



MAKERERE UNIVERSITY SAFEGUARDING POLICY 2024

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1.0 DEFINITIONS AND INTERPRETATION OF TERMS

- 1.1. **Abuse:** Act or pattern of behaviour (often by someone in a position of power) that causes harm or injury to another person (usually in a less powerful position).
- 1.2. **Associated Personnel:** Individuals formally related to Makerere University in a paid or unpaid capacity who are not staff/employees including Board or Council members, volunteers, interns or apprentices and University visitors.
- 1.3. **Code of Conduct:** Clear and concise guide of what is and what is not acceptable behaviour or conduct of Makerere University Staff, Students, Partners, Representatives or other associated personnel.
- 1.4. **Contractor:** Any person or company that has entered into an agreement with Makerere University to provide goods or services.
- 1.5. **Prevention:** Refers to the proactive actions, strategies and measures implemented to avoid or reduce the occurrence of undesirable events, injury, damage, harm or risks.
- 1.6. **Response:** Taking appropriate action when abuse or harm is suspected, or risk reported
- 1.7. **Risk:** The possibility of harm, loss, injury, damage or negative impact that may arise from various factors or situations.
- 1.8. **Safeguarding:** Is about protecting Children, Young people or adults who may be vulnerable to abuse and exploitation. Safeguarding in the context of Makerere University also refers more broadly to concerns about the safety and well-being of students, staff, partners and any individual that accesses Makerere University premises for a designated service or purpose.
- 1.9. **Staff:** Individuals formally employed by Makerere University or any of its Structures either as academic, administrative, support staff or project staff. This may be on permanent, contract or part-time basis, as well as staff on exchange programmes.
- 1.10. **Student:** All individuals enrolled on different Academic Programmes of the University including, Students on exchange programmes.
- 1.11. **Partner:** Any external individual, institution, company or other entity that has a formal relationship with Makerere University.
- 1.12. **Survivor:** A person who has been abused or exploited. Preference for this term "survivor" instead of "victim" is due to the need to recognise the strength and resilience of those who have lived through abuse and exploitation; acknowledging that those who have lived through abuse have a right to define how they wish to identify.
- 1.13. **Survivor-Centred Approach:** This is a support approach that places the Survivor's experiences, considerations, needs, and resiliencies at the centre of the process. A survivor-centred approach reinforces that it is the survivor who should generally decide what action(s), if any, to take after an incident of violence or abuse.
- 1.14. **Trauma-Informed Approach:** An Approach that is centred at providing support and services that recognize the widespread impact of trauma on individuals and seeks to create an environment that promotes safety, trust, healing and wellbeing.
- 1.15. **University Community:** This refers to all students, staff, alumni, contractors, partners and visitors who are living and or working in any University space.
- 1.16. **Sexual Harassment:** Shall include the definition of the term in the Makerere University Policy and Regulations against Sexual Harassment (2006 as amended)

and also include any unwelcome sexual advance, request for sexual favour, verbal or physical conduct or gesture of a sexual nature, or any other behaviour of a sexual nature that might reasonably be expected or be perceived to cause offence or humiliation to another. Sexual harassment may occur when it interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive environment. It can include a one-off incident or a series of incidents. Sexual harassment may be deliberate, unsolicited and coercive. Both male and female colleagues can either be the victim or offender. Sexual harassment may also occur outside the workplace and/or outside working hours. Sexual Harassment does not necessarily imply a sexual act. If there is a sexual act, it might be considered sexual assault.

- 1.17. **Sexual Exploitation:** Any actual or threatened abuse of a position of vulnerability, differential power, or trust for sexual purposes including, but not limited to, profiting monetarily, socially or politically from the sexual exploitation of another. "Sexual exploitation" is a broad term, which includes a number of acts described, including "transactional sex", "solicitation of transactional sex" and "exploitative relationship" Can take the form of: Gaining the trust of a child or vulnerable adult in order to sexually abuse, exploit or traffic them committed online or in person for this purpose (sexual grooming).
- 1.18. **Sexual Abuse:** The actual or threatened physical intrusion of a sexual nature, whether by force or under unequal or coercive conditions. All sexual activity with a minor is considered sexual abuse. "Sexual abuse" is a broad term, which includes a number of acts described below, including rape, sexual assault (attempted rape, kissing, touching, forcing someone to perform oral sex / touching), and sexual activity with a minor. Can take the form of: Being touched in a way that is inappropriate; Being forced to look at sexual pictures or videos; Being forced to watch someone do something sexual; Being forced to make sexually explicit pictures or videos; Sharing sexually explicit pictures or videos of children or vulnerable adults; Made to do something sexual to someone that may make them feel uncomfortable or wrong. Signs and symptoms may include Bruises around the breasts or genital area; Unexplained vaginal or anal bleeding; torn, stained or bloody underclothing.
- 1.19. **Material loss and or Theft of personal property:** Loss of personal belongings, assets, or resources that may result from various forms of abuse, neglect, or exploitation.
- 1.20. **Emotional harm and or risk:** The potential or actual damage, distress, or negative impact on an individual's emotional well-being and psychological state. Can be caused by: Restriction of movement, belittling, denigrating, threatening, scaring. Signs and symptoms may include Psychological Distress; Erosion of Self-esteem; Emotional upset or agitation; Being extremely withdrawn, non-communicative or non-responsive; Unusual behaviour usually attributed to dementia; nervousness around certain people.
- 1.21. **Physical harm and or risk:** The potential or actual damage, injury, or threats to an individual's physical well-being, safety, or health. Can take the form of: Smacking, Caning, Corporal punishment, Hitting, Shaking, Poisoning, Burning, Drowning, Suffocating, deliberately making someone ill. Signs and symptoms may include

Injuries, burns or Bruises, black eyes, welts, lacerations, rope marks; Broken/fractured limbs/bones; Open wounds, cuts, punctures, untreated injuries in various stages of healing; Laboratory findings of either an overdose or underdose medications; sudden change in behavior; Caregiver's refusal to see a vulnerable adult alone.

- 1.22. **Discrimination:** Treating individuals unfairly or unjustly based on certain characteristics or attributes, such as their race, ethnicity, gender, age, disability, religion. Can take the form of: Differential Treatment, Hate Speech or Slurs, Exclusion or Segregation.
- 1.23. **Neglect:** Failure to provide essential care, support, or protection to individuals, especially those who are vulnerable. Can take the form of deliberately not providing care or attention, failing to provide support and supervision. Signs and symptoms may include Unmet Basic Needs, Failure to Thrive; Dehydration; Malnutrition; Untreated bed sores and poor personal hygiene; Unattended or untreated health problems; Hazardous or unsafe living condition; Unsanitary and unclean living conditions; an individual's report of being mistreated.
- 1.24. **Financial exploitation:** Unethical or illegal act of taking advantage of someone financially for personal gain.
- 1.25. **Substance abuse:** Misuse or excessive consumption of substances such as alcohol, drugs, or other addictive substances that can result in physical, mental, or social harm to individuals and potentially compromise their safety, well-being, and overall quality of life.
- 1.26. **Unfair and illegitimate response to civic engagement:** Actions or reactions by institutions or individuals that fail to recognize, respect, or address the concerns and rights of activists, resorting to hostility or retaliation, lack support or engagement, attempt to silence or censor activists, and avoid accountability.
- 1.27. **Cyber security threats:** A range of potential risks and attacks in the digital realm that have the potential to compromise the safety, security, and privacy of individuals, organizations, or systems.
- 1.28. **Harassment:** Unwanted physical, verbal, or non-verbal conduct that has the purpose or indirect effect of violating a person's dignity; creating an intimidating hostile, degrading, humiliating or offensive environment for them; a single incident can amount to harassment.
- 1.29. **Bullying:** Can take the form of physical, verbal and non-verbal conduct, physical or psychological threats, overbearing and intimidating levels of supervision, inappropriate derogatory remarks about someone's performance (Legitimate, reasonable and constructive feedback of a student or employee's performance or behavior or reasonable instructions given to the student or employee during their study or employment, will not amount to bullying on their own).
- 1.30. **Harm:** Psychological, emotional, physical and any other infringement of an individual's human rights.
- 1.31. **Safety:** The state of being protected from danger or harm/risk

2.0 INTRODUCTION

Safeguarding is an important aspect in today's organisational landscape and management in the quest for ensuring safety of employees, customers, programme participants and partners. In this era of heightened awareness and scrutiny surrounding safeguarding practices, institutions of higher learning are increasingly rated by not only their academic excellence but also on their commitment to creating a safe and supportive environment for all members of their community. Moreso, safeguarding has become a requirement for international recognition and accreditation of Public Institutions to foster high level competitiveness. Universities are institutions where safeguarding is critical mainly because of the moral and sometimes legal obligations to ensure the safety of students, staff, partners and the University Community at large.

The potential safeguarding risks in Institutions of higher learning include emotional distress, Sexual Exploitation, Abuse and Harassment (SEAH); material loss, financial exploitation, discrimination and neglect, unfair and illegitimate response to civic engagements, cyber security/threats, psychological and emotional harm substance abuse and physical assault. Discrimination and neglect are often high risks for students with disabilities and international students.

Makerere University has a duty of care and to promote the wellbeing of all students, staff and other University community stakeholders. It seeks to enhance the learning environment to make it more secure, inclusive, and ethically sound for all stakeholders.

This policy lays out the University's framework for embedding viable safeguarding measures into its ethos and all institutional activities and processes to: Identify, detect, and act swiftly on safeguarding risks; prevent the occurrence of harm; provide mechanisms for reporting all allegations or incidents that have occurred; respond appropriately to all reported incidences; and, continuously monitor, evaluate and learn from practices and experiences of managing safeguarding concerns.

Makerere University has, overtime, developed and implemented policies to ensure the safety and wellbeing of students and staff in response to emerging concerns. While some of the policies are case-specific (such as anti-sexual harassment, disability inclusion, gender equity, data security), there are also more general policies/regulations encompassing different aspects of safeguarding for example The Human Resource Manual and Student Regulations. In addition, the University established support units including the Gender Mainstreaming Directorate, the Counselling and Guidance Centre, Directorate of Legal Affairs, the Disability Support Unit, the Makerere University International Office, the University hospital and the University security service including the police station.

However, it has been observed that internationally recognised contemporary principles and practices for safeguarding are not adequately integrated in the current University mechanisms to address all safeguarding concerns comprehensively. More so, the reporting and management of various safeguarding concerns is not well co-ordinated, and this has affected the quality of safeguarding at Makerere University. The University has continued to register

safeguarding concerns which not only undermines the safety and well-being of students, staff, and partners but also damages the institutions' brand and reputation.

3.0 POLICY ISSUE/PROBLEM

- i) While the University has developed and is implementing several policies and regulations aimed at addressing specific safeguarding concerns, it is evident that these policies are not comprehensive enough to address some of the emerging forms of harms, risks and some elements of safety and protection within the University environment.
- ii) Makerere University lacks an overarching framework to coordinate the implementation of the different policies and practices aimed at addressing various safeguarding concerns. This leads to inconsistency and inefficiency in the effectiveness of addressing the different safeguarding concerns within the University environment hence exacerbating existing vulnerabilities and inequalities.

4.0 RATIONALE FOR THE SAFEGUARDING POLICY

The development of this Safeguarding Policy is driven by the moral and legal obligation that the University has of safeguarding students, staff, and its stakeholders. The University has a moral imperative to ensure that students, staff and other stakeholders are safe, and treated with dignity and respect regardless of their role or status.

There are National Policies and Laws that require Organisations such as the University to ensure that there is a comprehensive mechanism to address safeguarding concerns. Chapter 4 of the 1995 Constitution of the Republic of Uganda (as amended) provides for protection and promotion of fundamental and other human rights and freedoms. A safeguarding Policy in a University such as Makerere University is critical in ensuring that these rights and freedoms are promoted, protected and respected.

Section 37 (2) of The University and Other Tertiary Institutions Act, 2001 provides for the position of Dean of Students who is responsible for the welfare of the students. Section 41(f) of the above Act provides for the powers of the University Council to interalia include, providing for the welfare and discipline of students. Further Section 68 (1) of the same Act provides that each Public University may have an Academic Staff Association, Administrative Staff Association and Supporting Staff Association. Section 93(1) provides for Academic Staff Associations for Tertiary Institutions whose objective is to promote academic and welfare interests of academic staff. These provisions also demonstrate that welfare of students and staff is recognised as paramount in The University and Other Tertiary Institutions Act, 2001.

There are several policies in the University addressing specific safeguarding concerns without a framework that can foster coordination and ensure multi-actor approach in identifying, preventing, reporting and managing incidences. Moreover, the current support units/structures to a great extent work in silos, making it difficult for the University community to have a comprehensive appreciation of the safeguarding ecosystem.

This Policy is therefore necessary for coordinating the implementation of the various policies and practices addressing safeguarding concerns by various responsible actors in the University. The policy will promote consistency, effective coordination, collaboration and alignment of efforts across units and individuals in the safeguarding ecosystem to harness existing synergies in order to achieve quality safeguarding against current and emerging risks/harms.

Organisations that prioritise safeguarding are likely to generate more public trust as stakeholders feel safe and secure. These Organisations tend to have a competitive brand as productivity increases, the overall well-being of staff also improves, and the relations between participants and partners also improve because of the safe environment.

5.0 PURPOSE

- i) To support the implementation of policies related to safeguarding in a multi-actor approach that is characterized by effective coordination.
- ii) To support safeguarding of students, staff and other stakeholders against emerging risks/harms that are currently not addressed by existing policies.
- iii) To ensure that students, staff and other stakeholders live free from fear of all forms of harm in all university spaces
- iv) To empower students, staff, and other stakeholders to recognize and respond appropriately to safeguarding concerns in the quest for promoting a sense of agency and accountability
- v) To provide strategic guidance that can foster dynamic and responsive approach to addressing safeguarding concerns

6.0 SCOPE AND APPLICATION OF THE POLICY

- i. This policy applies to all members of University Staff, University Council members, students across all programmes of study in the University as well as partners and contractors who participate in Makerere University programmes and activities both on- and off-campus settings.
- ii. The policy applies to Makerere University and all its affiliated branches (including Jinja Branch) and any other campuses that may be established during the implementation of this policy. It does not apply to campuses which are separate legal entities that have responsibility for their own internal safeguarding policies and procedures.
- iii. The Policy applies to all contractors and service providers at Makerere University including accredited hostels, stationary facilities and food centres.
- iv. The policy will apply to all spaces where teaching, learning, research, community engagement programmes and other activities of Makerere University students and staff occur.
- v. The policy will apply to all Halls of residence for Students and Accommodation spaces that are property of Makerere University for Staff.
- vi. The Policy applies to all administrative and support units in Makerere University

Ecosystem

- vii. The persons to whom this Policy applies are described collectively in the rest of the policies as Members of the Makerere University Community.
- viii. This policy covers safeguarding concerns/risks/harms including but not limited to; Sexual Harassment, Exploitation and Abuse; Material loss and or Theft of personal property; Emotional harm and or risk; Physical harm and or risk; Discrimination; Neglect; Financial exploitation; Substance abuse; unfair and illegitimate response to civic engagements; Cybersecurity threats; and Attempt by students to offer Money for Academic favours. A detailed interpretation of the different forms of risk and or harm is presented under definitions and interpretation of terms.

7.0 THE POLICY STATEMENTS/OBJECTIVES

Policy Statement 1: Enhance Co-ordination in the Safeguarding Ecosystem at Makerere University

Safeguarding at Makerere University involves the engagement of several stakeholders and a few semi-autonomous decision-making units that are currently operating without a framework that can foster coordination and collaboration. These circumstances have stifled harnessing of existing synergies and strengths among these stakeholders and designated units in the safeguarding ecosystem. Makerere University will therefore enhance coordination of all stakeholders and any designated units in the safeguarding ecosystem through the following strategies.

- i) Create and continuously update the safeguarding risk register for Makerere University
- ii) Create, continuously update and monitor the register for safeguarding harms reported by different stakeholders to the existing mandated units (for example Gender Mainstreaming Directorate (GMD), Center for Guidance and Counselling, the Uganda Police) and other points of contact mentioned in this policy
- iii) Prepare monthly safeguarding performance reports to be considered by University Administration.
- iv) Standardize protocols and procedures for recording safeguarding risks and managing reported safeguarding concerns.
- v) Develop systems and processes for multi-unit data and lesson-sharing.
- vi) Ensure periodic strategic meetings for Support Units to enhance co-ordination and promote good working relationships in the safeguarding ecosystem.

Policy Statement 2: Empower the Students and Staff in regard to their Rights and Responsibilities

Makerere University will be intentional in empowering the students and staff in regard to their rights and responsibilities so as to ensure their safeguarding through the following strategies:

- i) Awareness sessions for students, staff and other stakeholders on the different forms of

- risks and harm.
- ii) Awareness sessions for students and staff about identification and prevention of different forms of risks and or harm to promote personal safety and safety for others.
- iii) Awareness sessions about the provisions of this policy and all other related policies on safeguarding.
- iv) Publicize the University commitments to Safeguarding and the points of contact and support for any identified risk and or experienced harm.

Policy Statement 3: Strengthen systems to identify safeguarding risks at Makerere University

The University will strengthen systems to identify safeguarding risks within its operational environment through the following strategies;

- i) Regular Safeguarding Risk Mapping and situation analysis.
- ii) Establish a risk management framework and risk management register.
- iii) Establish a reliable and accessible risk reporting system.

The University will be intentional in establishing and strengthening mechanisms of preventing the occurrence of harms. The following strategies will be applied to establish and strengthen mechanisms of preventing the occurrence of risks/harms;

- i) Enhance awareness among students, staff, and other stakeholders of their roles and responsibilities in relation to Safeguarding.
- ii) Improve infrastructure (*physical and cyber-related*) that is critical for the prevention of the occurrence of risks and or harms.
- iii) Promote and ensure safety of all residences of students on campus and privately owned accredited hostels affiliated to the University.
- iv) Promote and ensure safety of all teaching, learning and research sites on and off-campus.
- v) Develop codes of conduct and practice to deter occurrence of harm and or risks.
- vi) Conduct independent audit of practices and investigations on safeguarding to detect new risks and or harms.

Policy Statement 5: Establish procedures for reporting and managing safeguarding concerns

Reporting and addressing safeguarding concerns effectively is important in minimising re-occurrence. The University will ensure that the following strategies are implemented to facilitate reporting and managing safeguarding concerns;

- i) Provide inclusive and accessible reporting mechanisms (digital and conventional) for safeguarding concerns.
- ii) Develop a guide to ensure appropriate, timely and effective management of safeguarding concerns.
- iii) Ensure Survivor-centered approaches while addressing all safeguarding concerns
- iv) Ensure protection of the survivor during the incident management process.
- v) Popularize use of existing reporting infrastructure such as *MakSafeSpace* and any other

that may be developed during the implementation of this policy.

- vi) Institute mechanisms to ensure all units responsible for different safeguarding concerns are implementing existing safeguarding frameworks.
- vii) Develop frameworks to report and manage emerging safeguarding concerns that are not addressed in existing frameworks.

Policy Statement 6: Review and amend existing policies, regulations and guidelines to strengthen safeguarding

- i. Review and strengthen existing frameworks for management of emerging safeguarding concerns.
- ii. Review the general code of conduct of Staff in the Human Resources Manual, 2009 (as amended) to include all aspects of conduct that are relevant to safeguarding.
- iii. Amend the Makerere University Students-Regulations, 2015 to include emerging safeguarding abuses and harms on the list of non-permissible conduct of students.
- iv. Amend the Procurement & Disposal of Public Assets Manual for supplies, works and services 2014, to include safeguarding as one of the basic principles governing this process and Monitoring and Control of Contract Performance.

Policy Statement 7: Provision of support services to individuals that have experienced harm and or risk

Providing psycho-social and mental wellness support to individuals that have experienced different forms of harm/risk is crucial for relieving distress to support the recovery process.

The University will ensure that the following strategies are implemented to provide support to individuals that have experienced different forms of harm and or risk;

- i) Enhance the current support systems for survivors of abuse and or harm
- ii) Strengthen referral pathways for survivors of abuse and or harm to ensure timely access to medical and psychosocial services.
- iii) Regularly review and improve the quality of support services rendered to individuals that have experienced harm and or risk

Policy Statement 8: Establish mechanisms of building capacity and supporting Incident Management Teams

Safeguarding concerns are dynamic and vary in space and time. This requires continuous capacity building for the teams involved in addressing and managing these concerns. Additionally, incident management may have a toll on the mental health and wellbeing of the teams addressing and managing such incidents. If these concerns are not addressed, it can result into vicarious trauma. The following strategies will be applied to build capacity and support Incident Management Teams;

- i) Develop capacity building plans for the safeguarding Teams and Safeguarding Champions.
- ii) Develop mechanisms for supporting and incentivizing teams involved in addressing and managing safeguarding concerns.
- iii) Establish mechanisms for mental health and wellbeing of teams involved in addressing

and managing safeguarding concerns.

Policy Statement 9: Promote adaptive management in addressing safeguarding concerns

Safeguarding concerns are complex problems that require adaptive learning due to variations in the context in which they occur. In order to prevent re-occurrence of safeguarding risks and or harms, adaptive management based on lessons learned in the process of addressing safeguarding concerns is crucial. The following strategies will be applied to promote adaptive management in addressing safeguarding concerns;

- i) Develop a data and knowledge management system on safeguarding concerns.
- ii) Conduct regular safeguarding assessments, compliance checks, audits, reviews and evaluations to inform learning and timely changes.
- iii) Ensure periodic strategic meetings for Support Units to enhance co-ordination and promote good working relationships in the safeguarding ecosystem.
- iv) Routine Communication by the University Administration that is emphatic on Safeguarding
- v) Integrate Safeguarding in the implementation of all University operations and activities.

8.0 GUIDING PRINCIPLES

Makerere University is committed to upholding the guiding principles in all its actions to mitigate and address all safeguarding risks. The University will implement this Policy according to the mutually reinforcing and cross-cutting safeguarding principles described below:

Accountability and Transparency: All stakeholders affected by this Policy shall appraise themselves of their respective roles and responsibilities in addressing safeguarding concerns and will be held responsible for their action or inactions. Subject to the terms and conditions of this Policy, all actions in the implementation of this Policy shall be conducted in such a transparent manner.

Confidentiality: Each safeguarding incident will be handled discretely, and information will be disclosed on a need-to-know basis to protect the privacy and dignity of all Parties involved.

Collaborations and Partnerships: Makerere University will promote collaboration and partnerships in its pursuit of enhancing safeguarding of students, staff, partners and other stakeholders. The university will leverage resources and expertise to better protect the well-being of its community.

Duty of care: Makerere University has duty of care for its students and staff.

Ethics: Makerere university will ensure that the implementation processes of this Policy adhere to ethical considerations

Empowerment: Subject to the Laws and Regulations that govern Makerere University, all staff, students and partners shall enjoy their rights and shall be involved in processes leading to decisions that may affect them as maybe applicable.

Equity: All decisions made in the implementation of this Policy shall be based on equity and justice.

Fairness: All students, staff, partners and other stakeholders will be treated equally irrespective of their backgrounds and status in relation to safeguarding concerns. Decisions will be made based on merit and without discrimination and those accused of engaging in safeguarding risks and or harms will have a right to be heard.

Independence: Makerere university will ensure that all decisions and actions taken in the implementation of this policy are free from undue influence or bias. Decisions and actions must be conducted based on professionalism and technical competence.

Inclusion: Amplifying the voices of marginalized categories of people and ensuring that their concerns are integrated in decision-making will be emphasised in the implementation of this policy.

Objectivity: The University will ensure that safeguarding decisions are made based on impartial assessment of facts, without bias or personal judgment influencing the outcome.

Professionalism: Makerere University will uphold the importance of conducting safeguarding activities with integrity, honesty, competence and respect for all individuals involved.

Participation: There will be active involvement of all categories of people in the implementation of this policy.

Proactiveness: Makerere University commits to creating a work environment that minimizes safeguarding risks to its members. All students, staff and partners shall be obligated to prevent occurrence of safeguarding risks and or harms.

Presumption of Innocence: All persons accused of safeguarding concerns will be treated as innocent until proven guilty through a fair and transparent process.

Proportionality: Makerere University shall ensure that all actions in the implementation of this policy are adequate, necessary, fair, just, context-appropriate and ideally unintrusive. They shall be proportional to the nature and seriousness of the concern.

Responsiveness: The University diligently and in a timely manner handle all safeguarding concerns once they are reported. All reported concerns shall be treated with confidentiality, urgency and thoroughness. Additionally, all decisions made on safeguarding will be documented and lessons learned recorded to strengthen safeguarding.

9.0 IMPLEMENTATION OF THE POLICY

The general implementation of this Policy shall be guided by an implementation plan that is to be provided as an Annex to this Policy. Specifically, this Policy shall be implemented in

consonance with the laws of Uganda and other University policies, regulations and any other relevant framework. The regulatory provisions in the existing Institutional policies and regulations shall be applied in the implementation of aspects of this policy that require sanctions/penalties.

10.0 THE RELEVANT LAWS AND POLICIES

At the global level, there are key international safeguarding standards and principles which can be adopted and applied globally regardless of where the place of work. These principles should underpin standards of behaviour and they include the following:

- i. Inter-agency Standing Committee Six (IASC6) Core Principles of PSEA and Minimum Operating Standards
- ii. Inter-Agency Standing Committee Minimum Operating Standards: Protection from Sexual Exploitation and Abuse by Own Personnel (MOS-PSEA)
- iii. The Core Humanitarian Standards on Quality and Accountability.
- iv. The International Child Safeguarding Standards by Keeping Children Safe
- v. Development Assistance Committee Recommendation on Ending SEAH in Development Co-operation and Humanitarian Assistance: Key Pillars of Prevention and Response
- vi. Foreign and Commonwealth Development Office (FCDO) Enhanced Due Diligence Standards
- vii. United Nations Secretary-General's Bulletin on Preventing Sexual Abuse and Exploitation
- viii. Accountability to Affected Populations

At the national level, the Government of Uganda has formulated several policies and laws on safeguarding persons at risk, which apply to Makerere University including the following:

- i. The Constitution of the Republic of Uganda, 1995 as amended
- ii. University and Other Tertiary Institutions Act, 2001 (as amended in 2003, as amended 2006)
- iii. Persons with Disabilities Act, 2020
- iv. Mental Health Act, 2019
- v. Education Act, 2008
- vi. The Employment Act, 2006.
- vii. The children Act, 2003
- viii. The Occupational Safety and Health Act, 2006
- ix. The Domestic Violence Act, 2010.
- x. The Penal Code Act as amended in 2007.
- xi. The Whistle Blowers Protection Act, 2010.
- xii. Code of Conduct and Ethics for Uganda Public Service, 2005.
- xiii. The Uganda Public Service Standing Orders 2021
- xiv. The National Ethical Values Policy, 2013.

At the institutional level, the University has formulated policies which are relevant to safeguarding staff and students including the following:

- i. The Policy and Regulations against Sexual Harassment (As Amended), December 2018.
- ii. The Gender Equality Policy, December 2021
- iii. The Policy on Student Accommodation, August 2021
- iv. The Human Resources Manual (As amended), December 2022
- v. Makerere University Risk Management Policy, February 2022
- vi. Makerere University Policy on Persons with Disabilities, May 2022
- vii. Policy on Web Content Publishing, 2009
- viii. The Data Security Policy, 2009
- ix. The Makerere University Students' Guild Constitution as amended in 2022/23
- x. The Makerere University Learning and Teaching Policy, 2023
- xi. Guidelines for Field Attachment, 2012
- xii. The Makerere University Students' Regulations 2015

11.0 ROLES AND RESPONSIBILITIES

Makerere University recognises that Safeguarding is everyone's responsibility. Responsibilities have been assigned to designated persons/offices with emphasis on co-ordination and collaboration in the implementation of the Policies and Regulations.

a) University Management

The University Management shall be represented by the University Safeguarding Steering Committee to be constituted with representation of the key units responsible for safeguarding as well as student leaders.

The steering committee shall be comprised of: the Deputy Vice Academic Affairs (*Chairperson*); Deputy Vice Chancellor Finance and Administration; the Academic Registrar; Dean of Students; Director-Gender Mainstreaming Directorate; Manager-Counselling and Guidance Centre; Director-University Hospital; Director Legal Affairs, Two (2) student Guild representatives (One male and the other female); and Quality Assurance Directorate as the Secretariat. Membership to the committee may be reviewed and or expanded as deemed necessary.

The Safeguarding Steering Committee will be responsible for the following responsibilities:

- i. Ensure adequate resource mobilization, allocation, and staffing to support policy implementation and operationalization.
- ii. Implement periodic safeguarding Audits to inform adjustments in processes and practices.
- iii. Ensure improvements in infrastructure (*physical and cyber-related*) and systems that are critical for the prevention of the occurrence of risks and or harms, reporting and management of incidents.
- iv. Promote and ensure safety of all teaching, learning, research and community engagement sites on and off-campus
- v. Promote and ensure safety of all residences of students on campus and privately owned hostels associated with Makerere University as well as residences of Staff under Makerere University.
- vi. Develop mechanisms to improve coordination of all actors involved in addressing

safeguarding concerns.

b) Lead Implementing Units

The Directorate of Quality Assurance shall oversee the implementation of the Policy and co-ordinate the safeguarding ecosystem at Makerere University. The day-to-day implementation of policy shall be the mandate of the Directorate of Human Resources (Staff matters) and Dean of Students (Students matters). The two units shall serve as the Focal points for practices that promote safeguarding at Makerere University. The safeguarding ecosystem shall include all other responsible units including but not limited to Gender Mainstreaming Directorate, Counselling and Guidance Centre, the University Hospital and the University Police.

The unit will be responsible for the following;

- i. Be the focal point for the implementation of this Policy.
- ii. Establish a safeguarding Liaison desk to directly co-ordinate the activities of the Safeguarding Policy.
- iii. Support the implementation of safeguarding responsibilities assigned to existing mandated units including Office of the Dean of students, Human Resources Directorate, GMD, CGC and the University Police.
- iv. Co-ordinate Regular Safeguarding Risk Mapping and situation analysis for Makerere University.
- v. Establish and manage the risk management register in liaison with support units.
- vi. Manage the *MakSafeSpace* Reporting system and connect with units mandated to address different safeguarding concerns.
- vii. Co-ordinate activities of awareness creation/enhancement among students, staff, and partners of their roles and responsibilities in relation to Safeguarding.
- viii. Undertake Safeguarding, Crisis Communication and Media Monitoring.
- ix. Spearhead the monitoring and review of the Makerere University Safeguarding policy.
- x. To comply with Makerere University's safeguarding standards consistent with this policy, comply established reporting and response procedures and or mechanisms.
- xi. Establish and update an incidence register and prepare incident reports for the consideration of the University Management.

c) Academic Leaders and Heads of Administrative Units

The Academic Leaders include all Directors, Principals, Deans and Heads of Departments. These will be responsible for the following;

- i) Mainstream safeguarding priorities in unit-based plans and activity budgets.
- ii) Conduct regular safeguarding risk mapping and situation analysis at the different units.
- iii) Enhance awareness among students, staff, partners and other stakeholders of their roles and responsibilities in relation to Safeguarding.
- iv) Develop and integrate a safeguarding code of conduct in all Unit activities.
- v) Integrating safeguarding in codes of conduct/practice and partnership frameworks

- of engagement.
- vi) Maintain the condition of spaces and infrastructure relevant for enhancing safeguarding.
- vii) To comply with Makerere University's safeguarding standards consistent with this policy, comply established reporting, response procedures and or mechanisms.

d) Makerere University Students

Students are all individuals enrolled on the different programs of the University. These will be responsible for the following;

- i) Ensure personal safety, the safety of personal and University property. Students should make safe choices regarding the spaces for their academic and social engagements.
- ii) Promote safeguarding practices and behaviour in execution of their academic engagements within and beyond the University premises as stipulated in the Code of Conduct.
- iii) Actively participate in safeguarding awareness and education initiatives provided by the University and other mandated institutions and or Partners of the University.
- iv) Promptly report to designated Offices any safeguarding concerns or incidents they witness or experience.
- v) Seek support from designated University personnel or Office of support services in case of any safeguarding incident.
- vi) Cooperate fully and confidentially in any safeguarding investigations.
- vii) Comply with Makerere University's safeguarding standards consistent with this policy including established reporting and response procedures and or mechanisms.

e) Academic, Administrative, Support and Project Staff

These are individuals who are employed or contracted by the University to support the different functions of the University. They will be responsible for the following;

- i) Ensure personal safety, the safety of personal and University property.
- ii) Promote safeguarding practices in execution of duties and responsibilities as stipulated in the Code of Conduct.
- iii) Actively participate in safeguarding awareness and education initiatives provided by the University and other mandated institutions.
- iv) Maintain the condition of spaces and infrastructure relevant for enhancing safeguarding.
- v) Report any potential harm and or risk to students and staff in terms of incidence, vulnerability of any person, location and or hot spot or potential perpetrator.
- vi) Seek support from designated University personnel or support services office in case of any safeguarding incidence.
- vii) Cooperate fully and confidentially in any safeguarding investigation.
- viii) Comply with Makerere University's safeguarding standards consistent with this policy including established reporting and response procedures and or mechanisms.
- ix) Conduct periodic review and amendment of the existing policies, regulations and guidelines to provide deterrent disciplinary measures for perpetrators of all the enlisted and emerging forms of safeguarding harms or abuses.

- x) Ensuring all contracts and memoranda of understanding entered into by the University with partners and contractors include a provision obligating adherence to this policy, with breaches constituting likely grounds for termination of the Contract, memoranda of understanding or any other such engagement.

f) Safeguarding Champions/Focal Points

These include all staff members that take a proactive role in promoting and implementing safeguarding practices. Each School and Administrative unit will have Two (2); a male and a female safeguarding champions who will be responsible for the following;

- i) Be the point of contact between the Quality Assurance Directorate and the respective Units
- ii) Actively engage in safeguarding awareness and education initiatives provided by the University and other mandated institutions.
- iii) Raise awareness about safeguarding guidelines and practices within the respective units.
- iv) Be open to receive safeguarding concerns by both students and staff in their units
- v) Guide and or support the survivor to report an incident through the provided reporting channels.
- vi) Guide the Survivor to seek support from designated University personnel or support office.
- vii) Coordinate and facilitate safeguarding training sessions in the respective units.
- viii) Comply with Makerere University's safeguarding standards consistent with this policy including the established reporting and response procedures and or mechanisms.

g) Safeguarding Support Units

These units include Gender Mainstreaming Directorate, Counselling and Guidance Centre, University hospital, Directorate of Human Resource, Directorate for ICT Support, Directorate of Legal Affairs and the Disability Support Unit. These will be responsible for the following;

- i) Enhance the respective support (psycho-social, mental wellness, health) extended to the survivors of abuse and or harm
- ii) Receive safeguarding concerns by both students and staff in their units and beyond.
- iii) Guide and/or support the survivor to report an incident through the provided reporting systems.
- iv) Guide the Survivor to seek support from designated University personnel or support services office (within and beyond the University).
- v) Assess and make appropriate referral for different safeguarding incidents.
- vi) Comply with Makerere University's safeguarding standards consistent with this policy including established reporting, response procedures and or mechanisms
- vii) Conduct periodic review and amendment of the existing policies, regulations and guidelines to provide deterrent disciplinary measures for perpetrators of all the enlisted and emerging forms of safeguarding harms or abuses.

h) Makerere University Security Services

The Security services shall be responsible for;

- i) Receiving and investigating referred safeguarding concerns of a criminal nature.
- ii) Complying with Makerere University's safeguarding standards consistent with this policy including established reporting and response procedures and or mechanisms.

i) Contractors and Partners

Contractors are all individuals or companies engaged in a formal understanding with the University to provide specific goods or services on a contractual basis. Partners are all external entities and individuals that are engaged in collaborative relationships with the University. Contractors and partners will be responsible for the following;

- i) Complying with Makerere University's safeguarding standards consistent with this policy including established reporting, response procedures and or mechanisms in accordance with the Terms of Engagement and or Contract.
- ii) Cooperating fully and adhering to confidentiality principles in any safeguarding investigations that they are part of.

12.0 THE CO-ORDINATION STRUCTURE

The policy shall be co-ordinated through a structure that recognises multi-level governance with vertical and horizontal integration of units/entities. The co-ordination structure is presented in Annex I.

13.0 THE COMMUNICATION STRATEGY

This policy will be communicated widely to all stakeholders in compliance with the Makerere University Communication Strategy and any other good practices. A communication Plan and inclusivity Information, Education and Communication (IEC) materials will be developed to ensure that all categories of stakeholders are reached, and communication is inclusive, accurate and consistent.

14.0 POLICY REVIEW

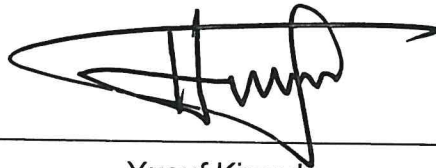
- i. The University Council may review this policy in writing from time to time as deemed appropriate. However, the Policy implementation plan may be reviewed after 3 years to accommodate learning and adaptability.
- ii. These policy shall be effective immediately upon approval by the University Council.

APPROVED by the University Council this 9th day of April 2024

Signed:



Lorna Magara (Mrs)
CHAIRPERSON OF THE UNIVERSITY COUNCIL



Yusuf Kiranda
UNIVERSITY SECRETARY

ANNEXES

Annex I: The Co-ordination Structure for the Safeguarding Ecosystem

