



SAFEGUARDING, PROTECTION & WELFARE POLICY

Version 2026



EXECUTIVE SUMMARY

Uganda Athletics (UA) is committed to creating and maintaining a safe, inclusive, respectful, and non-partisan sporting environment in which all participants can thrive free from abuse, exploitation, discrimination, and harm. This Safeguarding, Protection and Welfare Policy establishes a comprehensive framework for the prevention, identification, reporting, and management of safeguarding concerns across all Uganda Athletics activities, programmes, events, and affiliated structures.

The Policy applies to all individuals operating within or under the authority of Uganda Athletics, including athletes, coaches, officials, administrators, volunteers, contractors, and collaborators.

Purpose of the Policy

The Policy aims to:

- i. Protect all participants, particularly children and vulnerable individuals, from harm.
- ii. Promote a culture of safety, respect, and accountability within athletics.
- iii. Establish clear reporting, response, and case management procedures.
- iv. Ensure compliance with national laws and international safeguarding standards.

Core Safeguarding Pillars

Uganda Athletics' safeguarding framework is built on four key pillars:

1. **Prevention:** Creating safe environments through education, codes of conduct, safe recruitment, and awareness.
2. **Reporting:** Providing safe, accessible, and confidential channels for reporting safeguarding concerns.
3. **Case Management:** Ensuring timely, fair, and independent handling of safeguarding cases through structured procedures.
4. **Survivor Support:** Delivering survivor-centred responses that prioritise safety, dignity, confidentiality, and well-being.

Safeguarding Governance Structure

Uganda Athletics has established a clear safeguarding governance framework comprising:

- Federation Safeguarding Officer (FSO)
- Institutional Safeguarding Committee (ISC)
- Safeguarding Case Management Panel (SCMP)
- Safeguarding Focal Persons (SFPs)

This structure ensures accountability, independence, and effective oversight of safeguarding processes.

Commitment

Uganda Athletics adopts a zero-tolerance approach to abuse and is committed to working collaboratively with national authorities, international partners, and stakeholders to strengthen safeguarding systems and protect all participants in sport.

APPROVED BY THE EXECUTIVE COMMITTEE OF UGANDA ATHLETICS

26 January 2026

1 March 2026

Date: _____ Policy Effective Date: _____



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1. ACRONYMS

The following abbreviations are used throughout this Policy document.

Acronym	Full Term
CFPU	Child & Family Protection Unit
CSAM	Child Sexual Abuse Material
DSA	Digital Safeguarding Agreement
FSO	Federation Safeguarding Officer
GBV	Gender-Based Violence
ISC	Institutional Safeguarding Committee
LOC	Local Organizing Committee
MELR	Monitoring, Evaluation, Learning and Reporting
MoES	Ministry of Education and Sports
MoGLSD	Ministry of Gender, Labour and Social Development
NCP	National Child Policy (2020)
NCS	National Council of Sports
NSG	National Safeguarding Guidelines for Children & Young People (2025)
PEP	Post-Exposure Prophylaxis
PSWO	Probation & Social Welfare Officer
SAP	Safeguarding Appeals Panel
SCMP	Safeguarding Case Management Panel
SEA	Sexual Exploitation & Abuse
SFP	Safeguarding Focal Person
UA	Uganda Athletics
UNICEF	United Nations Children's Fund
UOC	Uganda Olympic Committee
WA	World Athletics

2. DEFINITIONS

2.1 Safeguarding

Safeguarding refers to the proactive measures, systems, structures, practices, and behaviours put in place to ensure that male and female athletes, and all participants in athletics, are protected from harm, abuse, neglect, exploitation, and unsafe practices, and are empowered to participate safely. It encompasses the creation of safe training, competition, and living environments; the setting of clear behavioural standards and codes of conduct; the prevention of abuse before it occurs; the identification and reduction of risks; and the promotion of a culture of respect, dignity, and accountability. It applies to all athletes regardless of age or gender and to all individuals involved in athletics activities under the authority of Uganda Athletics.

2.2 Protection

Protection refers to the actions and response mechanisms engaged when harm, abuse, neglect, or exploitation has occurred or is suspected. This includes receiving and responding to reports, conducting immediate risk assessments and safety planning, making referrals to appropriate national authorities, managing cases and investigations, imposing disciplinary actions, and ensuring survivor safety, dignity, and confidentiality. Protection is the reactive arm of safeguarding, activated when prevention fails or concerns arise.

2.3 Welfare

Welfare covers the overall well-being of athletes, including physical and mental health, psychosocial support, living conditions, training environment, nutrition, rest, travel safety, and general care for both male and female athletes. It encompasses physical safety and health; mental health and psychosocial well-being; safe accommodation and transport; appropriate nutrition and hydration; age-appropriate training loads; rest, recovery, and injury management; and protection from overtraining and burnout.

Uganda Athletics recognizes that promoting welfare is crucial for athlete development, performance, and sustained participation in the sport.

2.4 Gender-Based Violence (GBV)

Gender-Based Violence refers to any harmful act directed at an individual based on gender or unequal power relations. It may affect both male and female athletes and may include sexual abuse or harassment, emotional or psychological abuse, exploitation or coercion, and abuse of authority or power. In sports, GBV can manifest differently: female athletes may face sexual harassment or abuse, while male athletes may experience hazing, humiliation, or sexual abuse by coaches, senior athletes, or support personnel. Coercion linked to selection, funding, or competition opportunities may affect athletes of any gender.

This Policy recognizes GBV as a safeguarding risk affecting all athletes and addresses it in a balanced, inclusive manner.

2.5 Key participant definitions

An athlete is any male or female person, including children, young adults, and adults, who participates in or is registered for Uganda Athletics events at any level.

A child is any person under the age of 18 years in accordance with the Constitution of Uganda and the Children Act (as amended). A young adult is an individual aged 18 to 24 years who may still face heightened safeguarding risks due to power imbalances, dependency, or transitional life circumstances.

An adult is any person aged 18 years and above, including athletes, officials, staff, or volunteers who may still be vulnerable to abuse, exploitation, or misuse of power in sporting environments. A parent or guardian refers to a biological parent, legal guardian, or any person legally or customarily responsible for the care and welfare of a child athlete.

A spouse refers to a legally married partner or recognized long-term partner whose conduct may have a direct or indirect impact on the safeguarding environment.

2.6 Organizational settings

Community athletics clubs are grassroots or locally based groups or organizations, formally or informally structured, that operate at the community level and may be affiliated with Uganda Athletics. Educational institutions include all forms of learning institutions such as schools, colleges, universities, training centres, and academies where athletics activities take place.

Social and sporting culture refers to the shared norms, values, behaviours, traditions, and practices within athletics environments that influence relationships, authority, inclusion, discipline, and acceptable conduct.

2.7 Abuse of power and blackmail

Abuse of power refers to the misuse of authority, position, influence, or trust to control, intimidate, coerce, exploit, or harm another person, including sexual, emotional, financial, or competitive advantage.

Blackmail refers to the threatened disclosure of information, images, or allegations, whether true or false, used to coerce, manipulate, silence, or control an athlete or any other person.

2.8 Safeguarding concerns and mandatory reporting

Safeguarding concerns are any suspicion, allegation, disclosure, or observation that a person may be experiencing, has experienced, or is at risk of harm, abuse, neglect, exploitation, or unsafe practices.

Mandatory reporting is the legal and policy obligation of specified individuals to report promptly such concerns to designated authorities or safeguarding officers, except when reporting is prohibited by law or may place a person at immediate risk.

2.9 Digital abuse and breach of confidentiality

Digital or cyber abuse refers to harmful conduct carried out through electronic or digital platforms, including cyberbullying, online harassment, threats, non-consensual sharing of images, grooming, and digital exploitation, in line with the Computer Misuse Act of Uganda. A breach of confidentiality refers to the unauthorized disclosure, sharing, or misuse of safeguarded information, including identities, reports, or case details and shall be treated as a serious disciplinary matter.

“The welfare of the athlete must come first, before medals, before results.” - Olympic Movement Safeguarding Principle

2.10 Forms of harm

Uganda Athletics recognizes the following forms of harm that may affect athletes of any gender, depending on age, role, environment, and power dynamics.

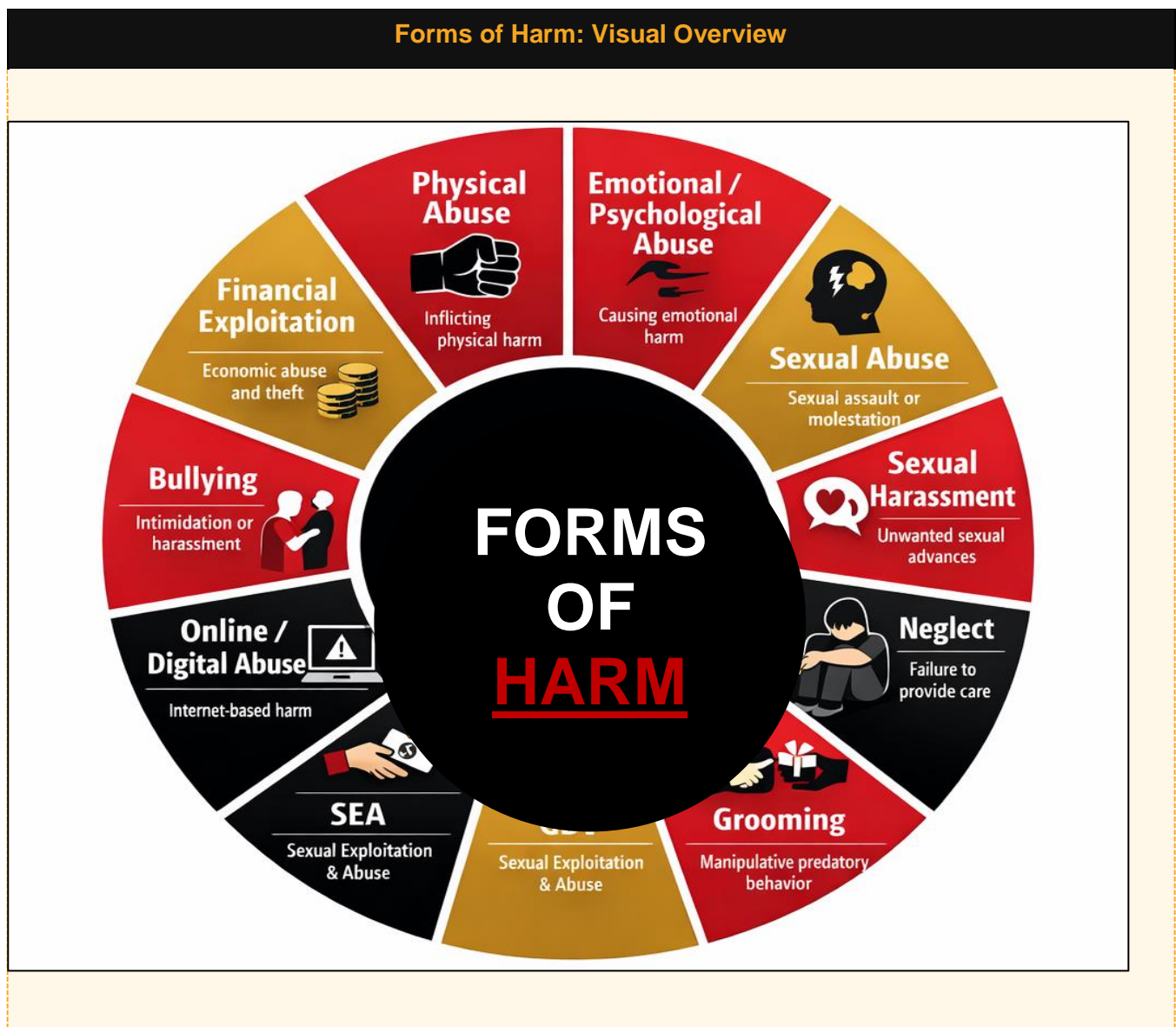


Figure 1: Chart showing the form of harm

Physical abuse

Physical abuse involves any deliberate act that causes physical injury or harm, including hitting, beating, or slapping; forced or excessive training beyond safe limits; unsafe drills or punishment exercises; overtraining athletes despite injury or exhaustion; and denial of medical treatment or rest.

Emotional and psychological abuse

Emotional or psychological abuse encompasses any behaviour that undermines an athlete's confidence, dignity, or mental well-being, including verbal insults, shouting, or humiliation; threats of deselection or punishment unrelated to performance; intimidation or fear-based coaching; public shaming; and manipulation through guilt, fear, or favouritism.

Sexual abuse

Sexual abuse refers to any sexual act committed against an athlete without consent or involving a minor, including abuse of female athletes by coaches or officials; abuse of male athletes by coaches, senior athletes, or support staff; sexual acts involving minors regardless of apparent consent; and grooming of athletes for sexual purposes.

Sexual harassment

Sexual harassment means any unwelcome sexual advance, comment, gesture, contact, or behaviour of a sexual nature, including sexual comments or jokes, inappropriate touching, requests for sexual favours, sexualized teasing, and sending sexually explicit messages or images.

Neglect

Neglect is a failure to provide appropriate care or protection, encompassing lack of supervision, failure to provide food or safe accommodation, ignoring injuries or illness, transporting athletes in unsafe conditions, and leaving athletes unattended during travel or competitions.

GBV, SEA, online abuse, bullying, hazing and financial exploitation

Gender-Based Violence includes harm linked to power imbalances and gender-based discrimination affecting participation. Sexual Exploitation and Abuse involves misuse of authority or vulnerability for sexual aims, including transactional sex linked to selection or benefits. Online and digital abuse encompasses cyberbullying, grooming via messaging platforms, and non-consensual sharing of images. Bullying is repeated unwanted behaviour aimed at intimidating or degrading an athlete. Hazing refers to degrading or dangerous initiation practices strictly prohibited under this policy. Financial exploitation involves misappropriation or improper control of an athlete's financial resources, including withholding prize money or allowances.

3. INTRODUCTION

Uganda Athletics (UA) acknowledges that safeguarding is vital for athlete well-being, participation, performance, and long-term involvement in sport. All athletes have the right to feel safe, valued, respected, and consistently protected from harm. Uganda Athletics recognizes that both male and female athletes can face abuse, harassment, neglect, exploitation, and unsafe practices within sport, although these risks may vary depending on age, role, environment, and power dynamics. While evidence suggests that female athletes may encounter specific gender-related risks, male athletes are also susceptible to sexual abuse, emotional abuse, hazing, abuse of authority, financial exploitation, and unsafe training methods. This Policy therefore applies equally and without discrimination to all athletes, regardless of gender.

Building on the Uganda Athletics Safeguarding Policy (2022), this Safeguarding, Protection and Welfare Policy (2026) incorporates revised standards and guidance from the World Athletics Safeguarding Policy (2024), the World Athletics Safeguarding Rules (2026). It recognizes the National Safeguarding Guidelines for Children and Young People (2025), the National Child Policy (2020), UNICEF Safeguarding Standards (2025), the IOC Safeguards and Games-Time Framework (2020), the Uganda Olympic Committee Safeguarding Manual (2025), and the National Sports Regulations (2023).

This Policy provides a comprehensive framework to prevent abuse, address safeguarding concerns, support survivors, and promote athlete welfare both on and off the field, executed through clear governance structures, transparent reporting systems, robust case management procedures, and ongoing learning and development.

4. POLICY STATEMENT

Uganda Athletics (UA) is committed to safeguarding all individuals involved in athletics, including male and female athletes, children, and vulnerable adults, from any form of violence, abuse, exploitation, harassment, or neglect. This Policy outlines the guiding principles, responsibilities, and procedures required to promote a safe, respectful, inclusive, and athlete-centred sporting environment across all Uganda Athletics programmes and activities.

5. POLICY PURPOSE

Athletics plays a vital role in the development and well-being of individuals and communities in Uganda. As participation in sport continues to grow, it is essential to ensure that all environments where athletics take place are safe, inclusive, and respectful of the rights and dignity of everyone involved.

The purpose of this Policy is to prevent all forms of harm affecting athletes, participants and any other vulnerable person involved and engaged in the sport of athletics in Uganda.

Specific objectives:

This Policy is intended specifically to:

- i. establish transparent reporting and case management systems;
- ii. promote child protection, athlete welfare, and safe sport;
- iii. ensure compliance with national and international safeguarding standards;
- iv. strengthen UA's organizational accountability frameworks;
- v. provide clear expectations for all stakeholders;
- vi. support survivors and ensure access to timely, confidential assistance; and
- vii. foster a culture of zero tolerance against abuse and misconduct.

6. POLICY SCOPE

This Policy applies to all individuals and entities involved in or associated with Uganda Athletics activities, regardless of their role or level. Those covered include athletes of all age groups, coaches and technical officials, chaperones, medical and physiotherapy personnel. It also includes Executive Board members, staff, volunteers, parents, guardians, family members of the athletes and participants.

The scope of this Policy covers service providers at any Uganda Athletics sanctioned events, activities and programmes such as Local Organizing Committees, vendors, contractors, sponsors, partners, accommodation and transport providers, event/logistics staff, drivers, media and content creators. Other focus areas are athletics clubs, academies, educational institutions, and training centers.

The Policy applies to physical, verbal, written, and digital interactions, both in person and online, across all settings where UA-sanctioned activities take place.

7. LEGAL AND POLICY FRAMEWORKS

This Policy aligns with and complies with a comprehensive set of legal and regulatory standards at national, sector, and international levels, ensuring the protection and accountability of all individuals involved in UA-sanctioned activities.

Legal & Policy Framework: Three-Tier Pyramid

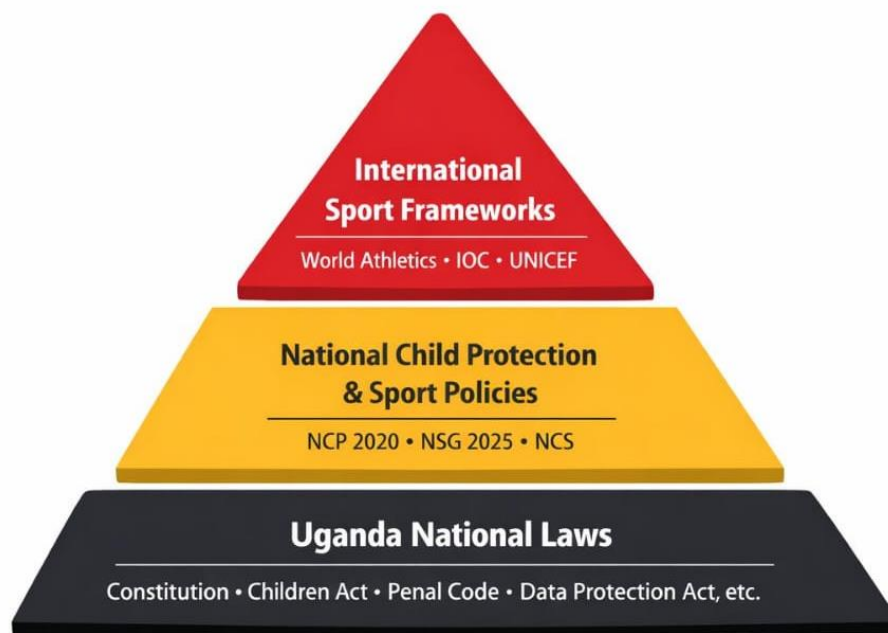


Figure 2: The Legal & Policy Framework indicating the 3-Tier Pyramid

7.1 Ugandan national laws

The Policy is grounded in the full body of Ugandan national laws, including the Constitution of the Republic of Uganda, 1995 (as amended); the Children Act, Cap 62; the Penal Code Act, Cap 128; the Domestic Violence Act, Cap 123; the Anti-Pornography Act, Cap 119; and the Prevention of Trafficking in Persons Act, Cap 13.1. The Policy is cognizant of the Data Protection and Privacy Act, Cap 97; the Employment Act, Cap 226; the National Sports Act, Cap 151; and the Constitution of Uganda Athletics (2025).

7.2 Child protection and rights policies

The Policy is further informed by the National Child Policy (2020), the National Safeguarding Guidelines for Children & Young People (2025), the National Gender-Based Violence Policy Framework (2016), the National Child Helpline Guidelines Sauti 116 (2018), the National Referral Pathways for Child Protection (2018), and the Ministry of Education and Sports Guidelines for Safe Education and Co-curricular Activities (2021).

7.3 Sport sector frameworks

Uganda Athletics' approach aligns with international sport sector frameworks including the World Athletics Safeguarding Policy (2024), the World Athletics Safeguarding Rules (2025/2026) and the Confederation of African Athletics Safeguarding Policy. The Policy further aligns to the IOC International Safeguards (2017), the IOC Games-Time Safeguarding Framework (2021), the Uganda Olympic Committee Safeguarding Guidelines (2024/2025), the National Sports Act (2023), and regional and continental safeguarding standards from African sports bodies.

7.4 Legal precedence

In any conflict between this Policy and external frameworks, Ugandan national law shall take precedence. Uganda Athletics will however, endeavour to remain aligned with the obligations of World Athletics and best international safeguarding practices. It shall update this Policy whenever relevant legal or policy frameworks change and shall ensure the Executive Board approves updates within six months of such changes taking effect.

8. RISK CONTEXT & VULNERABILITY

This section provides guidance on possible safeguarding risks in athletics and explains how this Policy addresses them fairly and without discrimination.

8.1 Safeguarding risk context in athletics

Uganda Athletics recognizes that safeguarding risks in athletics primarily stem from power imbalances, dependency, trust relationships, and high-performance pressures rather than from gender alone. These risks may be influenced by age and experience level; coach–athlete power dynamics; selection and funding processes; residential training environments and travel; performance pressure and competition outcomes; and cultural expectations and norms within sport.

Both male and female athletes may face safeguarding risks, though these can present differently. Male athletes may face heightened risks of hazing, emotional abuse, excessive training demands, abuse of authority, and financial exploitation. Female athletes may face heightened risks of sexual harassment, sexual abuse, and gender-based discrimination. This Policy recognizes these differences without assigning blame and implements safeguards fairly across the board.

Safeguarding risks can occur at all levels of sport, grassroots programmes, elite training environments, competitions, camps, and during travel. Safeguarding is therefore a collective responsibility among administrators, coaches, officials, athletes, and athlete support personnel.

9. GUIDING PRINCIPLES

Uganda Athletics is dedicated to promoting a secure, inclusive, respectful, and impartial sporting environment in which all athletes and participants can flourish free from fear of abuse, exploitation, discrimination, or coercion. The following guiding principles form the foundation of UA's safeguarding framework.

The 11 Guiding Principles: Circular Values Wheel



Figure 3: A chart indicating the guiding principles in safeguarding

Best interests of the athlete

The welfare, safety, dignity, and well-being of athletes shall be the primary consideration in all safeguarding decisions and actions.

Zero tolerance for abuse

Uganda Athletics shall not tolerate any form of abuse, exploitation, harassment, neglect, coercion, or misconduct. All breaches shall be addressed promptly, fairly, and proportionately.

Child protection and participation

Uganda Athletics recognizes and upholds the rights of children under the Constitution of Uganda and the Children Act. Children and young people should be protected from harm and, where appropriate, meaningfully engaged in safeguarding discussions affecting them.

Survivor-centred approach

Safeguarding responses should prioritize the safety, dignity, autonomy, and informed consent of survivors. Survivors shall be treated with respect, believed, and supported throughout safeguarding processes.

Non-discrimination and equality

Safeguarding protections apply equally to all individuals regardless of gender, age, ethnicity, disability, religion, sexual orientation, socioeconomic status, or other personal characteristics.

Political neutrality and protection from coercion

No individual shall use their position within UA to compel, pressure, or influence an athlete's political beliefs, affiliations, or activities. No selection, funding, accreditation, or opportunity shall be conditioned on political support. Individuals in official capacities shall maintain institutional neutrality.

Accountability and transparency

Uganda Athletics shall operate transparent safeguarding systems, maintain clear procedures, and hold all covered individuals accountable for their actions.

Confidentiality and data protection

Safeguarding information shall be handled securely and shared strictly on a need-to-know basis in accordance with the Data Protection and Privacy Act 2019 and this policy.

Independence in case handling

Investigations and case determinations shall be conducted independently, free from undue influence, conflict of interest, or interference.

Mandatory reporting

Any person who reasonably suspects abuse, harm, neglect, or exploitation shall report the concern promptly to the Federation Safeguarding Officer (FSO) or appropriate national authority, except where reporting is legally restricted or may increase immediate risk.

Multi-sector collaboration

Uganda Athletics shall collaborate with relevant national authorities (Child and Family Protection Unit (CFPU), Probation and Social Welfare Officers (PSWO), Ministry of Gender, Labour and Social Development (MoGLSD), National Council of Sports (NCS), UOC, Police), civil society partners and international federation to strengthen safeguarding systems and ensure coordinated responses.

10. SAFEGUARDING STRUCTURE, ROLES AND RESOURCES

This chapter sets out Uganda Athletics' commitment to a safe and inclusive environment for athletes, staff, and stakeholders. The following sections outline the organization's governance structure, key roles, and the systems established to ensure effective safeguarding.

“A safe sporting environment is a right, not a privilege.”

UA Safeguarding Structure - Organizational Chart

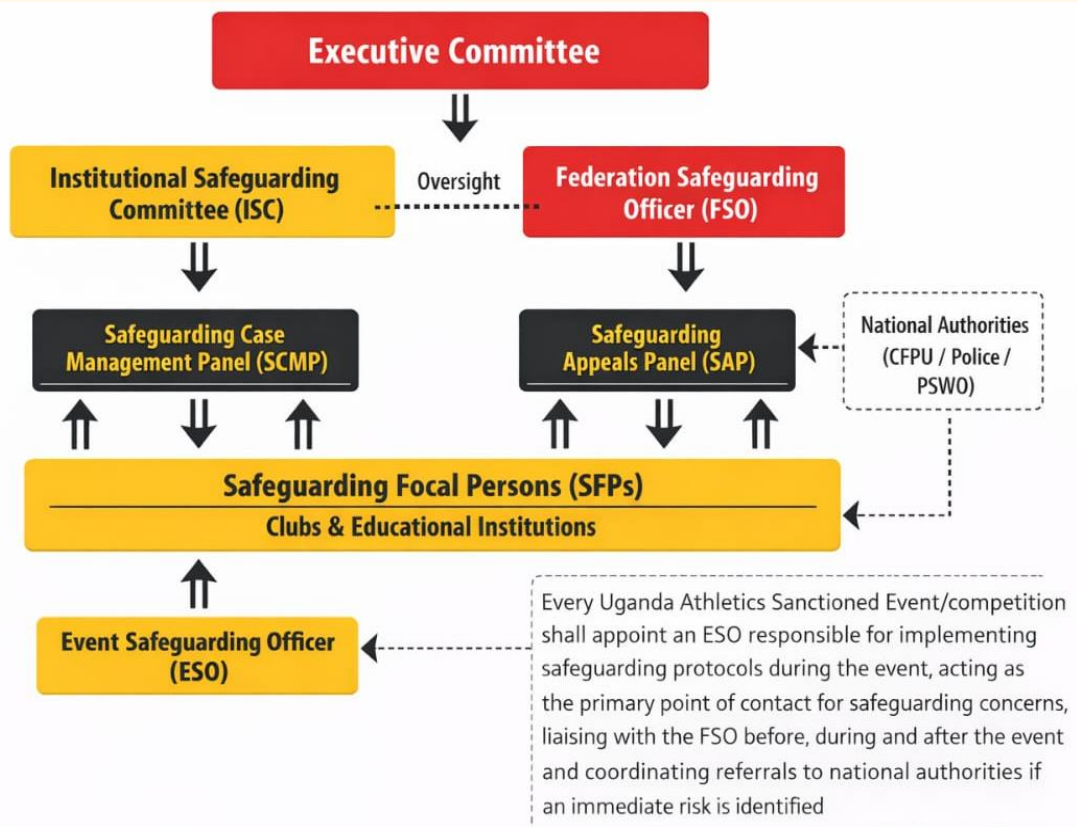


Figure 4: Structure for management of Safeguarding

10.1 Governance and accountability

The UA Executive Board is ultimately responsible for protecting athletes' welfare. It approves this Policy, allocates resources, receives quarterly updates from the FSO, and reviews annual safeguarding reports and ISC recommendations.

10.2 Federation Safeguarding Officer (FSO)

The FSO is the primary point of contact for safeguarding UA activities. The Executive Board appoints a qualified individual with seniority, safeguarding expertise, clear roles, protected time (at least 60%), independence, and relevant qualifications like child protection, social work, or law. The FSO gets support, secure technology, training, and resources to fulfill the duties.

10.3 Institutional Safeguarding Committee (ISC)

The ISC is an independent body providing strategic oversight and advice on safeguarding, welfare, and policy. Its members include at least one external safeguarding expert, one athlete representative, one professional with legal, law enforcement, or child-protection experience, senior UA officials (max 40%), and gender balance where possible, with up to five members.

10.4 Safeguarding Case Management Panel (SCMP)

The SCMP is an independent body tasked with investigating safeguarding cases referred to by the FSO. Members must have expertise in law, child protection, social work, investigative techniques, or sport governance. Most should be independent of UA's daily management, and all must undergo training in trauma-informed practice, child protection law, and Ugandan law.

The panel consists of seven members, with a quorum of five, and the Chair has the casting vote. Members must declare conflicts of interest and recuse when necessary.

10.5 Safeguarding Appeals Panel (SAP)

The SAP hears appeals against SCMP decisions approved by the Executive Committee. It is a separate, independent panel whose members have had no prior involvement in the case, collectively possess legal and/or judicial experience, and are appointed for fixed terms with clear conflict-of-interest protocols.

The panel comprises up to three members, with a quorum of two; at least one member must be legally qualified, and the Chair holds the casting vote. The SAP shall hear appeals on specified grounds, issue written, reasoned decisions within 30 days, and its decisions are final and binding within UA processes.

10.6 Safeguarding Focal Persons (SFPs)

Each affiliated club, educational institution, academy, or training Centre shall appoint a trained Safeguarding Focal Person, submit their name and contact details to the UA FSO within 30 days, and ensure the SFP completes Tier 2 training within three months of appointment and every two years thereafter.

The SFP acts as the primary local contact for safeguarding concerns, promotes codes of conduct and awareness, supports local reporting, completes the annual club self-audit (Annex G), and escalates all concerns to the FSO without delay.

10.7 Other stakeholder responsibilities

Parents and guardians are expected to actively support safeguarding and to report any concerns involving minors. Coaches and support staff are required to follow codes of conduct, attend mandatory training, and report concerns. Athletes and participants are expected to adhere to behavioural standards and report concerns through appropriate channels.

11. CODES OF CONDUCT

The UA adopts a comprehensive Code of Conduct covering athletes of all ages, coaches and assistant coaches, technical officials and judges, medical and physiotherapy personnel, volunteers and support staff, parents, guardians, and family members, as well as media, photographers, content creators, partners, vendors, sponsors, and contractors. Each Code shall specify expected behaviour and professional standards, prohibited conduct and boundaries, specific guidance on physical contact, digital communication, supervision, and duty of care, special provisions for children and vulnerable adults, and the consequences of breach. All Codes shall be developed in consultation with stakeholders, approved by the ISC, and published in full in Annex B. All covered individuals and organizations shall sign the relevant Code as a condition of participation or employment.

12. REPORTING & RESPONSE PROCEDURES

How to Report a Safeguarding Concern: Step-by-Step Visual

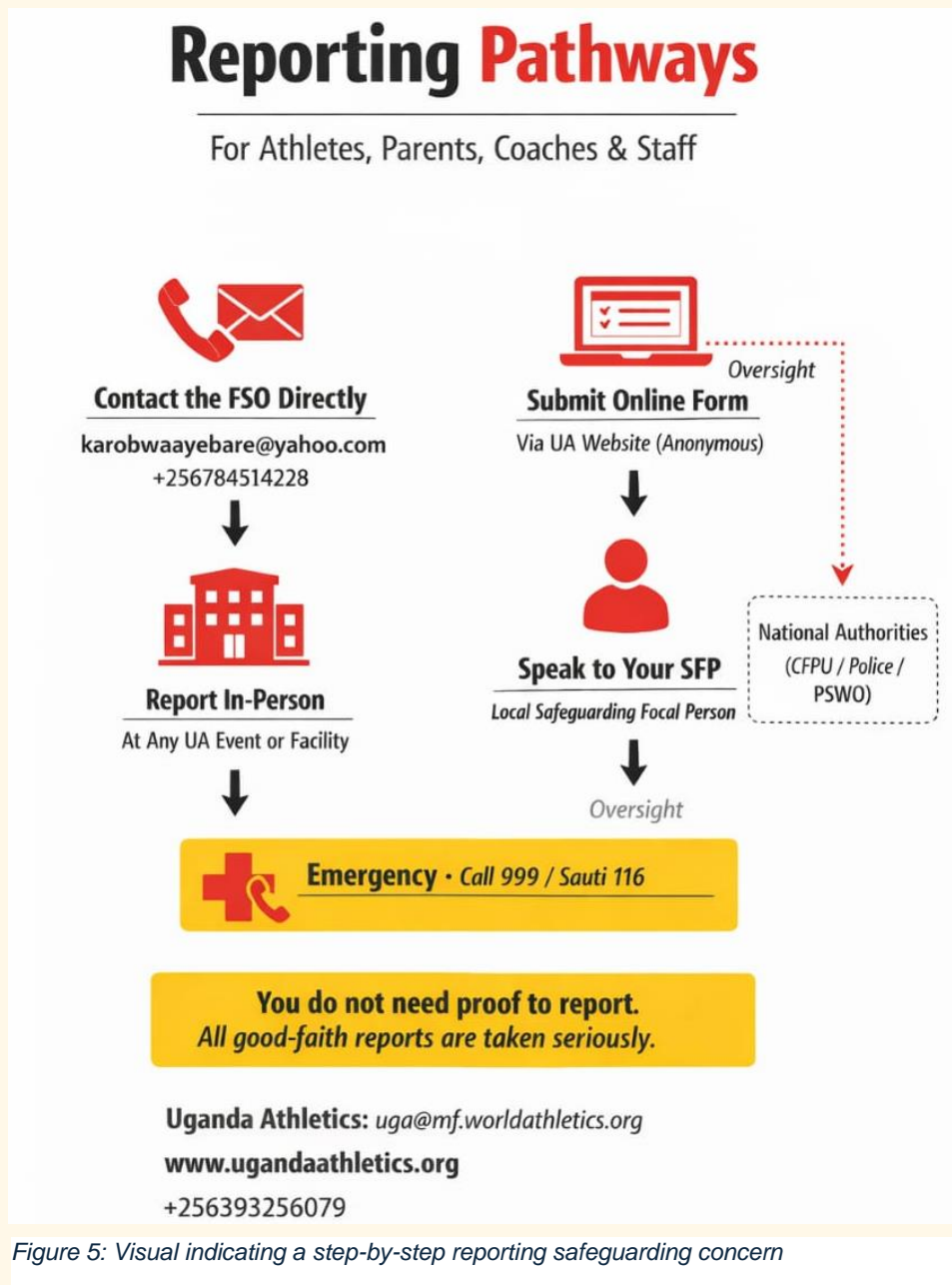


Figure 5: Visual indicating a step-by-step reporting safeguarding concern

12.1 Reporting channels

Safeguarding concerns can be reported by anyone—athletes, coaches, officials, support staff, parents, volunteers, the public—who experience, witness, or suspect harm. Reports can be made via phone, email (see Annex C), anonymous online form on the UA website, in person at UA events or facilities, through Safeguarding Focal Persons at clubs or schools, or by

emergency to authorities like CFPU, PSWO, Uganda Police, or National Child Helpline (Sauti 116).

Reporting a concern does not require proof. Reports made in good faith will be taken seriously and handled fairly.

12.2 Response commitment

Uganda Athletics commits to timely, fair, confidential safeguarding responses. The FSO issues decisions, reviewed by the ISC, within 48 hours. In emergencies, the Executive Committee safeguarding lead acts as a fallback. Decisions are valid for 30 days and require review afterwards.

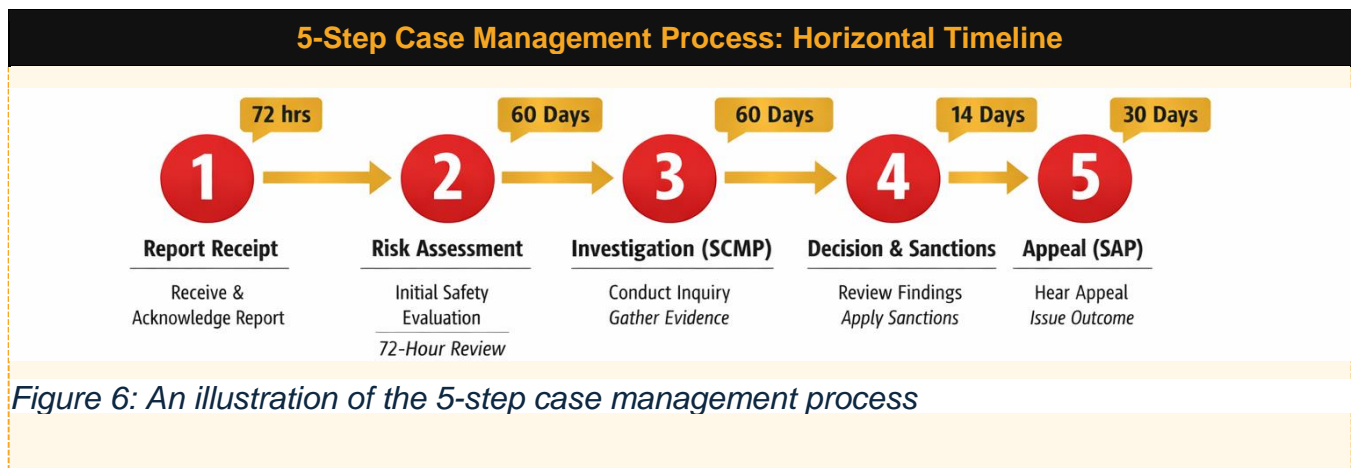
12.3 Mandatory reporting

Anyone suspecting harm, abuse, neglect, or exploitation must report it promptly to the Safeguarding Officer or authority, unless it increases risk or is unlawful. Use the most appropriate safeguarding channel; no hierarchy applies. Good faith reports will not lead to disciplinary action, even if unfounded.

13. CASE MANAGEMENT & INVESTIGATIONS

13.1 Five-step case management framework

All safeguarding cases shall follow the structured five-step framework described below.



1 Report receipt
The FSO receives the report, completes initial acknowledgement, applies data protection protocols, and conducts an impartial preliminary assessment.

2 Risk assessment (within 72 hours)
The FSO conducts a preliminary risk assessment, determines immediate safety measures, and establishes the escalation pathway: SCMP investigation, national authority referral, or monitoring.

3 Investigation (SCMP)

The SCMP (or, where appropriate, national authorities) conduct a formal, impartial, trauma-informed investigation gathering evidence, conducting fair hearings, and maintaining confidentiality throughout.

4 Decision and sanctions

The SCMP makes findings of fact, determines if a policy breach has occurred, and recommends sanctions to the Executive Board for approval.

5 Appeal (SAP)

If the sanctioned party appeals within 14 days, the Safeguarding Appeals Panel reviews the grounds and issues a final decision within 30 days.

13.2 Investigation standards

All investigations shall be trauma-informed, responsive to the psychological and emotional well-being of survivors and affected parties. The investigations shall be impartial, independent, and confidential, with information shared only on a need-to-know basis. All parties shall ensure procedural fairness. Investigations shall typically be completed within 60 days for the initial phase (with extensions possible for complex cases), resulting in written, and reasoned decisions. They shall protect against retaliation and comply fully with applicable Ugandan law.

13.3 Parallel processes

When a case involves potential criminal conduct, the SCMP investigation proceeds alongside Police or Child and Family Protection Unit (CFPU) inquiries, with information shared appropriately in accordance with confidentiality and legal privilege requirements. Uganda Athletics shall not delay safeguarding processes pending criminal proceedings but may suspend disciplinary actions if disclosure could prejudice ongoing investigations. Appeals do not suspend criminal proceedings.

13.4 Rights of the accused person

Individuals accused under this policy have the right to prompt notification, fair treatment, and a reasonable opportunity to review evidence, respond, and present their account with supporting witnesses. They are entitled to fair procedures, including the opportunity to participate in interviews or hearings and to obtain independent advice at their own expense. Proceedings will remain confidential, protection from retaliation is guaranteed, and all procedures comply with applicable Ugandan law.

14. SANCTIONS & DISCIPLINARY MEASURES

14.1 Sanctions for individuals

Where the SCMP determines that a policy breach has occurred, sanctions may be applied proportionately and consistently. These range from a formal written warning or required participation in additional training or counselling, through suspension from specific roles or competitions for a defined period, removal of accreditation, registration, or licensing, to a permanent ban from UA activities and affiliation. In appropriate cases, referral to the World Athletics Integrity Unit (AIU), the Uganda Police, or the CFPU may be made.

14.2 Sanctions for organizations

Where a club, training camp, educational institution, academy, or event organizer fails to comply with this Policy or its safeguarding obligations, sanctions may include a formal improvement notice requiring corrective action within a specified timeframe and mandatory safeguarding training for all officials. Suspension of affiliation, closure of camp and competition privileges, loss of rights to host UA events, mandatory reforms to enhance safeguarding infrastructure, applicable financial penalties, and permanent disaffiliation in cases of serious or persistent non-compliance may be applied.

14.3 Proportionality and consistency

All sanctions shall be applied proportionately to the nature and severity of the breach, applied consistently across similar cases, accompanied by a clear written explanation, and subject to appeal under Section 15.

14.4 Integration with other UA disciplinary frameworks

Once imposed, a sanction automatically takes effect across all relevant areas, including athlete eligibility, coaching licenses, accreditations, employment positions, and club affiliations, without requiring additional decisions or procedures. Uganda Athletics structure/commissions are required to enforce decisions, and a centralized sanctions register is maintained to monitor and facilitate enforcement.

Uganda Athletics adopts a zero-tolerance approach to abuse and prioritizes athlete safety above all outcomes.

15. APPEALS PROCEDURES

15.1 Statutory Right to Appeal

Any individual or organization subject to a sanction or disciplinary measure imposed by the SCMP and approved by the Executive Board may appeal.

15.2 Grounds for Appeal

Appeals are not automatic and must be actively initiated. The right to appeal is regulated by Ugandan law, ensuring that all proceedings strictly follow relevant legal standards. Grounds for appeal include procedural error, the availability of significant new evidence, disproportionality of the sanction, manifest unreasonableness in the decision, or misapplication of the law.

15.3 Appeal Timeline

Appeals must be submitted in writing to the Safeguarding Appeals Panel (SAP) within 14 days of the SCMP decision. The SAP shall issue a written, reasoned decision within 30 days of receipt of the appeal. The SAP's decision is final and binding within UA processes. Late appeals are deemed incompetent unless there are exceptional circumstances.

15.4 Appeals Panel

The Safeguarding Appeals Panel shall comprise independent individuals with legal and/or judicial experience and shall have no prior involvement in the case under review.

16. SURVIVOR AND WHISTLEBLOWER SUPPORT

Survivor Support: Compassionate, Empowering Imagery



Figure 7: An image illustrating the support a survivor needs. **“Support begins with believing”**

16.1 Principles of support

Uganda Athletics is dedicated to delivering survivor-centred and whistleblower-safe support that prioritizes safety and protection from further harm, confidentiality and respect. It ensures prompt access to assistance, the meaningful involvement of survivors in decisions that affect them, non-retaliation and protection from discrimination for survivors, witnesses, and whistleblowers, and access to emotional, medical, psychosocial, and legal support as appropriate.

16.2 Immediate response

Upon receipt of a report, the FSO shall ensure the person at risk is safe and not in imminent danger. The FSO shall consider any risks to the reporter and other witnesses, and provide information about immediate support options and referral pathways. He/she shall facilitate access to emergency medical care if required, and assess and implement interim safety measures such as supervised contact only, changes to training or accommodation arrangements, or no-contact directives.

16.3 Medical support

Uganda Athletics shall ensure survivors have quick access to medical assessment and treatment for any injury, Post-Exposure Prophylaxis (PEP) within 72 hours where sexual abuse is suspected (in coordination with appropriate health facilities), and ongoing medical care as needed.

16.4 Psychosocial and practical support

The Federation shall provide access to confidential counselling or trauma-informed therapy, mental health assessment and follow-up support. The psychosocial shall target support groups or peer support where appropriate, and include practical assistance such as transport, temporary accommodation, and communication with family or caregivers.

16.5 Legal information and guidance

Uganda Athletics shall provide or facilitate access to information on legal rights and options under Ugandan law, assistance in reporting to the Police or CFPU/PSWO when required, advice on available remedies or compensation mechanisms. It shall also provide advocacy or support during proceedings where feasible.

16.6 Survivor support fund

The Federation shall maintain a dedicated Survivor Support Fund to offer prompt, confidential access to the services described in this section. The FSO shall manage this fund in accordance with the National Referral Pathways (Annex D) and shall keep confidential records of assistance provided, in compliance with data protection requirements.

16.7 Protection from retaliation

Uganda Athletics shall ensure that survivors, witnesses, and whistleblowers who make reports in good faith are protected from dismissal, suspension, or demotion; denial of opportunities such as selection, access to facilities, scholarships, or sponsorships. The Federation shall protect survivors, witnesses and or whistleblowers against any harassment, bullying, or social exclusion, and other form of retaliation or discrimination.

Any attempt at retaliation will constitute a breach of this policy and will be treated as a separate, serious disciplinary matter.

16.8 Specific support for whistleblowers

Individuals, who raise safeguarding concerns in good faith, even if those concerns are later found to be unsubstantiated, are entitled to protection and appropriate support. Uganda Athletics shall provide information on the process, indicative timelines, and available support; offer a confidential point of contact for questions or concerns about retaliation; and take reasonable steps to address any worries about negative consequences. Deliberately false or malicious reporting, confirmed through a fair process, may itself be subject to disciplinary action. This provision does not apply to reports made in good faith where concerns are not ultimately upheld.

17. DATA PROTECTION & CONFIDENTIALITY

17.1 Data Protection Principles

All safeguarding records and personal information shall be collected, used, and stored in accordance with the Data Protection and Privacy Act 2019. They shall be safely stored in a locked cabinet or encrypted digital system accessible solely to authorized personnel and used solely for lawful safeguarding purposes. The records shall be retained for a minimum of seven years after the case closure, and then securely destroyed unless legal requirements specify a longer period. They can be shared only on a need-to-know basis with individuals and organizations that have legitimate safeguarding, legal, or regulatory interests.

17.2 Confidentiality obligations

All individuals involved in safeguarding, including the FSO, SCMP, SAP, SFPs, and ISC members, shall maintain strict confidentiality regarding the identity of the survivor and any alleged perpetrator (except where disclosure is legally required). Details of the alleged harm, case investigation and decision-making processes, and any medical, psychological, or social information about the survivor must be kept confidential. Any breach of confidentiality shall be treated as a serious disciplinary matter.

17.3 Information sharing with authorities

Notwithstanding confidentiality obligations, the FSO shall share information with national authorities, including the Police, CFPU, PSWO, and MoGLSD, as required by law or where necessary to protect a child from harm. The FSO is obliged to share information with WA, AIU and any other relevant international body where necessary and relevant. Such sharing shall be appropriately documented and shall not be delayed by privacy concerns when a child is at risk.

17.4 Anonymized reporting

When producing annual safeguarding reports, trend analyses, and communications, all information shall be anonymized to prevent the identification of individuals while maintaining transparency about the nature and scale of safeguarding concerns.

18. SAFEGUARDING IN EVENTS & COMPETITIONS

Uganda Athletics Event: Safe, Well-Organized Competition



Figure 8: A safe and well-organized competition

18.1 Event Safeguarding Officer

Every UA organised or sanctioned event whether by itself, a club, a third party or through an Organizing Committee shall appoint an Event Safeguarding Officer (ESO) responsible for implementing safeguarding protocols during the event. The ESO shall act as the primary point of contact for safeguarding concerns, liaising with the FSO before, during, and after the event. He/she shall be responsible for coordinating referrals to national authorities if an immediate risk is identified.

18.2 Event safeguarding requirements

All athletics events (competitions, training camps, workshops, etc.) shall include an Event Safeguarding Risk Assessment (template in Annex F) completed before the event. Where boarding services are required, the organisers shall ensure secure accommodation with gender-appropriate facilities and adequate supervision are provided and monitoring of unsupervised areas.

The organisers shall ensure codes of conduct are prominently displayed and supervised social activities enforced. There shall be clear reporting channels visible to all participants through posters, announcements, and briefings and a pre-event safeguarding briefing for all staff and officials. Display of Sauti 116 National Child Helpline number and emergency contact information shall be made available.

Transportation of athletes to and from the event venues shall ensure safety of transport arrangements; for instance avoiding use of vehicles unauthorized for persons and those with mechanical problems and night travels.

18.3 International competitions

For international competitions including World Athletics Series events, One-day meetings, Continental Tours and championships and Multisport Games, the UA shall comply with additional safeguarding protocols set by World Athletics, the IOC, or the relevant international body. The UA shall designate a Deputy Safeguarding Officer to support the FSO; follow the WA and or IOC Games-Time Safeguarding Framework (Annex F).

The Federation shall ensure all team officials; coaches, general officials, chaperones, and medical staff and any other person on the team have completed Tier 2 or Tier 3 training. In preparation for the Multisport Games, the AU shall participate in pre-Games safeguarding coordination meetings with other sports codes, delegations and the host.

19. SAFEGUARDING IN CLUBS, TRAINING CAMPS, ACADEMIES AND EDUCATIONAL INSTITUTIONS

Affiliated clubs, educational institutions, academies, and training centres are fundamental to implementing safe sport and are expected to operationalize this policy at the local level.

19.1 Club/camp safeguarding requirements

Each affiliated entity must appoint a trained Safeguarding Focal Person, submit their name and contact details to the UA FSO within 30 days of appointment, and ensure the SFP completes Tier 2 safeguarding training within three months of appointment and every two years thereafter.

Codes of Conduct (Annex B) shall be displayed visibly in training facilities, changing rooms, and common areas; shared in writing with all members at registration; and discussed at inductions and annual meetings. Safeguarding shall be a standing agenda item at annual meetings, club leadership shall receive annual safeguarding training and develop a local safeguarding action plan aligned with this policy.

Each affiliated entity must complete and submit the Club Safeguarding Self-Audit (Annex G) to the FSO by 31 March each year and develop action plans to address any identified gaps.

19.2 Uganda Athletics support to clubs and affiliates

Uganda Athletics shall provide clubs, academies and District Associations with this policy, the Codes of Conduct, and all annexes. It shall also offer Tier 2 training for SFPs and club officials at least annually and provide templates and tools (self-audit, risk assessment, local reporting form) where possible.

The Federation shall conduct random on-site safeguarding compliance checks; and offer guidance and mentoring to SFPs.

19.3 Non-compliance and consequences

Persistent non-compliance, including failure to appoint a trained SFP, failure to display codes of conduct, failure to conduct training, or failure to submit annual audits, shall result in a formal improvement notice with a 90-day remediation period. If not remediated, affiliation and competition privileges shall be suspended.

Serious or repeated non-compliance shall result in disaffiliation and public notice of the reason for removal.

20. PARTNER & VENDOR COMPLIANCE

20.1 Safeguarding Agreements

All partners, vendors, sponsors, contractors, and service providers, including accommodation providers, transport companies, medical suppliers, and media organizations, shall sign a UA Safeguarding Agreement as a condition of engagement for any athletics event where their services would be required. They shall commit to comply with the core principles of this policy, and designate a safeguarding contact person.

20.2 Compliance requirements

Partners and vendors must ensure their staff are aware of and respect UA's safeguarding expectations; train their personnel in relevant aspects of this policy (at minimum to Tier 1 awareness level); comply with safe recruitment, vetting, and conduct standards for any staff interacting with athletes; report any safeguarding concerns to the FSO within 24 hours. They should cooperate fully with safeguarding investigations where necessary and not knowingly employ individuals with a history of abuse or safeguarding concerns.

20.3 Consequences of non-compliance

Failure to comply with safeguarding requirements may result in a formal improvement notice, suspension or termination of the partnership or contract, and public notification of the breach and the cause of termination.

21. SAFEGUARDING IN REFUGEE & COMMUNITY CONTEXTS

21.1 Commitment to inclusion

Uganda Athletics is committed to offering safe, inclusive opportunities for refugees, displaced athletes, and individuals from marginalized or low-income communities, while maintaining the highest safeguarding standards.

21.2 Collaboration and coordination

The Federation shall work with United Nations High Commission for Refugees (UNHRC), the Office of the Prime Minister, humanitarian and civil society organizations, to understand the

specific vulnerabilities of refugees and community-based athletes. It shall coordinate with national authorities, community leaders, and local NGOs on safeguarding protocol and ensuring data sharing agreements are in place for cases involving refugee athletes. In addition, it shall provide accessible reporting channels, including translation support where needed.

21.3 Enhanced safeguarding in community settings

The UA shall conduct contextualized risk assessments in refugee camps, settlement communities, slum communities, and other contexts of vulnerability where there is presence of refugee athletes. It shall ensure adequate supervision and chaperonage (especially for minors) and provide clear, accessible reporting channels in relevant local languages.

Community level training of focal persons with particular focus on cultural sensitivity and trauma awareness shall be organised and the UA shall coordinate with local child protection structures to implement extra safeguarding measures during athletics training and competitions.

21.4 Survivor support and referral

For refugees and community athletes who experience harm, UA shall ensure swift referral to appropriate national and humanitarian services. It shall ensure coordination with humanitarian partners, protection from refoulement or administrative penalties arising from disclosure of harm, and culturally appropriate support and advocacy.

22. SAFE RECRUITMENT & VETTING

22.1 Recruitment Principles

Uganda Athletics and all affiliated members/organizations shall ensure safe recruitment practices by clearly documenting the safeguarding responsibilities of each role. This shall include safeguarding clauses in all job descriptions and person specifications, advertising widely to attract diverse and qualified candidates, conducting thorough reference checks, and verifying academic and professional qualifications.

22.2 Vetting requirements

All coaches, officials, medical staff, SFPs, and support staff shall undergo criminal background checks as required by Ugandan law. Each person shall be obliged to provide a minimum of two professional references; complete a disclosure form confirming they have not been convicted of, charged with, or made subject to restraining orders related to abuse, violence, or exploitation. Each shall confirm acceptance of and commitment to this policy and relevant Codes of Conduct in writing.

22.3 Conditional recruitment

Individuals with any history of criminal conviction for violence, abuse, drug trafficking, or related offences; restraining orders or protection orders; allegations of abuse (even if not formally prosecuted); or previous safeguarding concerns in sport or related sectors shall NOT be recruited unless they have undergone a risk assessment by the ISC and been explicitly cleared for UA involvement.

22.4 Ongoing vetting and monitoring

All individuals shall be subject to periodic review, and any new information regarding safeguarding concerns shall trigger an immediate suitability assessment.

23. SAFEGUARDING, COMMUNICATION, VISIBILITY AND TRAINING

23.1 Safeguarding Training Framework

UA shall implement a three-tier mandatory safeguarding training framework. Each tier targets a specific audience and builds progressively on the previous level.

TIER 1 TRAINING	<p>FOR: All athletes, staff, volunteers, contractors, and partners at the point of registration or engagement</p> <p>Awareness of core policy principles and UA's safeguarding commitment; forms of harm and how to recognize them; Codes of Conduct and behavioural expectations; how and where to report concerns; non-retaliation commitment and support available; age-appropriate content for child athletes. Delivered as an online module (45 min), in-person briefing, or hybrid. Required upon registration and refreshed every two years.</p>
TIER 2 TRAINING	<p>FOR: Coaches, technical officials, medical staff, SFPs, team managers, and chaperones</p> <p>Recognition of signs and symptoms of harm; power dynamics and boundary-setting; confidentiality and data protection; reporting and escalation procedures; safe travel and accommodation; working with children and vulnerable adults; digital safeguarding and online conduct; supporting survivors; crisis response and emergency protocols. One-two-day in-person workshop with practical exercises and scenario work. Online World Athletics Certificate in Safeguarding Essential can also work. Required before accreditation or role assignment, refreshed every two years.</p>
TIER 3 TRAINING	<p>FOR: FSO, ISC members, SCMP members, SAP members, and senior UA leadership</p> <p>Case management and investigation procedures; trauma-informed interviewing; working with national authorities and multi-agency coordination; applicable Ugandan law; legal evidence and burden of proof; appeals procedures and fairness principles; managing complex or high-profile cases; personal resilience and vicarious trauma; appellate procedure and statutory interpretation. Two- to three-day intensive workshop by expert trainers. Any certificate on similar training by international sports organizations e.g. WA, IOC can suffice. Required before appointment, repeated annually.</p>

23.2 Training delivery and compliance

Uganda Athletics shall deliver mandatory training to all covered individuals in the sport, maintain detailed records of training completion (name, date, tier, and trainer), and enforce minimum training standards as a condition of accreditation, selection, and licensing. Each participant shall refresh training every two years. The Federation shall adapt the content and delivery for different literacy levels, languages, and abilities and use qualified trainers with safeguarding expertise for the trainings. The training shall include monitoring participation and completion rates. The training reports shall be submitted to the Executive Board.

23.3 Communication and visibility

The UA shall ensure this policy, codes of conduct, and reporting channels are communicated prominently and regularly through multiple channels. This shall include physical visibility at UA offices, training facilities, event venues, and clubs; digital visibility on the UA website with athlete friendly and accessible versions.

The Federation shall run ongoing awareness through social media, newsletters, and email communications and stakeholder engagement through athlete forums, feedback sessions with coaches and officials, and consultation with parents and guardians.

24. FINANCING & RESOURCING OF SAFEGUARDING

Safeguarding Budget Allocation: Pie or Bar Chart Breakdown

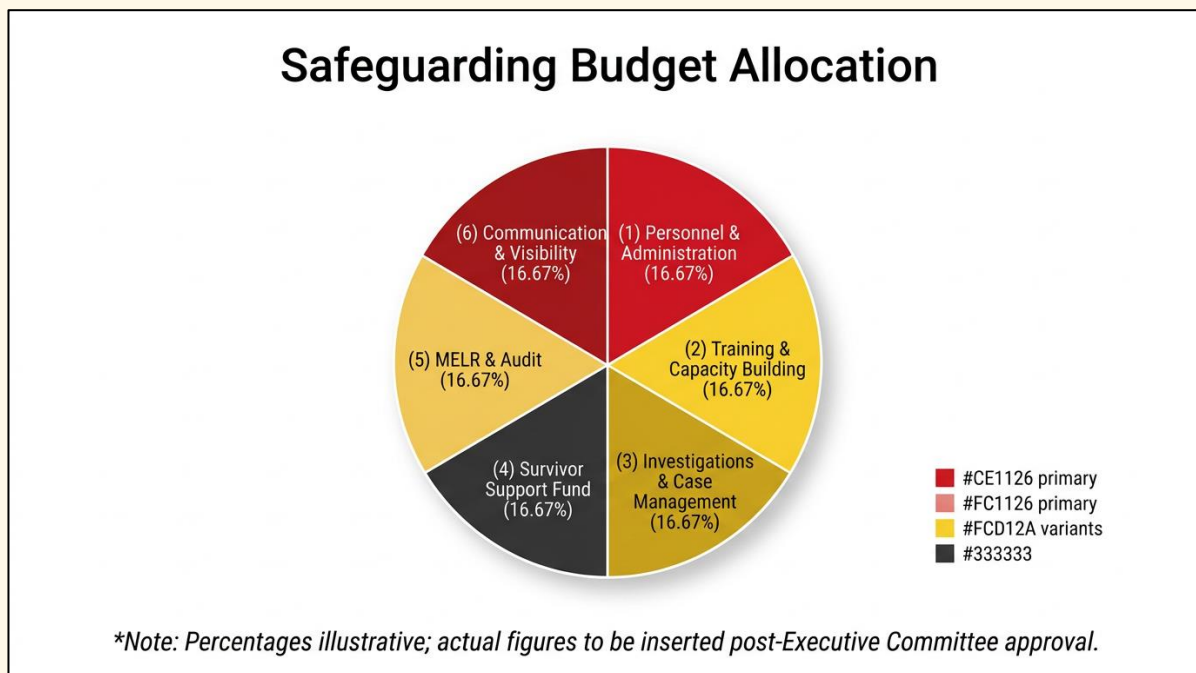


Figure 9: A chart indicating a proposed budget allocation for safeguarding

24.1 Budget Commitment

Uganda Athletics shall demonstrate institutional commitment to safeguarding by ring-fencing an annual safeguarding budget, approved by the Executive Board to ensure this Policy can be effectively implemented, monitored, and continuously improved. The safeguarding budget shall be clearly identified in UA's annual budget allocation, protected from year-to-year cuts unless offset by demonstrable efficiency gains, and regularly reviewed to ensure adequacy given case volume, training needs, and emerging risks.

24.2 Eligible safeguarding expenditures

The safeguarding budget shall cover, at a minimum, the following expenditure categories.

- i. Personnel and administrative support including the FSO's stipend, MELR expenditure covers the annual independent audit, secure data management systems, production of the annual safeguarding report, and impact evaluation
- ii. Training and capacity building covering all Tier 1, 2, and 3 trainings, annual refresher training, and fees for external expert trainers and facilitators.
- iii. Investigations and Case Management encompasses legal fees or expert advice for complex cases, investigator fees where external investigators are commissioned, interpreter or translation services, and secure facilities for sensitive meetings.
- iv. Survivor support fund in case of medical assessment and treatment, Post-Exposure Prophylaxis where appropriate, psychosocial counselling and mental health support, legal guidance and advocacy, and emergency safe accommodation are required
- v. Communication and visibility including development, translation, and printing of safeguarding materials, as well as digital platforms, advertising, and campaigns.

The above cost areas shall be reviewed and amended annually based on the status of safeguarding in the sport and country.

24.3 Resourcing affiliates and events

Uganda Athletics shall mobilize additional resources from government agencies, and partners to support the implementation of club-level safeguarding. It shall provide model templates, training materials, and guidance tools for clubs at no cost. In addition, it shall support high-risk environments with additional resources or technical assistance; and ensure that club compliance and training costs do not create a barrier to participation in UA activities.

24.4 Budget accountability

The FSO, with the ISC, shall track safeguarding expenditure against budget allocation, provide a detailed financial report to the Executive Board annually, justify variances and ensure efficient use of resources. Where possible, identify gaps or unfunded needs, and recommend budget adjustments as required.

25. IMPLEMENTATION FRAMEWORK AND POLICY ACKNOWLEDGEMENT

12-Month Implementation Roadmap - Phased Timeline

12-Month Implementation Roadmap – Phased Timeline

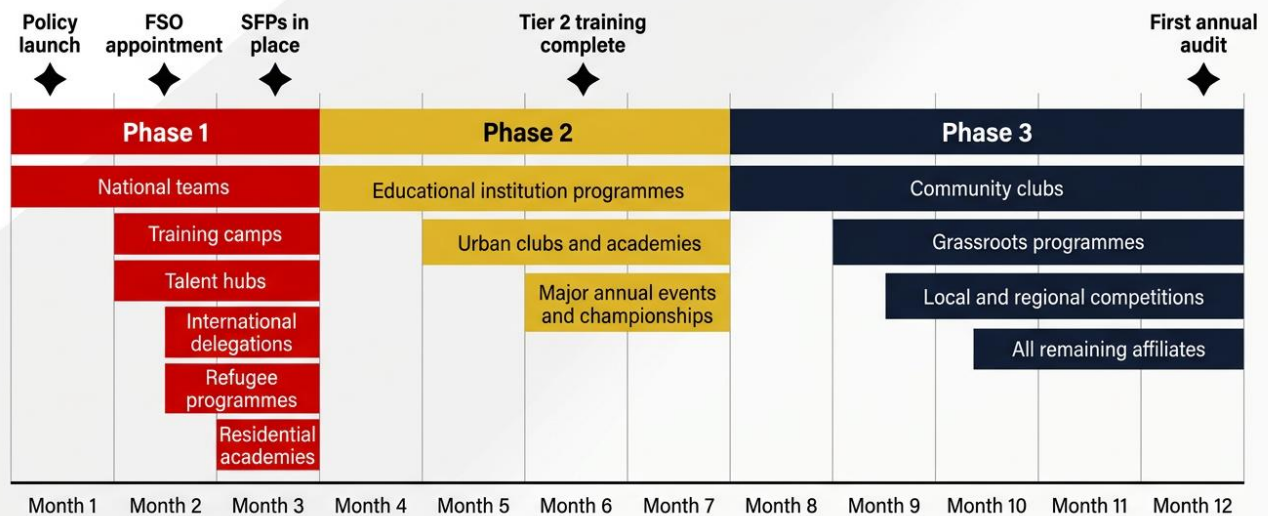


Figure 10: An illustration of the 12-month implementation roadmap timeline

25.1 12-Month implementation plan

Within 60 days of Executive Board approval of this Policy, the FSO shall develop and submit a detailed 12-month implementation plan for endorsement. A club compliance roadmap and a communication plan for the Policy shall be shared with all stakeholders.

25.2 Risk-based phasing

Implementation shall be risk-based, prioritizing environments with higher vulnerability and exposure.

Phase	Priority Environments
Phase 1 (Months 1 - 3)	National teams and training camps; talent identification and development hubs; international competition delegations; refugee and settlement-based programmes; residential academies.

Phase 2 (Months 4 - 6)	Educational institution athletics programmes and inter-institutional competitions; urban clubs and academies (particularly large, competitive clubs); major annual events and championships.
Phase 3 (Months 7 - 12)	Community clubs and grassroots programmes; local and regional competitions; all remaining affiliates.

25.3 Policy dissemination and awareness



Uganda Athletics shall ensure that all individuals and entities within the scope of the Policy receive the policy and understand their key obligations through direct circulation of the full or popular versions. In-person briefings, webinars and integration into induction processes for new athletes, staff, and volunteers shall be conducted. Digital publication on the UA website with accessible and user-friendly versions, and where possible, translations into multiple languages or local dialects shall be done.

25.4 Mandatory acknowledgement

All individuals and clubs/affiliates involved in UA activities, events and programmes must acknowledge receipt, understanding, and agreement to the Policy and relevant Codes of Conduct. The core areas shall including reporting, non-retaliation, safeguarding training, and appeal procedures. This acknowledgement, recorded in writing, must be retained, reviewed annually, and used for compliance. Failure to acknowledge may result in disqualification, exclusion, or suspension.

“You do not need proof to report a concern. Acting in good faith is

Safeguarding is everyone’s responsibility, regardless of role or level.

26. MONITORING, EVALUATION, LEARNING & REPORTING (MELR)

Uganda Athletics shall institutionalize a culture of learning and accountability by systematically monitoring safeguarding practices, evaluating their effectiveness, and using evidence to improve policies, procedures, and environments.

26.1 Annual safeguarding audit

An independent body shall conduct annual safeguarding audit across UA structures and a representative sample of affiliated clubs, educational institutions, and academies to assess compliance with this policy. The audit shall review governance structures and functionality, reporting systems and case management processes, training compliance and delivery, club and affiliate compliance and event safeguarding arrangements. It shall also include Code of Conduct dissemination and awareness, survivor support and data protection practices, and financial resourcing. The audit report shall be presented to the Executive Board and the ISC, along with recommendations for improvement.

26.2 Centralized case register

The FSO shall maintain a secure, centralized safeguarding case register that captures all concerns, reports, and allegations received; actions taken; outcomes and sanctions imposed; and the date of closure. Identifiable data is accessible only to authorized personnel on a need-to-know basis, while anonymized data is used for trend analysis and learning.

26.3 Training and compliance database

Uganda Athletics shall maintain an up-to-date database of all individuals who have completed mandatory safeguarding training, recorded by tier, role, date of completion, and expiry date. This database shall be used to enforce minimum training requirements prior to accreditation, selection, or licensing. The same shall be used to track completion rates, identify gaps, prioritize future training, and demonstrate compliance with external bodies' requirements.

26.4 Annual safeguarding report

The FSO, with ISC support, shall produce a comprehensive annual safeguarding report summarizing the number and category of concerns/issues received, actions taken and outcomes (anonymized) and investigations completed. The report shall include sanctions imposed, training delivered and participation rates, audit findings and corrective actions, key learnings and emerging risks, policy amendments, survivor support statistics, and budget expenditure.

This report shall be presented to the Executive Board and ISC. It shall be shared with WA, UOC, NCS, and MoGLSD, and made publicly available in summary form on the UA website.

27. POLICY REVIEW & AMENDMENT

27.1 Annual Review

This policy shall be reviewed annually by the ISC, with findings and recommendations presented to the Executive Board by 31 December.

27.2 Triggers for review

In addition to the annual cycle, this Policy shall be reviewed upon significant safeguarding incidents or cases that reveal policy gaps. Reviews may be initiated in align with changes to relevant Ugandan national laws or regulations and updates to World Athletics, IOC, or regional safeguarding frameworks as well as recommendations from the annual audit; or requests from the Executive Committee or ISC.

27.3 Consultation and approval

Any proposed amendments shall be consulted with the FSO, ISC, key affiliates, athlete representatives, and relevant external partners. These shall be submitted to the Executive Board for approval. Such submission shall be endorsed in writing with a clear statement of the reason for the change, given a specified date of effect and communicated immediately to the Federation.

27.4 Monitoring policy effectiveness

Uganda Athletics shall monitor the effectiveness of this Policy through annual safeguarding audits, case data trends and learnings, stakeholder feedback from athletes, coaches, officials, and clubs, compliance rates with mandatory training, and feedback from external partners and national authorities.

28. ANNEXES

The annexes supplement the Uganda Athletics Safeguarding, Protection and Welfare Policy 2026 by offering tools, templates, protocols, and guidance for implementation, monitoring, and enforcement across all programs, events, clubs, institutions, academies, and partners. They should be read with the main policy and updated as standards or needs evolve.

ANNEX A: Safeguarding Reporting Tools

The following form may be completed by any person who has a safeguarding concern. Reports may be made anonymously.

SAFEGUARDING INCIDENT REPORT FORM

SECTION 1 - REPORTER DETAILS (OPTIONAL)

Full Name: _____ Role/Relationship: _____

Contact Information: _____ Remain anonymous? Yes No

SECTION 2 - DETAILS OF PERSON AT RISK

Name: _____ Age/DOB: _____ Gender: _____ Role: _____

Club/Institution: _____

SECTION 3 - DETAILS OF THE CONCERN

Describe what happened, when, where, and who was involved:

SECTION 4 - IMMEDIATE SAFETY

Is the person at risk in immediate danger? Yes No Unsure

Actions already taken: _____

SECTION 5 - DECLARATION

I confirm the information provided is accurate to the best of my knowledge.

Signature: _____ Date: _____

CONFIDENTIALITY NOTICE: All information will be handled confidentially in accordance with the Uganda Athletics Safeguarding Policy and applicable laws.

ANNEX B: Codes of Conduct for All Roles

The following Codes of Conduct apply to all covered individuals and shall be signed as a condition of participation or engagement with Uganda Athletics activities.

General Code of Conduct (applies to all)

All individuals shall: treat everyone with dignity and respect; always maintain professional boundaries; report safeguarding concerns promptly; and cooperate fully with all safeguarding processes.

Code of Conduct for Athletes

Athletes shall: respect teammates, officials, and opponents; refrain from bullying, harassment, hazing, or intimidation; and not engage in sexual relationships with minors under any circumstances.

Code of Conduct for Coaches and Technical Officials

Coaches and technical officials shall: act as positive role models always; maintain appropriate physical and emotional boundaries with athletes; and not engage in abuse of power, coercion, or exploitation.

Code of Conduct for Support Personnel and volunteers

Support personnel and volunteers shall: respect the confidentiality of all safeguarding information; and report any concerns to the FSO or SFP immediately.

Code of Conduct for Administrators and Officials

Administrators and officials shall: promote a safe and ethical sporting environment; declare any conflicts of interest; and not interfere with safeguarding processes, investigations, or decisions.

Code of Conduct for Contractors and Partners

Contractors and partners shall: comply with UA safeguarding standards and expectations; cooperate fully with any safeguarding investigation; and understand that breaches of this Code may result in termination of contracts.

Any breach of this Code of Conduct may result in disciplinary, administrative, or legal action.

ANNEX C: Safeguarding structure, organogram and contact details

This Annex outlines the safeguarding governance structure of Uganda Athletics, clarifying roles, reporting lines, escalation pathways, and official safeguarding contacts. Uganda Athletics operates a multi-tier safeguarding governance structure designed to ensure prevention, early reporting, effective case management, and survivor-centred responses.

The Federation Safeguarding Officer serves as the primary safeguarding lead, receives and records all reports, conducts initial risk assessments, and acts independently and free from undue influence. The ISC provides strategic oversight, reviews and approves interim measures, and ensures policy compliance across departments. The SCMP conducts investigations, makes findings, recommends sanctions, and operates independently with no conflict of interest. Safeguarding Focal Persons, appointed at the club and institutional level, act as first points of contact and liaise with the FSO on all safeguarding matters.

Safeguarding concerns may be reported to an SFP, the FSO, or directly to statutory authorities. SFPs must escalate all concerns to the FSO immediately. The FSO escalates cases to the SCMP or statutory authorities based on risk assessment. The ISC provides oversight but does not interfere in investigations.

Official Safeguarding Contacts

Federation Safeguarding Officer (FSO)

Email: safeguarding@ugandaathletics.org | Phone: +256 777 752923
karobwaayebare@yahoo.com +267784514229

Emergency Contacts

Uganda Police Force: 999 / 112 | Child & Family Protection Unit (CFPU)
Probation and Social Welfare Officer (PSWO) | Sauti 116 Child Helpline

Note: Contact details shall be reviewed and updated periodically to ensure accessibility and effectiveness.

ANNEX D: National Referral Pathways & Survivor Support Protocol

This Annex guides referral pathways and survivor support mechanisms to ensure timely, lawful, and survivor-centred responses to safeguarding concerns within Uganda Athletics. UA is committed to a survivor-centred approach that prioritises safety, dignity, confidentiality, and informed consent. Referrals shall be made promptly where required by law or where a person is at risk.

National referral pathways

Safeguarding cases may be referred to the Uganda Police Force (for criminal offences), the Child and Family Protection Unit (for cases involving children), the Probation and Social Welfare Officer, health facilities (for medical treatment and forensic support), or psychosocial support services for counselling and trauma care.

Emergency response procedures

Where there is an immediate risk to life or safety, emergency services shall be contacted without delay. The safety of the survivor takes priority over all other considerations, and the FSO shall be informed as soon as practicable.

Survivor-centred support principles

All responses shall respect the survivor's wishes and consent, avoid re-traumatization, maintain confidentiality, be non-discriminatory and inclusive, and ensure continuity of care by coordinating with statutory and non-statutory service providers. Information sharing shall be limited to what is necessary and lawful.

Confidentiality and Consent

Survivor consent shall be obtained before referral, except where mandatory reporting obligations apply or where failure to act may result in serious harm.

ANNEX E: Digital and Online Safeguarding Guidelines

This Annex guides safeguarding in digital and online environments to prevent abuse, exploitation, harassment, and misuse of technology within Uganda Athletics activities. These guidelines apply to all digital platforms used in connection with Uganda Athletics, including social media, messaging applications, websites, live streams, virtual training platforms, and electronic communication, and align with the Computer Misuse Act, the Data Protection and Privacy Act, and this policy.

Online Communication Standards

Digital communication must be professional, respectful, and appropriate. One-to-one private messaging between adults and child athletes should be avoided where possible. Where unavoidable, communication must be transparent and copied to a parent, guardian, or relevant official.

Social Media Conduct

Athletes and staff shall use social media responsibly. Content that is abusive, discriminatory, sexualized, or threatening is strictly prohibited. Personal boundaries must always be respected.

Image and Video Sharing

Images and videos of athletes, particularly children, shall only be shared with informed consent. No images shall be shared that compromise an athlete's dignity or safety. Live streaming must incorporate risk considerations for safeguarding.

Cyber Abuse, Grooming, and Online Exploitation

Cyberbullying, online harassment, grooming, and threats are strictly prohibited. Any suspected digital abuse shall be reported immediately using the Annex A reporting tools. Harmful content should be preserved where safe to do so. Uganda Athletics may restrict digital access pending investigation. Digital misconduct may result in disciplinary action and referral to authorities.

ANNEX F: Event safeguarding checklist and protocol

This Annex provides safeguarding guidance for competitions, training camps, travel, and events organized or sanctioned by Uganda Athletics. It applies to all UA events, including local competitions, national championships, training camps, international travel, and Games-time environments and aims to ensure safe environments before, during, and after every event.

Pre-Event safeguarding risk assessment

Event organizers shall complete a safeguarding risk assessment prior to any event, considering the presence of children and young athletes; accommodation and transport arrangements; supervision ratios; medical and emergency access; changing facilities and privacy; and accessibility and inclusion needs.

Event safeguarding roles and responsibilities

The event organizer bears overall responsibility for safeguarding compliance. The Event Safeguarding Lead coordinates safeguarding measures on site, while all volunteers and staff are expected to observe, report, and comply with safeguarding requirements.

On-site reporting and response

Safeguarding concerns shall be reported immediately to the Event Safeguarding Lead or FSO. Immediate risks require urgent action and, if necessary, the involvement of emergency services. All incidents must be documented using Annex A reporting tools.

Travel, camps, and overnight stays

separate accommodation arrangements shall be maintained for adults and minors, with appropriate supervision ratios always. Clear rooming policies and curfews shall be established and enforced. Compliance with World Athletics and IOC safeguarding frameworks shall be maintained in international Games-time environments.

ANNEX G: Club, Camp and Academy Safeguarding Compliance Toolkit

This Annex provides a practical toolkit to support clubs, educational institutions, academies, and community athletics programmes in implementing this policy. It applies to all clubs, educational institutions, academies, and community athletics structures affiliated to or operating under the authority of Uganda Athletics.

Minimum safeguarding standards

All affiliated entities must adopt this safeguarding policy, appoint a Safeguarding Focal Person, ensure awareness of reporting procedures, comply with Codes of Conduct, and maintain safe recruitment and supervision practices.

Safeguarding Focal Person (SFP) - role description

The SFP serves as the first point of contact for safeguarding matters at the club or institutional level. Key responsibilities include receiving safeguarding concerns, supporting safe reporting, liaising with the Federation Safeguarding Officer, and promoting safeguarding awareness.

Safeguarding self-audit

Affiliated entities shall conduct periodic self-audits to safeguard against policy awareness, reporting mechanisms, training and induction, risk assessment practices, and record-keeping. Audits must be submitted to the FSO by 31 March each year.

Compliance monitoring and reporting

Uganda Athletics may monitor safeguarding compliance through periodic reporting, spot checks, safeguarding audits, and review of reported incidents. Non-compliance may result in corrective action plans, suspension of affiliation, withdrawal of support, or disciplinary action.

ANNEX H: Case Management Procedures Manual

This Annex provides detailed operational procedures for the management of safeguarding cases within Uganda Athletics. It ensures consistency, fairness, survivor-centred responses, and compliance with the Constitution of Uganda and applicable laws.

Case intake and registration

All safeguarding concerns shall be reported to the FSO via Annex A reporting tools or referrals. Each case shall be assigned a unique reference number, and confidential case records shall be created and securely stored.

Initial risk assessment

The FSO shall conduct an initial risk assessment to determine immediate safety risks, whether interim safeguarding measures are required, and whether referral to statutory authorities is mandatory.

Interim safeguarding measures

Interim measures, which may include suspension, supervised contact, or role modification, are preventive rather than punitive. All interim measures must be reviewed and approved by the ISC within 48 hours.

Investigation procedures, decisions and appeals

Investigations shall be conducted by the SCMP. Parties shall be informed of allegations and given a fair opportunity to be heard. All investigations shall be impartial, timely, and evidence-based. Decisions shall be made on the balance of probabilities, and written, reasoned decisions shall be issued with proportionate and consistent sanctions. Parties may appeal decisions in accordance with Section 15. Cases shall be formally closed upon conclusion, and post-case reviews may be conducted to improve safeguarding systems.

Documentation and record-keeping

All case records shall be treated as strictly confidential, with access limited to authorized people. Records shall be retained in accordance with data protection laws.

STATUS AND AUTHORITY OF ANNEXES

All annexes are binding and form part of this policy. Failure to comply with the provisions contained in the annexes shall constitute a breach of this policy and may result in disciplinary or administrative action. Uganda Athletics reserves the right to update, amend, or issue supplementary annexes as necessary to strengthen safeguarding implementation, subject to appropriate internal approval processes.



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