

STRATEGIC DEVELOPMENT PLAN

2021-2025

Azerbaijan National Anti-Doping Strategy

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IMPORTANCE OF CLEAN SPORT FOR THE COUNTRY

Sport, which is of social importance to all societies, embraces values such as health, fairness and equal opportunities. Sport is one of rare areas built up on respect for human rights and equality.

As a sports country, Azerbaijan attaches particular importance to the protection of clean sports values and take effective measures in this regard. Precisely for that purpose, a single national anti-doping organization - Azerbaijan

National Anti-Doping Agency incumbent with the mission to fight against doping and implement the centralized anti-doping policy in the country and was established in December, 2016.

Azerbaijan demonstrates its determination to strengthen anti-doping efforts and support the fight against doping in sport by establishing a national anti-doping organization. With the continued state support, Azerbaijan National Anti-Doping Agency develops the necessary skills of

its human resources, enhances its investigation and education capacities as well as invests in innovative methods and thus, is moving forward by taking strong preventive, deterrent and detecting measures against anti-doping rule violations.

“

Sport is such an area that our athletes participate in competitions in different countries, win and glorify the independent Azerbaijan. The anthem of independent Azerbaijan is played, the flag of independent Azerbaijan is raised and the independent Azerbaijan is recognized in various countries around the world. There is almost no other means of demonstrating the symbols of Azerbaijan's independence as sport.

”

Heydar Aliyev



The background is a solid teal color with a fine, grainy texture. Overlaid on this are several white geometric lines: a straight line starting from the top left and extending towards the bottom right, and a curved line that starts from the left edge, arches upwards, and then curves back down towards the right edge.

**MESSAGE
FROM CEO**

01

As an important part of public life, sport is a one of the constant priorities of the state policy of Azerbaijan. Development and popularity of sport are as much crucial for Azerbaijan as protection of values of clean sport and ensuring justice and integrity in sport. Therefore, we are rightfully proud of our sports history and achievements, who are proud of our athletes who competing fairly represent our country with dignity.

As in all spheres, justice, transparency, integrity and equality are the cornerstone principles of the sports policy. Azerbaijan National Anti-Doping Agency, as a body accountable for realization of anti-doping policy in the country, in addition to adherence to these principles, constantly improves its activities, adapting to modern challenges and trends. Our goal is the application of innovative

solutions as well as use of contemporary methods and tools and widening collaboration for promotion and protection of clean sport values. To achieve this, we will continue widening cooperation with our international and local partners and closely working with athletes.

As AMADA, we are determined to struggle with situations undermining values of clean sport.

Our success is to protect the integrity of Azerbaijani sports. Ensuring justice for clean athletes is our utmost goal. I present AMADA's Strategic Development Plan for 2021-2025, designed to successfully fulfill this mission over the next five years!



Shafag Huseynli
CEO OF AMADA



ACTIVITY

02

MISSION

To protect the health of athletes and the integrity of Azerbaijan sport.

VALUES

Integrity. Transparency. Impartiality. Accountability.

PRIORITIES

Secure clean sport and protect the rights of clean athletes.

GOAL

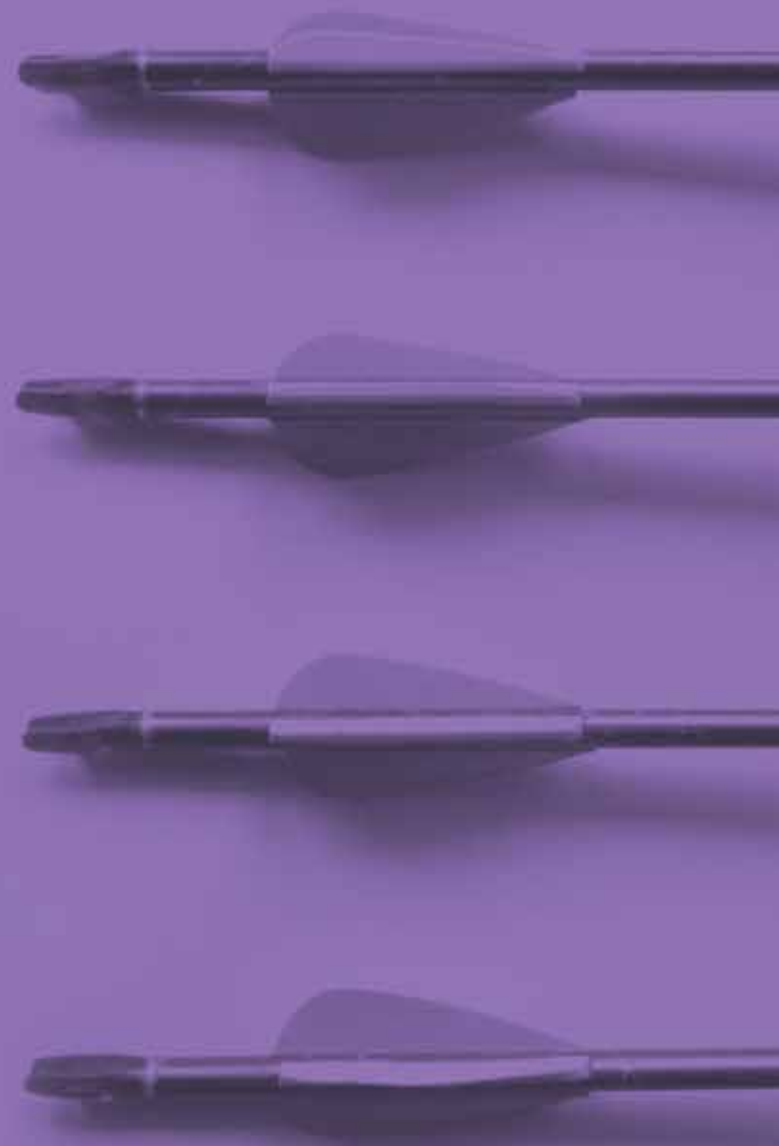
Prevent, detect and deter doping.

The Azerbaijani government established AMADA to protect the integrity of sport, to centralize and develop knowledge and practice, to coordinate all elements of prevention of doping, as well as to monitor, detect, investigate and prosecute anti-doping rule violations. AMADA is a single focal point for athletes, sports organizations, law enforcement and other stakeholders with regards to doping-related matters.

AMADA prevents the threat of doping and implements policy to achieve fair sporting performances and results in Azerbaijan and to promote zero tolerance approach for doping in-competition and out-of-competition periods among athletes, their support personnel, administrators, officials and other stakeholders at all layers, as well as to achieve a safe, fair and inclusive sports environment.

8 main areas of activity are as follows:

- ✓ to participate in shaping public policies in the field of anti-doping and provide their implementation, as well as monitor compliance with the legislation in force;
- ✓ to ensure development of the domain of fight against doping;
- ✓ to implement fight against doping and anti-doping programme , inter alia, relevant measures aimed at prevention of illicit trafficking in doping;
- ✓ to organize and provide coordination of activities in the field of anti-doping with relevant bodies;
- ✓ to organize and implement doping control, inter alia, sample collection, transportation and control of biomaterial;
- ✓ to promote participation in doping-free sport in order to protect rights and health of athletes as well as athlete support personnel, and to create awareness in order to discourage the practice of doping in sport;
- ✓ to investigate and ensure prosecution of anti-doping rule violations;
- ✓ to ensure mutual cooperation with World Anti-Doping Agency [hereinafter - WADA], international sports organizations, anti-doping organizations and other international bodies operating under the international conventions Azerbaijan is a state party to in the field of fight against doping.





**SUSTAINABLE
DEVELOPMENT**

03

STRATEGIC PLAN

Guided by the “Azerbaijan 2030: National Priorities for Socio-Economic Development” approved by the Decree of the President of the Republic of Azerbaijan dated February 2, 2021 and taking into account the UN Sustainable Development Goals, we have defined

OUR 2025 OBJECTIVES

for contributing to much more sustainable, transparent, inclusive and innovative future.

National priorities



A society based on dynamic, inclusive and social justice



Competitive human capital and space for modern innovations



Clean environment and “green growth” country

Our Strategic Plan for the period up to 2025 is based on 6 objectives:



Governance and corporate ethics



Health, safety and awareness-raising



Integrity and human rights



Innovations and growth



Cooperation and partnership



Environmental commitment

In the next five years, we will continue to work in the field of anti-doping and for society as a whole, based on the best national and international practices we have gained so far.

Objective 1

Governance and corporate ethics



This objective entails the management of the organization that meets high quality and standards based on the mission of the organization- principles of integrity, impartiality, transparency and accountability.



Relevant Sustainable Development Goals:

- ✓ Decent work and economic growth **[UN SDG No.8]**
- ✓ Peace, justice and strong institutions **[UN SDG No. 16]**

Objective 3

Integrity and human rights



Human rights create conditions for sustainable development. Adherence to principles such as diversity, equal opportunities, gender balance, non-discrimination is highly important in all areas of activity.



Relevant Sustainable Development Goals:



- ✓ Gender equality **[UN SDG No 5]**
- ✓ Reduced inequalities **[UN SDG No.10]**
- ✓ Peace, justice and strong institutions **[UN SDG No. 16]**

Objective 5

Collaboration and partnership



Establishing long-term relationships with all stakeholders, especially athletes, both locally and internationally, strengthens the fight against doping.

Relevant Sustainable Development Goals:

- ✓ Partnership for the goals **[UN SDG No.17]**

Objective 2

Health, safety and education



Health is the basis for correct and comprehensive rules and measures in the organization of the fight against doping. As one of the most powerful tools for sustainable development, education is also one of the main tools in the fight against doping.



Relevant Sustainable Development Goals:

- ✓ Good health and well-being **[UN SDG No.3]**
- ✓ Quality education **[UN SDG No.4]**

Objective 4

Innovations and growth



AMADA, which operates in accordance with the World Anti-Doping Code, possesses the ISO 9001: 2015 standard. It builds on employee engagement, diversity, digitalisation, innovations, collaborative state and global partnership.



Relevant Sustainable Development Goals:



- ✓ Decent work and economic growth **[UN SDG No.8],**
- ✓ Industry, innovation and infrastructure **[UN SDG No.9]** and
- ✓ Partnership for the goals **[UN SDG No.17]**

Objective 6

Environmental commitment



AMADA's sensitive approach to environmental protection includes recycling, reducing energy and water use, waste management, energy efficiency and use of renewable energy.



Relevant Sustainable Development Goals:



- ✓ Affordable and clean energy **[UN SDG No.7]**
- ✓ Responsible consumption and production **[UN SDG No.12]** and
- ✓ Climate action **[UN SDG No.13]**

GOVERNANCE

General quality management approach

Following good governance principles have been included in AMADA's main rules. AMADA avails itself of the general quality management approach. This approach entails improvement of employees' performances, potential of and procedures within the organization, as well as promoting teamwork, enhancement of the decision-making process and reduction of costs. We create an ethical culture environment ensuring the prevention of unethical behaviour and the training of high quality professionals.



Risk management

Risk assessment and management procedures.



Development strategy

Plan for participation in and diversification of the global anti-doping movement



Code of Ethics

Ethical and cultural environment within the organization



Information technologies

Strategy on digitalization of our organization and enhancement of cyber security



Quality assurance

ISO 9001: 2015 vø iQNet



Strategy of organization

Action Plan of organization



Development of public policy

Participation in shaping public policy



Stakeholders' participation

Dialogue and communication with partners



Compliance

Our operations and integrity and responsibility in decision-making



Reputation

Strategy on our reputation and reliability



Corporate Management

Rules and procedures managed by the organization



Financial transparency

Timely and reliable statements about our activities



Management systems

Processes used to ensure that we meet our requirements and goals



Human capital

Human capital is the greatest wealth of our organization. AMADA employees play an important role in the development of the organization and are at the heart of our core corporate principles:

- ✓ To share values of mutual respect, equal opportunities and diversity with our employees;
- ✓ To attract talented people and win their loyalty;
- ✓ To maintain close and transparent relationships with our employees;
- ✓ To promote welfare, health and safe environment.



Organizational culture

Permanently working towards sustainable quality and respecting ethical and cultural environment and social responsibility, AMADA has organizational culture based on values.

- ✓ Respect for human rights
- ✓ Diversity and inclusiveness
- ✓ Gender equality
- ✓ Lack of conflict of interest
- ✓ Ethical behaviour

Pursuant to UNESCO's International Convention against Doping in Sport, European Convention on Human Rights, World Anti-Doping Code and the Law on "The Fight against the Use of Doping Drugs and Methods", as a national anti-doping organization, AMADA must be independent, self-regulating and transparent in its activities and should have clearly defined powers within its organizational structure. For this purpose, the structure of AMADA consists of an executive and supervisory bodies.

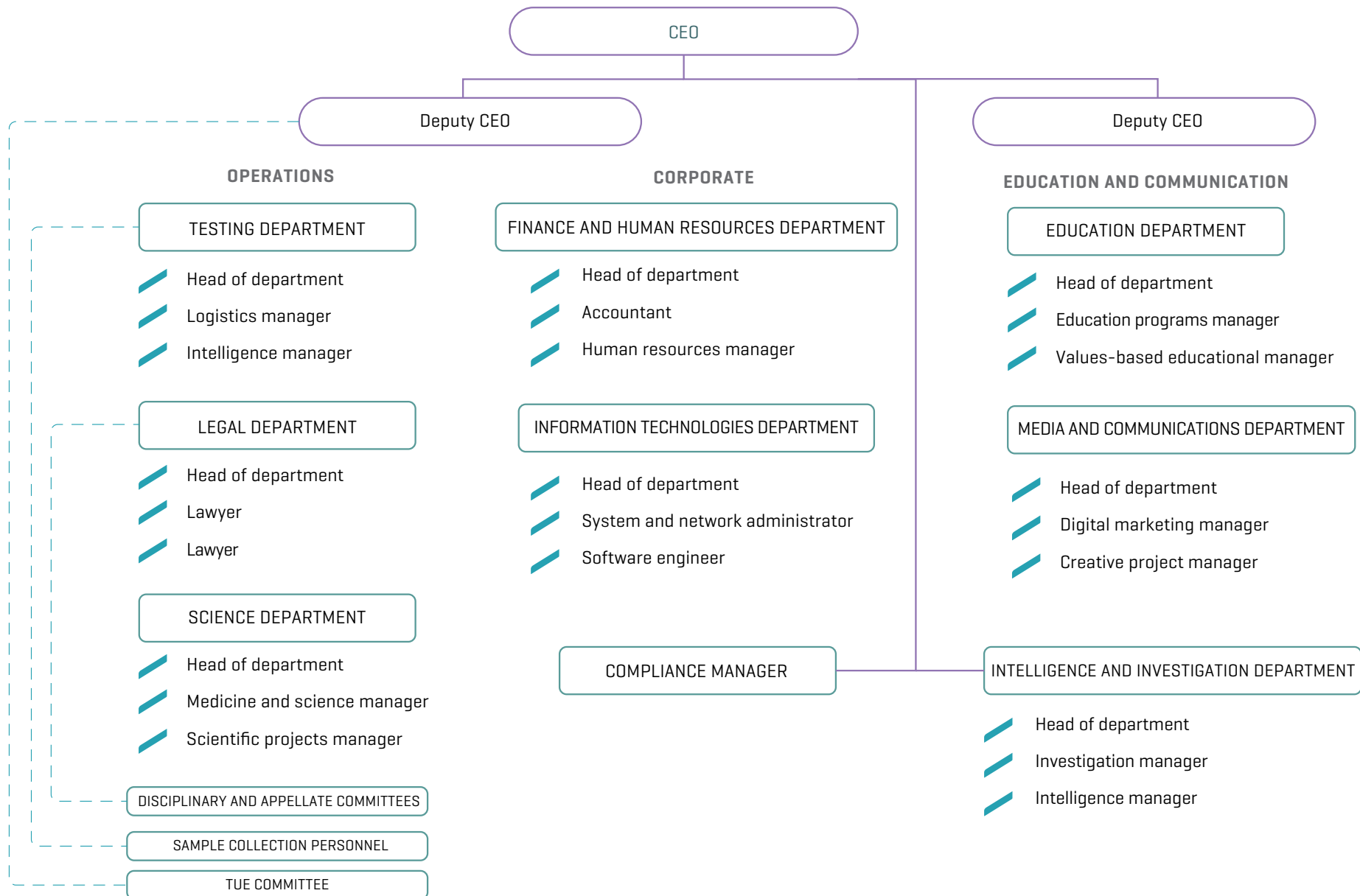
Furthermore, to meet the requirement of the World Anti-Doping Code concerning the right of athletes to have their cases be heard by a fair, impartial and operationally hearing body, operationally independent bodies of first and appeal instances, as well as therapeutic use exemption bodies have been established. An advisory body has also been created to enable Azerbaijani athletes' representation and to protect their rights.

STRUCTURE

04

Sample Collection Personnel

AMADA has a Sample Collection Personnel to collect samples from athletes. It includes Doping Control Officers, Blood Control Officers and Chaperones. AMADA's Sample Collection Personnel have successfully accomplished the Program of International Testing Agency and have become certified international DCOs. Moreover, AMADA's Sample Collection Personnel have gained significant experience due to participation in various important international events [Olympic Games, Islamic Games, Asian Games]. Currently, there are 26 Doping Control Officers, 4 Blood Control Officers and 13 Doping Control Chaperones.



SUPERVISORY BODY



Supervisory Board

AMADA's Supervisory Board constitutes of seven members from representatives of sport, healthcare, judiciary authorities, National Olympic Committee, National Paralympic Committee, as well as former athlete and the CEO of AMADA.

Supervisory Board:

- support AMADA's mission and activities,
- supervise the Agency's assets,
- determine the provisions to be made for capital and recurrent expenditure and for the reserves of AMADA
- accept annual reports.

Supervisory Board has the functions of supervising the assets of AMADA in such manner as best promotes the purposes for which AMADA is established, determining the provisions to be made for capital and recurrent expenditure and for the reserves of AMADA.

INDEPENDENT BODIES



Independent hearing bodies

In light of ensuring fairness, impartiality and independence, two separate bodies were established in accordance with the Law of the Republic of Azerbaijan "On the fight against use of doping substances and methods in sport", which are operationally and institutionally independent from AMADA. These are Disciplinary Committee (DC) as a first instance body and Appellate Committee (AC) as an appeal body. These Committees have given the authority to hear and determine anti-doping rule violation cases, decide and impose the sanctions in accordance with the World Anti-Doping Code, AMADA Anti-Doping Rules and other applicable international standards.



Therapeutic use exemption body

In addition, in order to ensure that athlete's health is properly secured and protected, operationally and institutionally independent body named Therapeutic Use Exemption (TUE) Committee (TUEC) was established with the aim to grant a permission for athletes of their use of substances and methods prohibited according to the Prohibited List of the World Anti-Doping Agency (WADA) for reasonable and justified therapeutic purposes. With this aim, applications are reviewed by the medical staff of Therapeutic Use Exemption (TUE) Committee.



ADVISORY BODY



Athlete Advisory Commission

AMADA places special importance on making athlete voices heard, putting it at care of its activities. AMADA fully understands how important it is to involve athletes themselves in fight against doping, engage them in collaboration and enabling them to contribute to levelling the playing field.

With this in mind, in 2019 AMADA initiated the establishment of the Athletes' Advisory Commission as part of its ongoing efforts to increase the cooperation with the athlete community. Its mission is to discuss various aspects of AMADA's activities and develop recommendations. The duties of Commission mainly consist of supporting the core mission, leading and managing specific athlete-related projects, serving as a liaison between athletes and AMADA and representing Commission at different anti-doping events.



AMADA has signed the World Anti-Doping Code and has an obligation to abide by its requirements, as well as UNESCO's International Convention against Doping in Sport and the Anti-Doping Convention of the Council of Europe which the Republic of Azerbaijan is a party to. The main undertaking of AMADA is to comply with the requirements of the World Anti-Doping Code, as well as 8 international standards on testing and investigations, results management, education, therapeutic use exemptions, protection of privacy and personal information, prohibited list and code compliance and Azerbaijan National Anti-Doping Rules.

OPERATIONAL ACTIVITY FOR COMBATING DOPING

05

NATIONAL TESTING PROGRAMME

AMADA delivers national testing programme in the country in accordance with the World Anti-Doping Agency and International Standard for Testing and Investigations. National Testing Programme includes a test distribution plan, in-competition and out-of-competition testing, as well as risk assessment, management of athletes' biological passports, and other aspects.



Test Distribution Plan (TDP)

AMADA delivers testing programme, which is smart, risk-based, intelligence-led and responsive. AMADA conducts a comprehensive in-and-out-of-competition testing programme to detect prohibited substances and methods taking into consideration scientific advancements, social research, sporting calendar, sports specific physiological requirements, detention windows, etc. TDP prioritises appropriately between sports, disciplines, categories of athletes, types of testing, types of samples collected and types of sample analysis. Azerbaijan National Anti-Doping Rules prioritise Olympic sports, certain sports over others due to a greater risk of doping in those sports and greater national interest sports.



Risk Assessment

Risk assessment increases the effectiveness of testing programmes through targeting the right athletes at the right time, determines where resources should be allocated to and increases the chances of detecting doping.



International Testing Services

AMADA provides customized, comprehensive testing services to sports organizations, National Anti-Doping Organizations (NADO), International Testing Agency (ITA), International Federations, event organizers locally and worldwide.



In-Competition Testing

In-competition testing is conducted during a sporting event. Every sporting event which falls within the jurisdiction of the Azerbaijan National Anti-Doping Rules may be subject to testing.



Out-of-Competition Testing

Out-of-Competition testing program managed by AMADA is vital to ensure a level playing field. Whereabouts information is an important tool to locate athletes at any time and to conduct tests on a no advance notice basis, which is a key element of an effective anti-doping program.



Athlete Biological Passport

Athlete Biological Passport (ABP) is the monitoring of selected biological parameters over time that may indirectly reveal effects of doping on the body.

AMADA is tracking haematological and steroid parameters consistently and this approach allows AMADA to generate individual, longitudinal profiles for each athlete and to look for any fluctuations that may indicate the use of performance-enhancing drugs and methods.

INTELLIGENCE

AMADA assesses and processes antidoping intelligence from all available sources, to be used to help deter and detect doping, by informing the development of an effective, intelligent and proportionate Test Distribution Plan, the planning of Target Testing, forming the basis of an investigation into a possible anti-doping rule violation.

To this end, it evaluates and processes anti-doping investigation data from all available sources for detection of doping.

Reporting Channels

As an addition to the activities of intelligence gathering, AMADA has set the mechanism for whistleblowers to report any misconduct that they are aware of. Reporting mechanism has various secured channels, such as anonymous and protected website section, confidential interviewing during the investigations of anti-doping rule violations, as well as phone and e-mail communication means. These reporting mechanisms help AMADA reveal any misconduct related to the anti-doping.

Combatting illicit trafficking

Doping substances, mostly anabolic steroids (or potent substances), are sometimes smuggled into the country and sold in illicit markets. In this regard, AMADA closely cooperates with law enforcement agencies in this direction and exchanges information with them.



LEGAL CONSEQUENCES

AMADA prosecutes anti-doping rule violations and according to World Anti-Doping Code and relevant international standards, holds these persons liable for such violations. In the event that anti-doping violations are committed, perpetrators are subject to appropriate sanctions. Consequences include ineligibility for a specified period, disqualification of results and public disclosure. In order to ensure the right to a fair hearing set out by the World Anti-Doping Code, sanctions will be imposed by independent bodies of first and appeal instances not included in the structure of AMADA. These

bodies are Disciplinary and Appellate Committees respectively. Individuals who have the right to file an appeal against decisions rendered are entitled to appeal to the Court of Arbitration for Sport located in Lausanne, Switzerland.

European Convention on Human Rights explicitly contains a provision on the right of a person charged with a criminal offence to be given free legal assistance if he has not sufficient means to pay for it. The purpose of anti-doping proceedings is not to punish, but to restore justice

and uphold the principles of clean sport. One of the ways to strike a fair balance between the requirements of the anti-doping system and protection of rights of athletes is provision of appropriate legal assistance to athletes. For this purpose, AMADA commenced cooperation with the leading law firm in the country on its own initiative.

EDUCATION

Establishing proactive relationship with the sports community is of importance for preventing threats of doping. We will continue to strengthen our education and outreach programs to help athletes at all levels understand the origins of doping risks and make the right decisions. We operate within the framework of regulations based on the Code, international standards and rules and implementation of these standards is our duty. Recognizing the importance of education, we are focused on providing appropriate education, using the right channels and making it relevant and accessible.

In accordance with the International Standard for Education, AMADA has diverse education programs, which target specific groups of the Azerbaijani sporting community, from elite athletes to the grassroots level, athletes in Registered Testing Pool, coaches, athlete support personnel, doctors and university students. AMADA considers education as one of the cornerstones of anti-doping program and attaches strategic importance to supporting athletes by educating them and raising anti-doping awareness. AMADA's education strategy is shaped by understanding of significance of increased engagement of stakeholders, especially athletes and use of innovative methods.

At the same time, education is considered to be the most important, effective and sustainable approach to the fight against doping and is carried out taking into account the following principles:

- ✓ **Value-based education:** training programs aimed at development of decision-making capacities based on behaviour and personal principles in line with clean sport, personal moral values, ethic norms among children, adolescents and the youth;
- ✓ **Awareness raising:** Paying special attention to practices and topics related to clean sport;
- ✓ **Information management:** Providing the sports community with accurate, relevant scientific research and evidence-based information about clean sports;
- ✓ **Anti-doping education:** Providing athletes with accurate and clear information that can help them make individual decisions about clean sports, informing them of their rights and obligations.





OUR CONTRIBUTION TO FIGHT AGAINST DOPING WORLDWIDE

06

We aim to be a strong and efficient partner for the anti-doping community:

- ✓ To cooperate with leading anti-doping and sports organizations for providing compliance and accountability worldwide;
- ✓ To promote existing and new global anti-doping programs and partnerships;
- ✓ To become strategic partners with organizations fostering value and integrity of the sport;
- ✓ To promote transparent anti-doping programmes.

THE REPRESENTATIVES OF AZERBAIJAN



Council of Europe

Shafag Huseynli (CEO)

- ✓ The Monitoring Group of the Anti-Doping Convention of the Council of Europe,
- ✓ Ad hoc European Committee of the Council of Europe for the World Anti-Doping Agency.



UNESCO

Shafag Huseynli (CEO)

- ✓ Conference of Parties to the International Convention (UNESCO) against Doping in Sport.

POSITIONS WHERE AMADA STAFF HAVE BEEN PROMOTED OR ELECTED TO AS EXPERTS



Council of Europe

Shafag Huseynli (CEO)

- ✓ Vice-Chair of the Ad Hoc Group of experts on ensuring effective access of athletes to justice and fair trial [since May 2019]
- ✓ Gender Equality Rapporteur of Ad Hoc European Committee of the Council of Europe for the World Anti-Doping Agency [since October 2019]
- ✓ Member of the Coordination Group of the Monitoring Group of the Anti-Doping Convention [since May 2019]

Farhad Abasov (Head of Legal Department)

- ✓ Member of Ad hoc group of experts on ensuring whistle-blower protection under the Council of Europe Anti-Doping Convention [since May 2019]



World Anti-Doping Agency

Shafag Huseynli (CEO)

- ✓ Member of WADA's National Anti-Doping Organization (NADO) Expert Advisory Group [since January 2019]



International Testing Agency

Naila Maharramova (Doping control manager)

- ✓ ITA IDCO Expert Advisory Group Member [since January 2021]

AMADA takes active part in projects implemented and measures taken regarding worldwide struggle against doping. So, AMADA is one of the few anti-doping organizations, which has participated in preparation of the following documents and projects:

INTERNATIONAL RELATIONS

Council of Europe Projects

- ✓ General Principles on ensuring rights of athletes in anti-doping proceedings, to be approved by the Committee of Ministers;
- ✓ Recommendations on protection of whistleblowers in the field of anti-doping, to be approved by the Committee of Ministers;
- ✓ Strategic and Operational Plan of Anti-Doping Convention for 2021-2024

WADA Projects

- ✓ Strategic Plan of WADA for 2021-2025;
- ✓ Several Guidelines on actions of National Anti-Doping Organizations;
- ✓ Guideline, developed by WADA Education Committee, on educational program.

An aerial photograph of a road with various white and orange markings, set against a dark blue background. The road features a central dashed white line, solid white lines for lane boundaries, and several orange lines that cross the road at different angles. The perspective is from above, looking down the road.

COOPERATION AND PARTNERSHIP

07

DOMESTIC COORDINATION

Guided by cooperation and coordinated approach, AMADA recognizes and embraces experiences of other stakeholders. In their turn, these stakeholders benefit from working with a single centralized organization to prevent the threat of doping.

AMADA combats all elements of the doping threat in an organized manner. This encompasses law enforcement bodies, customs and state border service organizations, regulatory bodies, academic bodies, as well as sports and healthcare sectors.

AMADA keeps on strengthening links with the World Anti-Doping Agency and other international anti-doping organizations for developing collective capacity of anti-doping community so that Azerbaijani athletes are provided with the ability to compete on equal terms wherever in the world.



National Olympic and Paralympic Committees

Spirit of equal partnership and cooperation with National Olympic and Paralympic Committees are essential in the fight against doping in sport. It is relevant to keep the anti-doping system and domestic collaboration at high levels, which inevitably leads that Azerbaijan is represented by clean athletes at international major events, in particular at Olympic and Paralympic Games.



National Federations

Republic sport federations are organizations that govern each type of sport within their respective jurisdiction. In order to jointly fight with doping, as well as promote clean sport and educate athlete and their entourage, AMADA collaborates with all national federations and monitors their compliance with the Code and International Standards.



Ministry of Youth and Sport

AMADA has strong collaboration with the Ministry of Youth and Sport of the Republic of Azerbaijan, as the latter. Being a body governing the whole sport in the country, is one of the main stakeholders of Azerbaijani anti-doping community.



The Fight against Drugs

Pursuant to the Order of the President of the Republic of Azerbaijan dated December 25, 2020 AMADA was included in the list of enforcers of "State Program on Combatting Illicit Trafficking in Drugs, Psychotropic Substances and Their Precursors and Drug Addiction of 2019-2024". Thus, AMADA got involved in the fight against drugs in the country, contributing to the State Program.



Law Enforcement Bodies

AMADA extensively carries out information sharing with the law enforcement bodies, in accordance with the law on anti-doping. It is related to the prosecution of anti-doping rule violations, as well as other doping control activities where necessary. Moreover, doping substances such as anabolic steroids are often imported and distributed illegally on the black market. As one of the activities of AMADA to fight against illegal trafficking of doping substances, it joins efforts with law enforcement bodies such Ministry of Internal Affairs, INTERPOL National Central Bureau, State Border Service and State Customs Committee to coordinate an effective detection and prevention.

INTERNATIONAL RELATIONS

AMADA actively participates on the international scene to promote clean sport. As a national anti-doping organisation, AMADA is always on the lookout for better ways to improve the delivery of its services on domestic level and contribute to the combating doping worldwide. AMADA trusts that mutually beneficial collaboration contributes both on domestic level and on global scale.



WADA

The World Anti-Doping Agency (WADA) is an international independent agency composed and funded equally by the sport movement and governments of the world. Its key activities include scientific research, education, development of anti-doping capacities, and monitoring of the World Anti-Doping Code- the document harmonizing anti-doping policies in all sports and all countries. AMADA closely collaborates with WADA on its daily activities and participates on WADA's events and special working groups, which helps AMADA keep the country in compliance with the Code and International Standards, as well as to contribute to the fight against doping in sport globally.



UNESCO

Azerbaijan became a party to the International Convention against Doping in Sport of UNESCO on 23 July 2007. Convention represents that governments around the world have agreed to apply the force of international law to anti-doping. Convention recognizes and helps to ensure the effectiveness of the World Anti-Doping Code (the Code), as well as provides the legal framework under which governments can address specific areas of the doping problem globally. In accordance with the compliance monitoring of UNESCO, Azerbaijan has set a National Compliance Platform which consists of AMADA, Ministry of Youth and Sport, Ministry of Internal Affairs, State Border Service, State Customs Committee, Food Security Agency, National Olympic Committee, and, accordingly, AMADA being a National Focal Point for domestic coordination of country's compliance.



Council of Europe

Anti-Doping Convention of Council of Europe entered into force on 01 March 1990. The Convention lays down binding rules with a view to harmonising anti-doping regulations. Azerbaijan ratified the Convention and its Additional Protocol thereto on 04 November 2003 and 11 February 2004, respectively. Consequently, they came into force in 2004. AMADA closely collaborates with the Monitoring Group of Council of Europe (T-DO) and Ad Hoc European Committee of the Council of Europe for the World Anti-Doping Agency (CAHAMA) by participating in the meetings and works, as well as its various working groups.



International Testing Agency [ITA]

On 12 July 2019 AMADA and ITA signed a collaboration agreement. AMADA's partnership with the ITA covers sharing of information and expertise in areas of testing, intelligence, athlete biological passports, and cooperation on other mutually interesting issues. The agreement also envisages AMADA acting as Sample Collection Authority on the ITA behalf, as per request. Signing of this agreement is a next milestone of development strategy as expansion of international cooperation network to benefit from expertise and ensuring the synergy between national and international anti-doping efforts to bring about better results.



Institute of National Anti-Doping Organizations [INADO]

AMADA is a member of the Institute of National Anti-Doping Organizations. INADO covers more than 100 national anti-doping organizations from all over the world. Within INADO, AMADA exchanges information with other organizations in the field of anti-doping and participates in diverse initiatives and projects aimed at fight against doping.



National Anti-Doping Organizations (NADOs) and Sample Collection Authorities (SCA)

AMADA closely collaborates with other national anti-doping organizations and private sample collection authorities to effectively plan its testing and better exchange of information. AMADA signed collaboration agreements with the NADOs of Russian Federation, Turkey, Bulgaria, Australia, Canada, Moldova, Spain, Switzerland, Belarus and Ukraine as well as renewed its agreement with the international sample collection organization PWC based in Germany.

INTERNATIONAL PROJECTS

08





In the area of human rights - "Analysis of Anti-Doping proceedings"

The commencement date: December 17-18, 2020

Project leader:

Vice-Chair of the Ad Hoc Group of experts on ensuring effective access of athletes to justice and fair trial Shafag Huseynli

Objective:

Investigation into the protection of the rights of athletes and the exercise of their right to a fair hearing during anti-doping proceedings.

Outcome:

Monitoring the implementation of the recommendation on fair trial approved by the Council of Europe by analysing gaps and inconsistencies in anti-doping procedures worldwide in order to ensure rights of athletes. Two international experts have been involved in the Project.

Scope:

Anti-doping organizations of 50 states covering 5 continents, athlete organizations of World Anti-Doping Agency, International Olympic Committee and European Union, and athletes representing diverse countries.



In the area of gender equality - "Enhancement of Gender Equality in the Field of Anti-Doping"

The commencement date: May 10-11, 2021

Project leader:

Gender Equality Rapporteur of Ad Hoc European Committee of the Council of Europe for the World Anti-Doping Agency Shafag Huseynli

Objective:

Analysis of internal rules and intelligence on gender balance in national/international anti-doping organizations, intergovernmental bodies as well as World Anti-Doping Agency and Council of Europe and enhancement of gender equality as one of the strategic priorities of Council of Europe in the field of anti-doping.

Outcome:

Preparation of a document of a recommendatory nature to be adopted by the Council of Europe Committee of Ministers

Co-partners:

Monitoring Group of Council of Europe and Ad Hoc European Committee of the Council of Europe for the World Anti-Doping Agency



In the area of enhancement of the principle of adversarial proceedings and legal defense in the anti-doping proceedings - "Digital legal assistance"

Project leader:

Azerbaijan National Anti-Doping Agency

Objective:

Development of a mobile application named "Digital Legal Assistance" in order to create an opportunity for everyone to take advantage of pro bono legal aid on the spot- getting recommendations and advice on how to defend themselves in the proceedings by using this mobile application during anti-doping proceeding initiated against athletes, as well as correct application of provisions of the World Anti-Doping Code.

Outcome:

Ensuring Athlete's right to a fair trial and adversarial proceedings.

Co-partners:

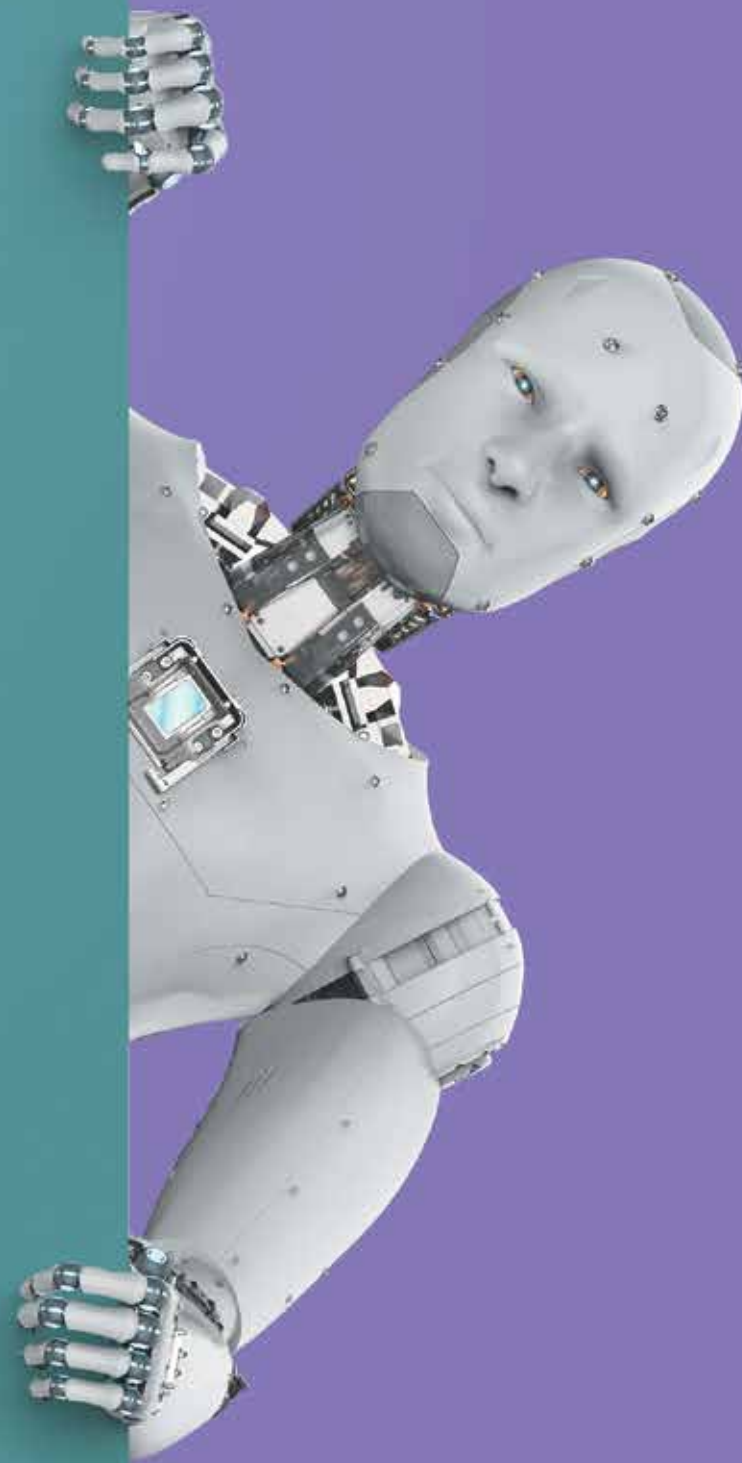
the National Anti-Doping Organization of Australia "Sport Integrity Australia"

Digitalization and technological development play a crucial role in fight against doping. The Digital Transformation Project is an initiative launched by AMADA in 2020 to coordinate and monitor the development of a digital transformation plan. AMADA integrates into its activities solutions for new digital processes such as blockchain technology, digital and interactive platforms.

The Digital Transformation Project facilitates the integration of digital solutions and initiatives at specific stages within the organization. The Project allows AMADA to adapt to emerging issues, as well as anti-doping and technological evolution and strategic goals.

DIGITALIZATION

09



AMADA uses technological innovations [blockchainbased systems, artificial intelligence and forecasting systems, machine learning, etc.] in systems and solutions within the field of fight against doping to increase loyalty, transparency and trust between all stakeholders:

- ✓ Replace traditional methods with automated algorithms;
- ✓ Use machine learning to evaluate, forecast, enable or identify hazards and opportunities;
- ✓ Determine the characteristics or organization of data about any system or information using pattern recognition;
- ✓ Use pattern recognition algorithms for future analytics;
- ✓ Constant monitoring of trends to make timely changes.

TECHNOLOGICAL ADVANCEMENTS

Blockchain-based registry



AMADA is creating a unified registry of country's athletes based on blockchain technologies, including athlete database, athlete registration to competitions and anti-doping related database. The system will store a "digital doppelganger" of each athlete and will contain information not only about athletes themselves, but also their coaches and doctors. Using blockchain technology will help to prevent the risk of loss or falsification of athlete data. All personal information about the athlete will be protected by the state-of-art cryptographic algorithms.

Digitalization of communications



Digitalization of various anti-doping communications with athletes, athlete support personnel and national sports federations.

"Assessment of athlete's risk level"- analytical software



A program that determines the level of risk of the athletes in the AMADA database based on a special algorithm for athletes.

New softwares for investigations



Use of "IBM Security i2 Analyst's Notebook" and "Shadowdragon Social Net" softwares in data analysis for research purposes.

Paperless Doping Control



AMADA use MODOC platform for paperless doping control. It is a digitalized, fully integrated system to plan, execute and document in-competition and out-of-competition controls with state-of-the-art encryption and protection for data transmission and storage.

Software program for drug testing



A special software program developed by AMADA to check for the presence of prohibited substances in medicines.

Social responsibility is a targeted strategic direction, since each institution must not forget that it is a part of society while fulfilling its duties and responsibilities under the law. This responsibility encompasses AMADA's sensitive approach to its staff, society and the environment.

Social responsibility for AMADA means, first of all, a sensitive approach to the environment and the creation of healthy and comfortable working conditions for its employees. That is why the "Green Office" principles are applied here, based on austerity, reduced environmental impact and the use of recycled products. The use of paper in AMADA's daily activities is minimized. All clerical and documentation work inside the office is carried out electronically to the extent possible. Moreover, waste is sorted out and mainly recycled products are used in the office. "Green Office" also includes efficient and economical use of office resources, training employees on eco-friendly consumption. AMADA succeeded to form a team that cares about the environment in a short time.

SOCIAL RESPONSIBILITY

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ENVIRONMENTAL ASPECTS OF OUR ACTIVITIES



Energy consumption associated with the use of lighting, heating, air conditioning equipments and transportation.



Emissions emerging from energy consumption, as well as the use of heating and electricity



Water consumption connected to the water unit.

Main principles of AMADA Environment Policy:

- Promotion of sustainable development for a safe and sustainable environment
- Taking measures to reduce damage and environmental pollution
- Efficiency and excellence of internal management in the organization regarding environmental protection
- Taking measures to efficiently use resources in our operations and with our contractors

AMADA Rules on energy and emissions management:

- Guidelines for Reducing Energy Consumption
- Guidelines for Waste Reduction and Management
- Guidelines on Paper, Toner and Ink Consumption Reduction



To build a better society

AMADA promotes social responsibility through social initiatives led by organizations and employees. AMADA, which has always paid attention to the issues of gender equality and protection of the rights of women and children, has given this issue particular attention in its social responsibility activities. As part of social responsibility activities, there

is an ongoing campaign for women's shelters.

On top of that, AMADA supports and actively participates in a number of social and public initiatives in the country initiated by the state.



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