	1
Total		146

Athletes and other persons accused of violating anti-doping rules, as well as the corresponding All-Russian and International Sports Federations and WADA were promptly notified of all cases

of potential anti-doping rules violations. At present, a number of cases are still undergoing results management process, sometimes in close with the Department of Investigations.

Whereabouts Failures

In 2017 RUSADA identified and processed a total of 173 whereabouts failures, of which 150 cases were registered as such.

Type of violation	2017
Missed Test	115
Filing Failure	58
Total	173

In 2018 RUSADA identified and processed a total of 349 whereabouts failures, of which 84 cases were registered as such

Type of violation	2018
Missed Test	244
Filing Failure	105
Total	349

Whereabouts failures by National Federation in 2017

Federation	Number	Comments
Russian Athletic Federation	23	including 6 cases that were not registered as whereabouts failures
Russian Weightlifting Federation	19	including 4 cases that were not registered as whereabouts failures
Russian Wrestling Federation	24	including 4 cases that were not registered as whereabouts failures
Russian Judo Federation	16	including 4 cases that were not registered as whereabouts failures
Russian Biathlon Union	14	
Russian Cycling Federation	10	including 1 case that was not registered as a whereabouts failure
Russian Cross-Country Skiing Federation	10	
Russian Canoe Federation	8	including 1 case that was not registered as a whereabouts failure
Russian Rowing Federation	6	
Bobsleigh Federation of Russia	6	
Boxing Federation of Russia	6	
Federation of Ski Jumping and Nordic Combined of Russia	5	
Russian Para-Sports Federation	5	
Russian Luge Federation	4	including 1 case that was not registered as a whereabouts failure
Russian Swimming Federation	3	
Figure Skating Federation of Russia	3	
Water Polo Federation of Russia	2	
Russian Whitewater Slalom Federation	1	not registered as a whereabouts failure
Freestyle Federation of Russia	1	
Russian Alpine Ski and Snowboard Federation	1	including 1 case that was not registered as a whereabouts failure
Total	173	

Whereabouts failures by National Federation in 2018

National Federation	Total	Including cases that were not registered as whereabouts failures
Russian Canoe Federation	21	5
Russian Athletic Federation	51	13
Russian Swimming Federation	11	1
Russian Sambo Federation	16	5
Russian INAS Federation	3	3
Russian Para-Sports Federation	37	14
Russian Biathlon Union	17	2
Russian Skating Union	9	2
Russian Deaflympic Committee	1	
Bobsleigh Federation of Russia	6	1
Boxing Federation of Russia	20	1
Russian Cycling Federation	14	3
Russian Alpine Ski and Snowboard Federation	2	
Russian Whitewater Slalom Federation	6	1
Russian Rowing Federation	19	4
Russian Judo Federation	9	5
Russian Curling Federation	2	
Russian Cross-Country Skiing Federation	21	3
Federation of Ski Jumping and Nordic Combined of Russia	4	2
Rugby Union of Russia	5	1
Russian Luge Federation	2	1
Modern Pentathlon Federation of Russia	6	3
Russian Blind Sports Federation	8	2
Russian Wrestling Federation	18	4
Russian Triathlon Federation	8	2
Russian Weightlifting Federation	26	3
Figure Skating Federation of Russia	4	2
Russian Ice Hockey Federation	3	1
Total	349	84

Disciplinary Anti-Doping Committee

A total of 12 meetings of the Disciplinary Anti-Doping Committee were held in 2017 and 71 decisions were rendered on potential anti-doping rules violations (including cases originating from 2015 and 2016).

A total of 13 meetings of the Disciplinary Anti-Doping Committee were held in 2018 and 64 decisions were rendered on potential anti-doping rules violations (including cases originating from 2017). Another 36 decisions were rendered by the Committee without hearings in cases when athletes admitted to committing an anti-doping rules violation.

Appeals

In 2017, the employees of the Department in close cooperation with RUSADA CAS Representative worked on 3 appeals filed against the decisions of the RUSADA Disciplinary Anti-Doping Committee (athletics, speed skating and cycling). The CAS rendered a decision in the case of Alexandra Malkova (Speed Skating), according to which the sanction period established by RUSADA Disciplinary Anti-Doping Committee was increased from 3 to 20 months of ineligibility. In the case of German Komarov (Athletics), the athlete chose not to pursue further actions upon receiving the objections to his appeal from RUSADA. After the hearing of the case of Alexey Medvedev (Cycling) the sanction period established by RUSADA Disciplinary Anti-Doping Committee was reduced from 2 year to 6 months of ineligibility.

In 2018, the CAS rendered decision on 2 appeals by athletes against the decisions of the RUSADA Disciplinary Anti-Doping Committee.

1. Olga Kazankevich (Para-Powerlifting): RUSADA decision (4 years of ineligibility under Art. 2.1 Presence of Prohibited Substances) remained unchanged.
2. Sergey Kiselev (Cycling): RUSADA decision (4 years of ineligibility). The athlete appealed to have the sanction reduced to 2 years due to unintentional anti-doping rules violation. The CAS reduced the sanction to 40 months.

In addition, one case of a potential anti-doping rules violation by an athlete (Rowing) is currently on-going. The hearings have been held on January 23, 2019 and the decision is currently pending.

In December 2018, RUSADA appealed against the decision of its Disciplinary Anti-Doping Committee in a case of a coach (Athletics) accused of anti-doping rules violation under Art. 2.5 of the Code (Tampering or Attempted Tampering).

17. Therapeutic use exemptions

Number of applications for TUE:



Number of applications for TUE referred to TUEC (UKAD and RUSADA):



Number of prevention activities for TUE:



Priority Goals

- ▶ raising awareness of athletes and their personnel about Therapeutic Use Exemptions for the substances and/or methods prohibited in sports.
- ▶ prevention of anti-doping rules violations.
- ▶ improvement of competence of the TUEC members and the staff of the TUE Department.

Milestones

The main attention was paid to awareness-raising for athletes and their personnel about Therapeutic Use Exemptions for the substances and/or methods prohibited in sports. In this regard, work was carried out with the Center of Sports Medicine of Federal Medical-Biological Agency of Russia, joint activities were conducted for preventing anti-doping rules violations. Together with Educational Programs Department, education activities were

organized and held for the target audiences of RAA «RUSADA».

For the reporting period, there was a stable increase in the number of applications for TUE.

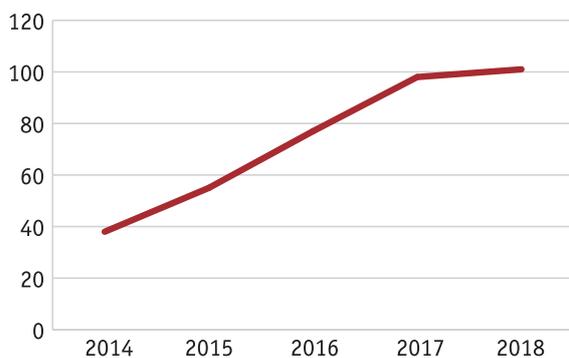
The TUEC members and the staff of the TUE Department were trained in the Finnish Center of Integrity in Sport (FINCIS).

Therapeutic Use Exemptions for the substances and methods prohibited in sports.

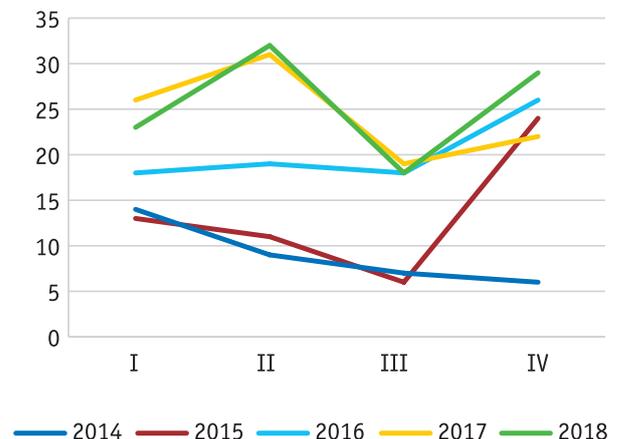
In 2017, 98 applications for TUE were received. 33 were referred to UKAD for review, from among them, 22 were approved, 10 were rejected, 1 is under consideration.

In 2018, 101 applications for TUE were received. 38 were referred to UKAD and RUSADA TUEC for review, 22 out of them were approved, 16 -rejected.

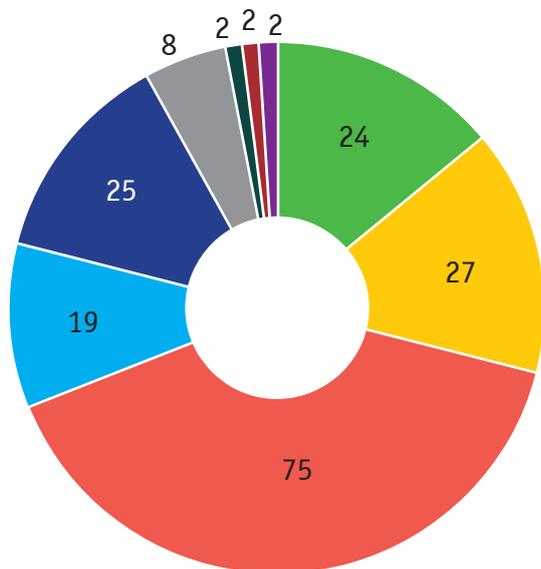
Applications for TUE



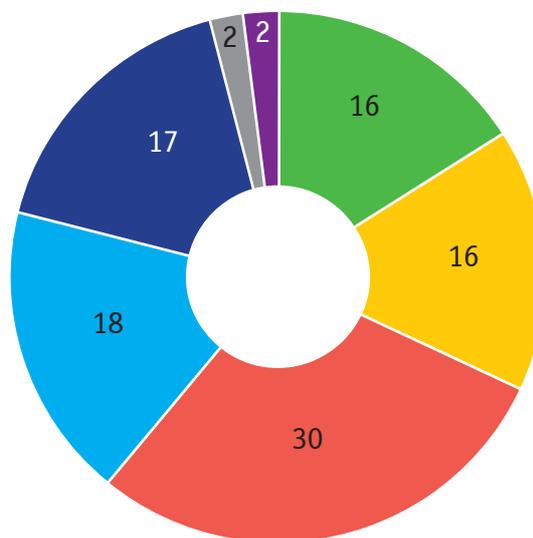
Quarterly distribution of applications for TUE



Applications for Therapeutic Use Exemptions by classes of substances in 2017.



Applications for Therapeutic Use Exemptions by classes of substances in 2018.



■ BETA-2 AGONISTS (S3), ■ NARCOTICS (S7), ■ GLUCOCORTICOIDS (S9), ■ DIURETICS AND MASKING AGENTS (S5), ■ HORMONE AND METABOLIC MODULATORS (S4), ■ STIMULANTS (S6), ■ CHEMICAL AND PHYSICAL MANIPULATION (M2), ■ PEPTIDE HORMONES, GROWTH FACTORS, RELATED SUBSTANCES, AND MIMETICS (S2), ■ BETA-BLOCKERS (P2/P1)

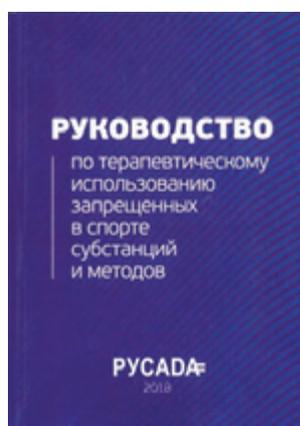
Prevention activities

2017 — 6 prevention activities on Therapeutic Use Exemptions for the substances and methods prohibited in sports.

2018 — 23 prevention activities on Therapeutic Use Exemptions for the substances and methods prohibited in sports.

The Manual on Therapeutic Use Exemptions for the substances and methods prohibited in sports.

The training of the TUEC members was carried out.



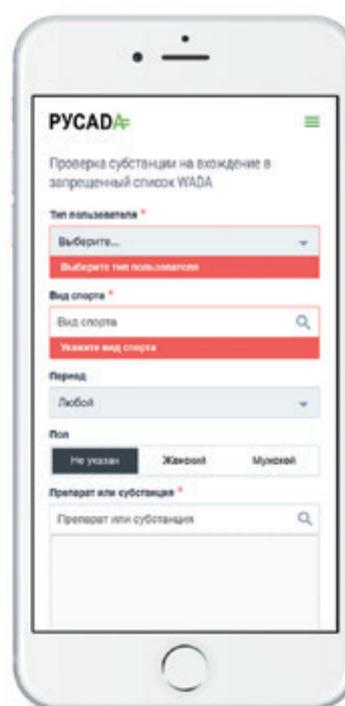
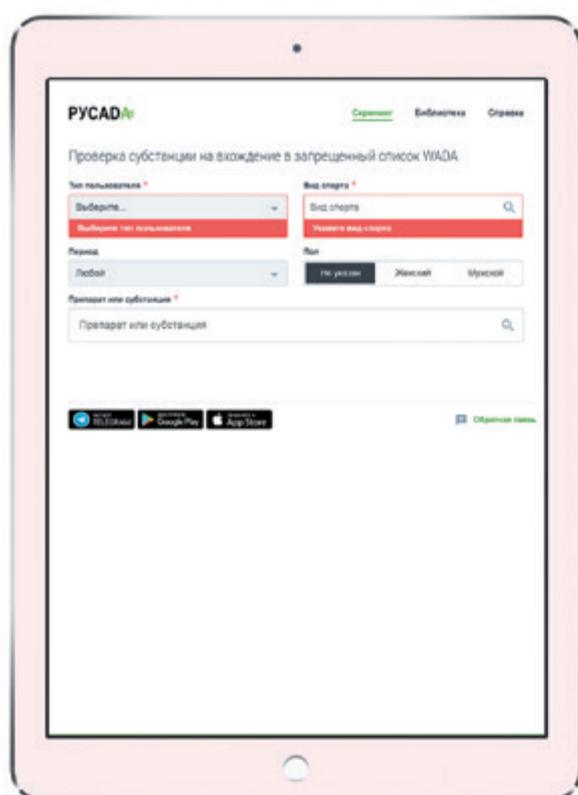
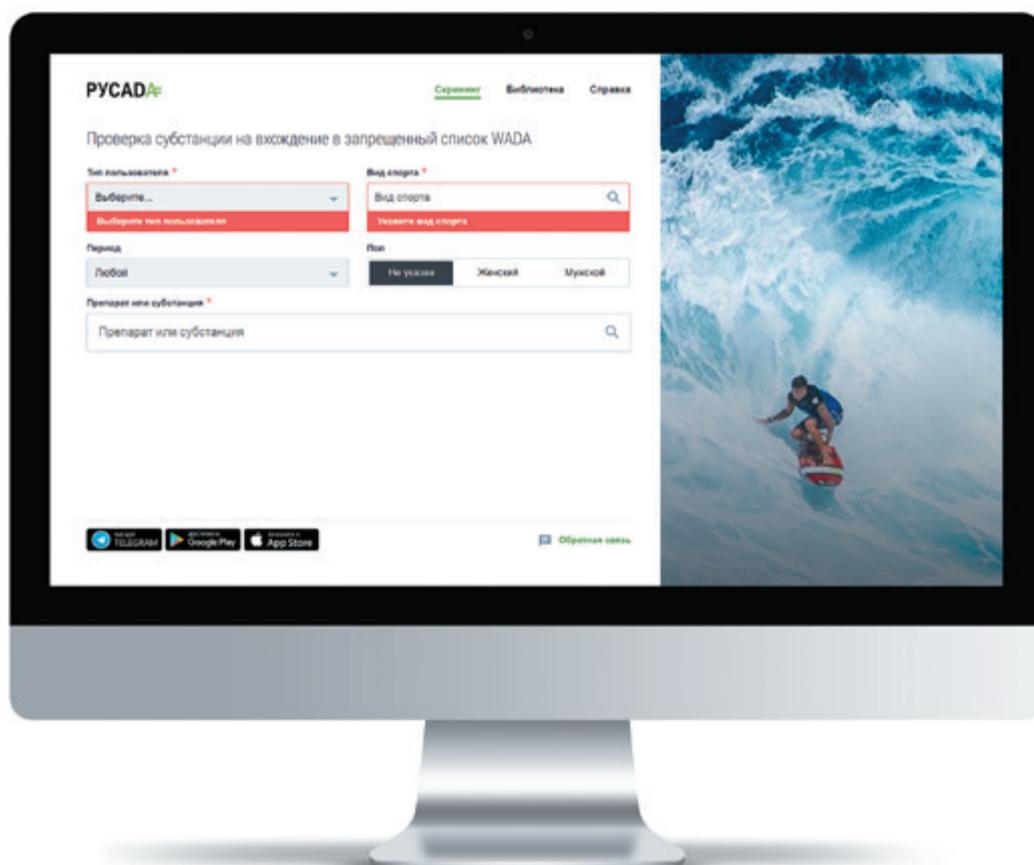
Consultations

In 2017, 4 481 consultations were conducted.

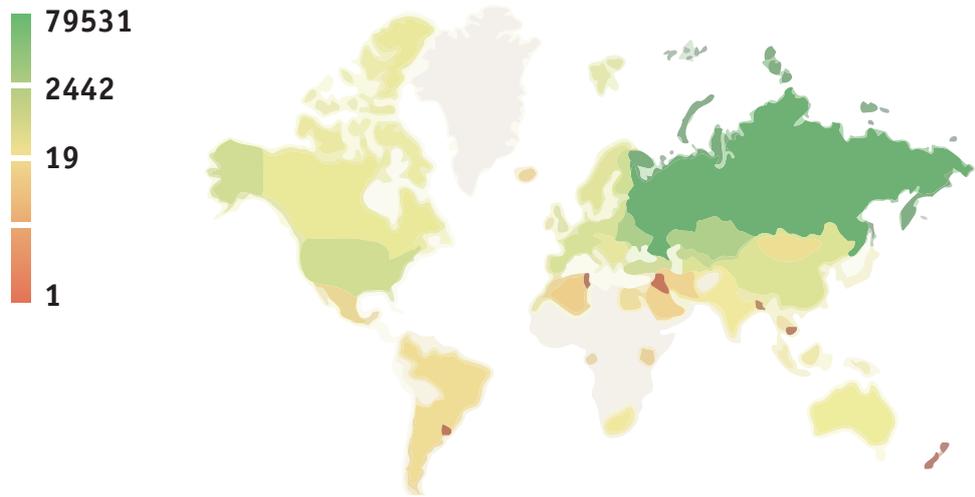
In 2018, 3 227 consultations were conducted.



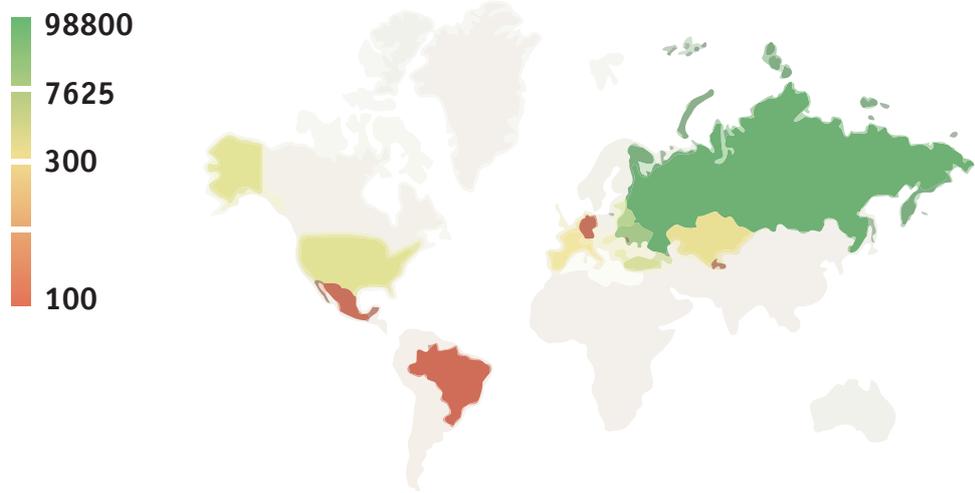
On-line service on checking drugs for presence of prohibited substances in their composition, and for possible prohibited methods of their application (list.rusada.ru)



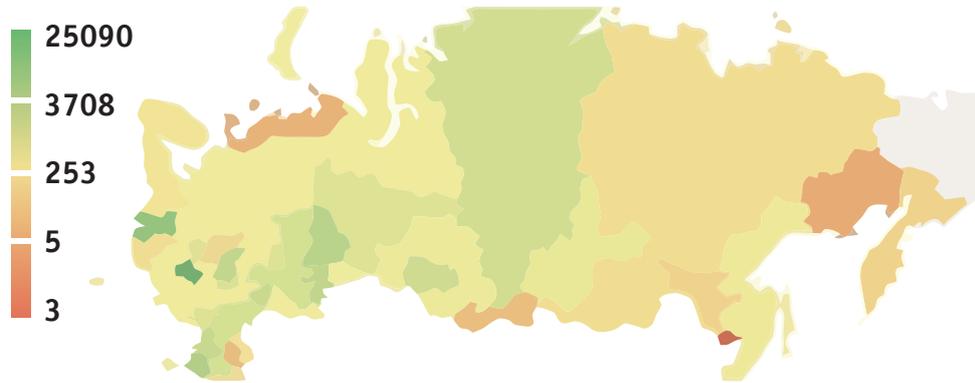
Geography of on-line service use worldwide in 2017



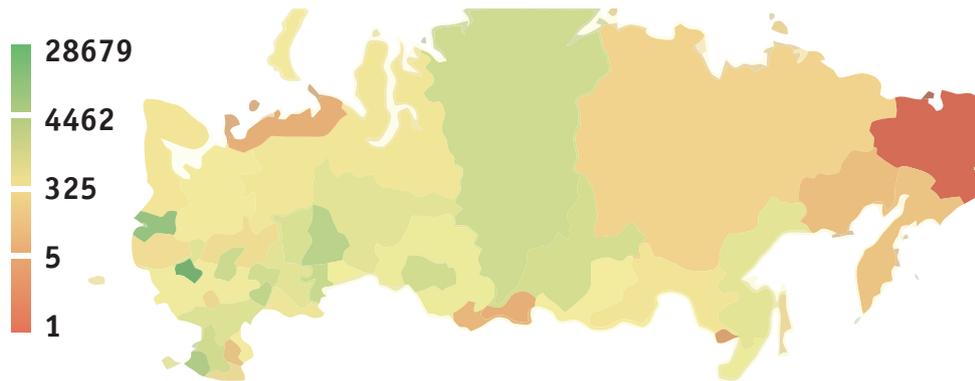
Geography of on-line service use worldwide in 2018



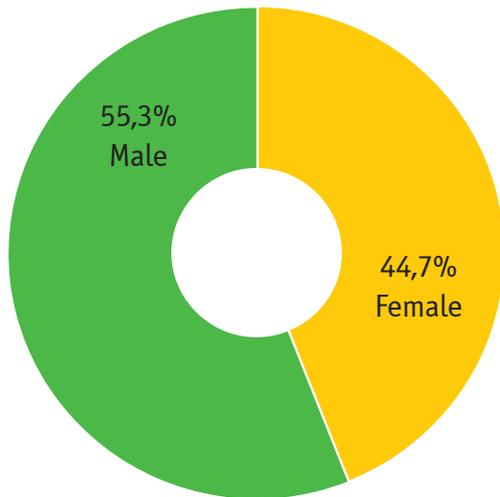
Geography of on-line service use in Russia in 2017



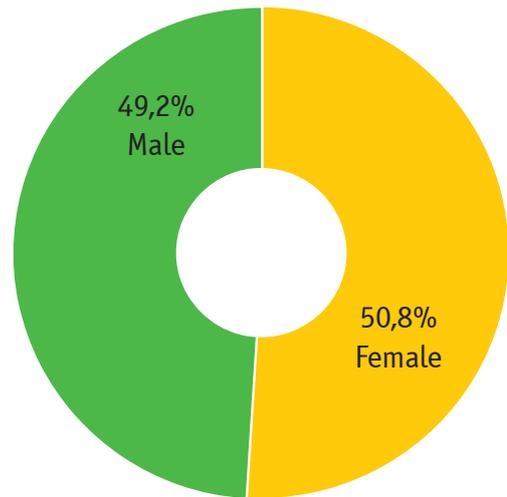
Geography of on-line service use in Russia in 2018



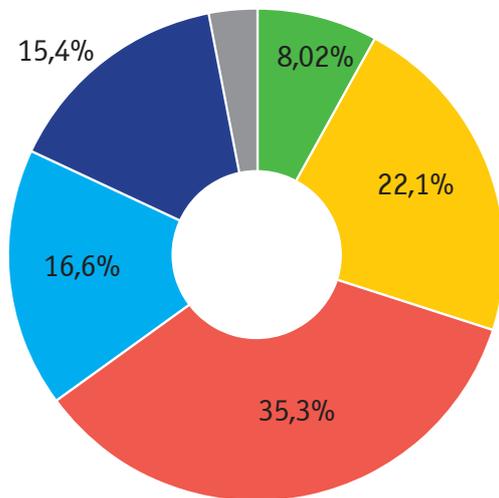
Gender, 2017



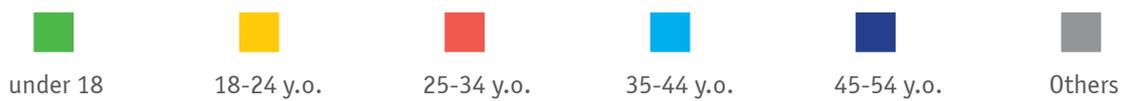
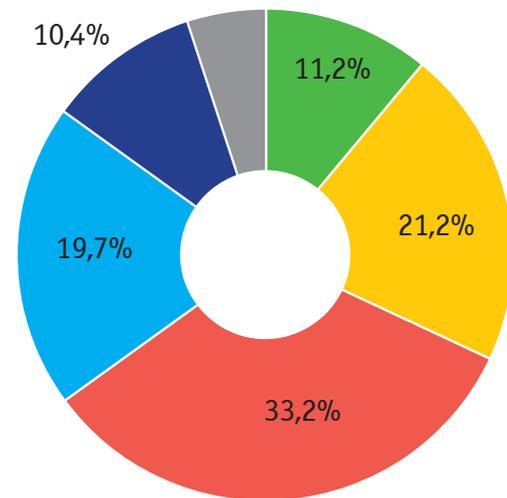
Gender, 2018



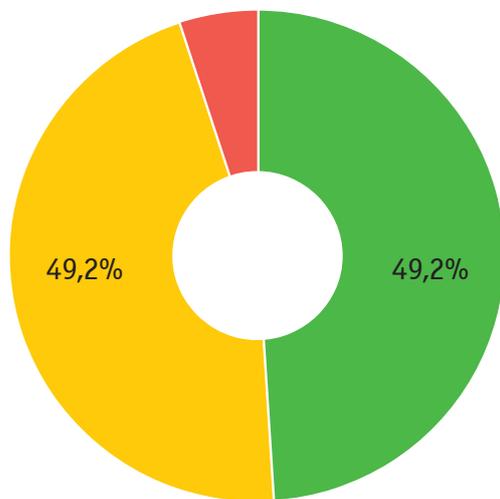
Age of users, 2017



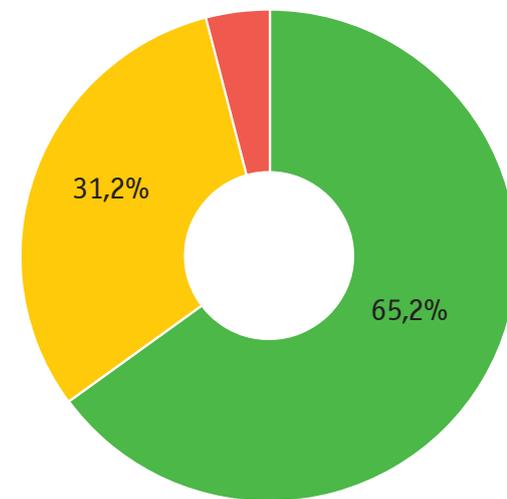
Age of users, 2018



Type of users' devices, 2017

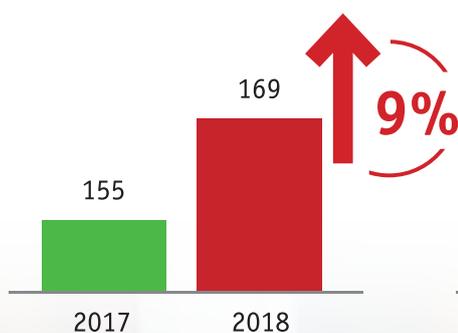


Type of users' devices, 2018

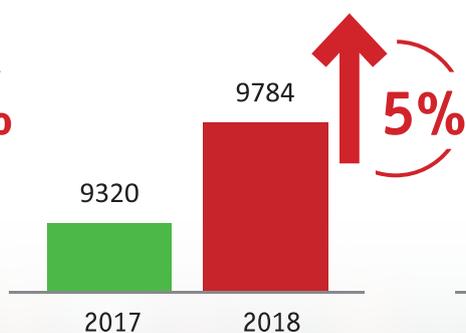


18. Education

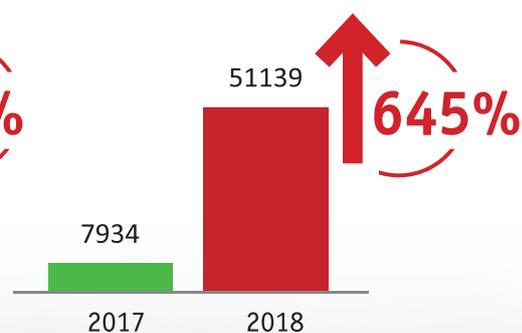
Number of educational events:



Number of educational events participants:



Online course users:



Priority goals

- ▶ To create an effective campaign to interact with RUSADA target audiences and prevent the use of doping through information, communication and training.
- ▶ To develop effective measures to assess the level of anti-doping knowledge of athletes and athletes' personnel.
- ▶ To raise the communication outcome with target audiences: conducting educational activities, updating the agency's website, active work in social networks.
- ▶ To ensure that anti-doping online training is passed by all athletes representing the Russian Federation.
- ▶ To ensure permanent access to anti-doping information on the List of prohibited substances, doping control procedures, health effects due to doping, rights and responsibilities of athletes' personnel involved in organized sports events, as well as to all interested parties.
- ▶ To ensure that all coaches and sports doctors are aware of the All-Russian Anti-Doping Rules, the World Anti-Doping Code and International Standards.
- ▶ To train and certificate persons responsible for anti-doping support in the regions and in all-Russian sports federations.
- ▶ To introduce modern educational tools.

Milestones

Since the beginning of 2017, educational programs have been implemented through the doping prevention program in a form of the system of information, communication and education («Prevention through ICE») as part of a broader anti-doping program, which also includes deterrence and detection.

The main goal of the Prevention through ICE is to formulate and defend sport ideals by developing and strengthening ethical values in sports, as well as equally by encouraging fair, natural competition without use of prohibited substances or prohibited methods.

RUSADA program «Prevention through ICE» is based on the requirements of the WADA Code (Appendix I) Article 18, which clearly states that: «Information programs should be aimed at providing basic information to Athletes, as described in Article 18.2 «Education programs should focus on prevention. Prevention programs should be values based and directed

towards Athletes and Athlete Support Personnel with a particular focus on young people through implementation in school curricula.»

«Prevention through ICE» RUSADA program focuses on following tasks:

- ▶ RUSADA implements a specially developed value-based doping prevention program and educational programs dedicated to the purity of sport for identified target audiences, using selected channels and communication methods. Programs are short-term, medium-term and long-term, linked together and focused on the goals set out in the World Anti-Doping Code (WADC).
- ▶ RUSADA supports, consults and cooperates with other Russian organizations and partners in the field of educational programs to prevent the use of doping



- ▶ RUSADA supports educational and informational programs through its communication policies.
- ▶ The priority direction of anti-doping information work is interaction with sports federations.

In this area in 2017–2018 were held workshops, lectures, outreaches, conferences, training courses for athletes, athletes' personnel, persons responsible for anti-doping support in sports federations.

An important task is the RUSADA interaction with the regional ministries of sports. In 2017–2018 training seminars were held for representatives of the Russian Federation administrative subjects in Moscow, Lipetsk, Kursk, Yaroslavl, Krasnoyarsk, Saransk, Astrakhan, Yuzhno-Sakhalinsk, Yekaterinburg, Khabarovsk, Chelyabinsk, Izhevsk, Samara and Khabarovsk.

In 2017 RUSADA started cooperation with universities in the direction of joint educational and awareness-raising projects.

In 2017 RUSADA signed agreements with the Russian International Olympic University (RIOU), in 2018 — with the Far Eastern State Academy of Physical Culture, the Russian State University of Physical Education, Sport, Youth and Tourism (SCOLIPE) and the Plekhanov State University of Economics, Togliatti State University, Moscow State University Higher



МОСКОВСКИЙ ГОСУДАРСТВЕННЫЙ УНИВЕРСИТЕТ имени М.В. ЛОМОНОСОВА



School of Policy in Culture and Administration in Humanities.

In cooperation with MGIMO-University RUSADA implements joint educational projects.



In March RUSADA in cooperation with MGIMO-University School of Business and International Competencies, with the support of the Ministry of Sport of the Russian Federation and in September together with the Russian International Olympic University

conducted training program «Ethics in Sport: Key Issues of Anti-Doping Activities» lasting for 72 academic hours for persons responsible for anti-doping support in the executive authorities in the field of physical culture and sports in the constituent entities of the Russian Federation in order to promote anti-doping programs in educational institutions of all levels and sports organizations followed by obtaining state certificates. The course provided a broad understanding of «ethics in sports», «doping» and «anti-doping rules» in the modern context and is aimed at developing the special knowledge, skills and competencies of specialists whose professional activities are related to sports, including children, youth and students.

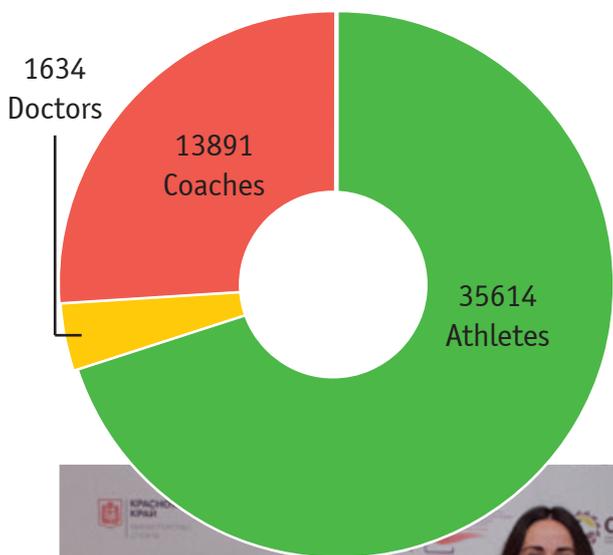
RUSADA specialists developed an anti-doping class program for comprehensive schools for students in grades 5–7.

The number of e-resources users is growing: applications for mobile devices, messengers





have become part of our everyday life. RUSADA actively uses popular educational tools. In 2017 RUSADA launched a new modern website www.rusada.ru in Russian and English. In March 2017 was launched an online course at www.rusada.triagonal.net, which contains 2 educational modules: general anti-doping and medical. In 2017–2018 there registered totally 51139 users:





The drug-checking service www.list.rusada.ru continued its work, was launched a free drug-checking smartphone application for the Prohibited List substances Anti-Doping PRO, which checks the drug not only by name, but also by barcode.



In December 2017, RUSADA launched Telegram chat bot «Vita» @rusadavitabot, which is able to determine the admissibility of a drug, to study, send notifications about the latest and relevant anti-doping news, and which allows you to directly ask a RUSADA specialist, and also provides quick access to the main legal documents under which all anti-doping activities are conducted.

In 2017 there were held 155 information and educational events with the total number of 9320 participants.

In 2018 there were held 169 information and educational events with the total number of 9784 participants.

«Play true» Outreach program was held at 42 sports events:

- ▶ Russian Indoor Athletics Championship 2017,
- ▶ All-Russian Olympic Day,
- ▶ Russian Swimming Cup,
- ▶ Promsvyazbank Moscow Marathon,
- ▶ 19th World Festival of Youth and Students,
- ▶ Rostelecom-figure skating championship of Russia,
- ▶ Russian Cup in weightlifting among men and women in Sochi,
- ▶ European Speed Skating Championship in Kolomna,
- ▶ All-Russian athletics competitions «Russian Winter»,
- ▶ Russian Cup among men's and women's handball teams,
- ▶ Znamensky Memorial Athletics Tournament,
- ▶ Festival «Vkontakte Fest»,

- ▶ Young Paralympians Forum,
- ▶ Channel One Cup Hockey,
- ▶ Others.

Outreach was also conducted independently by regional anti-doping specialists.



Ideas of pure sport are being actively promoted in social networks. The number of RUSADA social networks subscribers in 2017 and in 2018:



1190

1323



1302

2379



419

504



657

1191

During 2017–2018 were created and/or printed following information materials: Athletes Manual for the World Anti-Doping Code 2015, All-Russian Anti-Doping Rules, International Standard for Therapeutic Use Exemptions, Booklet for Parent, Booklet for Coaches, Information Leaflets, Prohibited List 2018, TUE Guide for Medical Personnel, «The war on doping» by Professor Arne Ljungqvist, «Anti-Doping. Important Facts and Highlights» brochure, Russian-English Phrasebook of

Doping Control Inspector, «Doping Control Procedure» and «Types of Anti-Doping Violations» Posters, Prohibited List 2019, International Standard for Compliance with the Code of Signatories, Booklets for the Moscow Half-Marathon.

In 2018 was launched the Clean Sport Guides Forum, the purpose of which is to prepare a volunteer corps for conducting lessons on the clean sport values in sports and comprehen-



sive schools among students in 5–7 grades, as well as for conducting sports events with the participation of audience. The first forum was held from 23 to 26 May in Astrakhan.

In 2018 RUSADA published a book by M. A. Pakhnotskaya «A Dream to win» in Russian, English, French and German. Presentations of the book took place in gymnasium No. 5 in Korolev, Moscow Region and in the State Budget Educational Institution «School N480» «UNESCO Associated School» named after V. V. Talalikhin.



On September 28, 2018 Russian Anti-doping Agency «RUSADA» and Russian International Olympic University with the support of Russian Federation Ministry of Sports, Russian Olympic Committee and Russian Paralympic Committee held an International scientifically-practical conference «Future of clean sport: current issues, challenges and solutions».

The conference was attended by Russian and foreign sports and anti-doping experts, who discussed urgent issues of anti-doping policy, education and anti-doping support science.

Reports were presented by RUSADA Deputy Director General Margarita Pakhnotskaya, IAAF AIU Head of Investigations Consultant Peter Nicholson, Netherlands Anti-doping Authority Chief Executive Officer Herman Ram, Senior Project Manager Anti-Doping Convention Sports Conventions Division Council of Europe Liene Kozlovska, WADA appointed international expert in RUSADA Ieva Lukosiute-Stanikuniene, Member of the IOC Medical and Scientific Commission Yannis Pitsiladis and many others. iNADO Chairman Doug MacQuarrie made a video greeting to the participants and thanked RUSADA for organizing event of high importance for the global sports community.



19. International cooperation

Total number of international events:



The work of Russian Anti-Doping Agency «RUSADA» in international cooperation is implemented by means of active participation in international events in the field of fighting against doping, and through interaction with international anti-doping organizations (the International Olympic Com-

mittee, WADA, iNADO, the Council of Europe, international sport federations) and national anti-doping organizations of other countries (NADO) within the framework of Roadmap and the general plan of RUSADA reinstatement project.

Priority goals:

- ▶ Ensuring stable information exchange concerning implementation of the requirements of the World Anti-Doping Code and the International Standards;
- ▶ Achievement of a continuous flow of information on the best international practices of implementation of anti-doping programs;
- ▶ Determining international criteria for assessment of efficiency of anti-doping programs, identification of problematic issues and finding solutions, development of anti-doping competence and professionalism, improvement of the quality management system;
- ▶ Formation and introduction of effective models of the international cooperation with the national anti-doping organizations of other countries and the international federations, which includes establishment and development of partnership aimed at joint effective fighting against doping;
- ▶ Improvement of the communication process with the World Anti-Doping Agency (WADA) and UK Anti-Doping (UKAD) within the concluded tripartite agreement and the general plan of RUSADA reinstatement project, and also ensuring and controlling full execution of contractual obligations.

Milestones

RUSADA international cooperation for 2017-2018 was presented by participation of a wide range of RUSADA representatives by the core activity areas in international symposiums, conferences, forums, workshops, and discussion platforms.

- ▶ Plenary sessions and working groups of WADA Annual Symposium, Lausanne (Switzerland);
- ▶ Seminars, conferences and symposiums organized by WADA;
- ▶ Seminars and meetings of working groups of the Council of Europe;
- ▶ Meetings of the Ad hoc European Committee for the World Anti-Doping Agency (CAHAMA);

- ▶ Annual general meeting of members of the Institute of National Anti-Doping Organizations (iNADO);
- ▶ Summits and conferences of the Institute of National Anti-Doping Organizations.

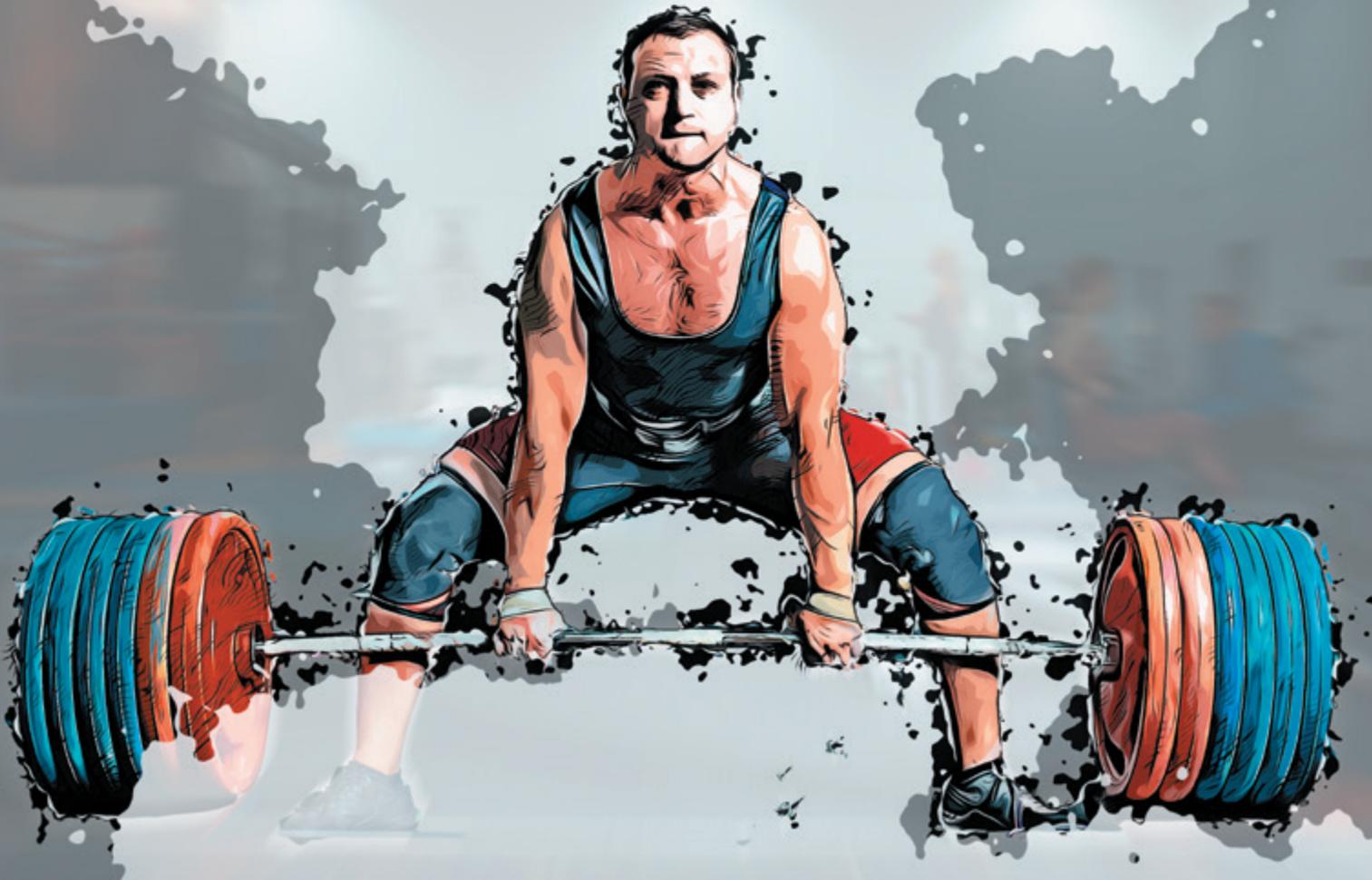
RUSADA became an active participant of the meetings of CAHAMA and T-DO Monitoring group, including groups on legal issues, education, revision of the Anti-Doping Convention, on the rights of the athlete in the sphere of anti-doping legislation at the Council of Europe, and intends to actively develop this cooperation.

In 2018, RUSADA organized and held in Russia the first International anti-doping scientific and practical conference «The future

of clean sport: current issues, challenges, solutions» (with 200 participants from 9 countries).



20. Science



Priority Goals

Development of analytical support for the Department of Testing

Milestones

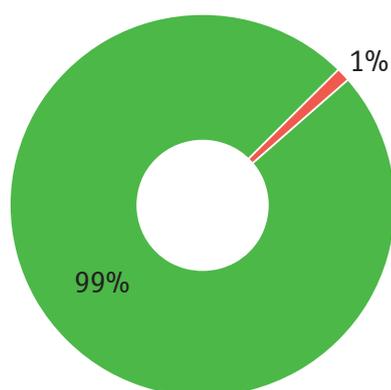
- ▶ Development of Risk Assessment scheme for various sports using the following criteria: physiology, history of anti-doping rule violations, popularity of the sport, financial support of available in the sport and availability of additional information on potential anti-doping rules violations.
- ▶ Management of Athlete Biological Passports.
- ▶ Development and implementation of a system for monitoring athletes whereabouts based on the data in ADAMS.
- ▶ Development and implementation of a system for monitoring of testing of athletes included in RUSADA testing pools.
- ▶ Development and implementation of a system for monitoring the accuracy of data entered into ADAMS and compliance with TDSSA requirements.
- ▶ Performance analytics.

21. Financial indicators

Financial support of the activities of RAA RUSADA on prevention of doping in sport and fighting against doping was carried out by means of the subsidy provided by the Ministry of Finance of the Russian Federation from the federal budget.

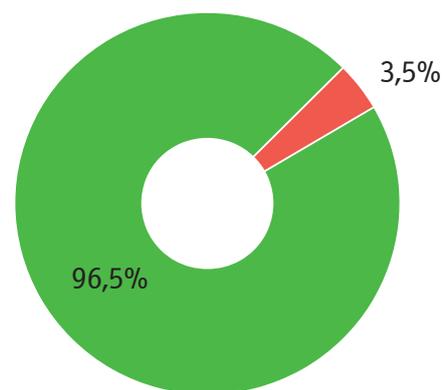


Sources of RAA RUSADA funding in 2017



- Funds of the subsidy provided by the Ministry of Finance of the Russian Federation from the federal budget — **556 686 582 RUB.**
- Other income, including funds received under contracts on collecting samples with the international organizations, national sport organizations and athletes in regard of who investigations are conducted, and other received funds — **5 476 300 RUB.**

Sources of RAA RUSADA funding in 2018



- Funds of the subsidy provided by the Ministry of Finance of the Russian Federation from the federal budget — **545 551 800 RUB.**
- Other income, including funds received under contracts on collecting samples with the international organizations, national sport organizations and athletes in regard of who investigations are conducted, and other received funds — **19 841 801,67 RUB.**

Expenditures of budget funds by RAA RUSADA in 2017-2018

Items	2017		2018	
	%	RUB	%	RUB
1) Testing, including testing equipment, transportation, service fee for samples collection, planning of testing	48,28%	268 774 270	31,64%	172 589 751
2) Samples analyzing	14,07%	78 332 480	30,34%	165 540 537
3) Scientific research	0,00%	0	1,00%	5 445 478
3) Investigations	1,62%	9 035 010	0,61%	3 351 658
4) Education	2,15%	11 966 000	3,53%	19 283 893
5) Result management/Legal support	1,54%	8 551 350	1,59%	8 694 073
6) TUE	0,54%	2 978 300	0,33%	1 783 413
7) WADA-appointed international experts support	12,97%	72 223 271	6,06%	33 084 400
8) International cooperation	1,14%	6 363 964	0,75%	4 086 691
9) Administrative support, accounting and finances, legal department, HR management	17,69%	98 461 937	24,14%	131 691 907
Total	100,00%	556 686 582	100,00%	545 551 800

22. Contacts



125284, Moscow, Begovaya Street 6A



+7 (495) 788-40-60 / +7 (499) 271-77-61



rusada@rusada.ru



www.rusada.ru

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**Look at yourself
in the mirror of human values
Decide which side you are on**



**It is time to step out of the mirror land
doping crisis**

RUSADA is fighting for fair sport

#cleansport

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