



**FIBA**

We Are Basketball

# **FIBA** **SAFEGUARDING** **TOOLKIT**

GUIDELINES FOR NATIONAL FEDERATIONS



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## Toolkit Presentation

This toolkit serves as a dynamic and enduring resource, intended to provide ongoing support to National Federations (NFs) and stakeholders in their efforts to promote safeguarding within the basketball community. Designed to evolve alongside emerging research and best practices, this toolkit is committed to continuous improvement and adaptation to meet the evolving needs of NFs and their constituents.

While primarily targeted at NFs, this toolkit offers valuable insights and resources that may benefit a wide range of stakeholders, including leagues, clubs, coaches, officials, players, parents, and guardians. By fostering collaboration and knowledge-sharing across the basketball ecosystem, this toolkit aims to create a collective commitment to safeguarding principles and practices.

Aligned with FIBA's strategic objective of Sustainability and Innovation, this toolkit reflects the organization's steadfast dedication to supporting NFs and enhancing the governance and integrity of basketball globally. By equipping NFs with practical tools and resources, FIBA seeks to empower them to effectively implement safeguarding measures and create safe and inclusive basketball environments.

This toolkit serves as a guiding framework rather than a prescriptive set of rules. NFs and stakeholders are encouraged to adapt its recommendations to align with local legislation, cultural contexts, and organizational structures. By providing a flexible and adaptable framework, this toolkit aims to facilitate meaningful and contextually relevant safeguarding practices.

As safeguarding research and best practices continue to evolve, this toolkit will remain a living document, subject to regular updates and revisions. NFs and stakeholders are encouraged to check for new versions periodically and provide feedback on topics that are not covered or areas where additional support is needed. Through active engagement and collaboration, this toolkit will continue to evolve to meet the changing needs of the basketball community.



# Forewords

## From FIBA Secretary General



Basketball, as a sport, holds immense power to inspire, empower, and enrich the lives of individuals across the globe. Central to the mission of the International Basketball Federation (FIBA) is the belief that every participant in basketball, regardless of age, gender, ethnicity, or ability, deserves to participate in a safe and supportive environment that promotes their well-being and personal development.

The purpose of this Safeguarding Toolkit is to provide NFs affiliated with FIBA with a comprehensive framework for safeguarding practices within their respective basketball communities. This toolkit aims to establish guiding principles and minimum requirements to assist NFs in developing and implementing robust safeguarding strategies and actions to minimize the risk of abuse and to effectively respond to cases of abuse should they arise.

Safeguarding encompasses the proactive measures and interventions taken to protect individuals, particularly children and vulnerable adults, from harm, exploitation, and abuse. FIBA recognizes safeguarding as an essential component of its commitment to promoting the health, safety, and welfare of all participants involved in basketball activities.

Through these guidelines, FIBA aims to promote a culture of transparency and accountability, while ensuring a safe and respectful environment for everyone involved in the basketball community. By prioritizing the safety and well-being of players, coaches, officials, volunteers, and other stakeholders, we strive to uphold the integrity and values of the sport and ensure that basketball remains a positive and inclusive experience for all.

This Safeguarding Toolkit is intended to serve as a resource and reference for NFs as they develop their own safeguarding policies, procedures, and initiatives tailored to their specific contexts and needs. FIBA encourages NFs to actively engage with these guidelines, adapt them to local circumstances, and continuously evaluate and improve their safeguarding practices to uphold the highest standards of ethical conduct and integrity in basketball.

Together, let us work collaboratively to create a safe, supportive, and inclusive environment where every individual can thrive and realize their full potential through the power of basketball.

**Andreas Zagklis**  
FIBA Secretary General

## From FIBA Safeguarding Council Chair



As the Founding Chair of the FIBA Safeguarding Council, I am pleased to introduce this Safeguarding Toolkit – a practical step forward in our shared commitment to ensuring that basketball is a safe, respectful and inclusive space for all.

Safeguarding is not just about policies or protocols. It is about culture. It is about creating environments where everyone – especially children and vulnerable individuals – can participate in sport free from abuse, harassment, exploitation, and discrimination.

This is a shared responsibility that calls on every one of us – national federations, coaches, volunteers, administrators and leaders – to take active steps in building a culture rooted in trust, care and accountability. This Toolkit supports that effort and serves as a comprehensive resource to assist National Federations and other basketball organizations in developing and implementing safeguarding policies, procedures, and initiatives that are suited to their local environments.

By investing in safeguarding measures and creating safe and supportive environments, we not only fulfil our duty of care to athletes, coaches, officials, volunteers, and support staff but also uphold the integrity and values of sport.

I thank you for your commitment and I encourage all National Federations and basketball organizations to use this Toolkit as a foundation for meaningful and lasting change. This way, parents will continue to place their trust in basketball a safe and inclusive space for the next generation of athletes.

**HRH Prince Feisal Al Hussein**  
FIBA Safeguarding Council Chair



# Key Concepts and Definitions

Understanding the fundamental concepts and definitions related to safeguarding is essential for fostering a culture of safety and protection within the basketball community. In this section, we define safeguarding in sports, provide clarity on the various forms of abuse, and cover the signs and indicators of abuse, crucial for identifying survivors and taking appropriate action. Subsequently, we delineate the roles and responsibilities of different stakeholders, empowering them to recognize and respond effectively to instances of harm or misconduct.

## DEFINING SAFEGUARDING IN SPORTS

Safeguarding in sport involves preventing abusive behavior and responding to concerns about individuals at risk of harm. Prevention includes steps like proper recruitment, codes of conduct, and risk assessments. Response entails reporting concerns, managing allegations, and collaborating with authorities.

Safeguarding extends to all involved in basketball, addressing unique dynamics such as coach authority and discrimination tolerance. It ensures a safe environment for players, referees, staff, volunteers, families, and spectators, reflecting our collective responsibility for their well-being.

## FORMS OF ABUSE

### Neglect/Deprivation

- Failure to meet a person's physical and psychological needs or protect them from harm, despite having the means and knowledge to do so.
- Examples include inadequate provision of basic needs, unsafe training conditions, unequal treatment, and denial of medical attention, leading to issues such as poor hygiene, lack of safety measures, and preventable accidents.
- Indicators may include insufficient attention, lack of necessities, changes in behavior, and recurring injuries.

### Emotional Abuse

- Deliberate and prolonged mistreatment of an individual, aimed at undermining their self-worth and emotional well-being.
- It involves behaviors such as constant criticism, teasing, exclusion, setting unrealistic expectations, and humiliation, which can lead to feelings of worthlessness, low self-esteem, and anxiety.
- It often manifests in withdrawal, anxiety, and decreased performance.

### Physical Abuse

- Any form of physical harm or injury inflicted upon an individual.
- Examples include excessive training beyond the player's physical capabilities, hitting, kicking, burning, or any form of non-accidental harm.
- Indicators may include unexplained marks or injuries on the body, signs of restraint, damage to personal belongings, and inappropriate administration of medications or eating restrictions.

### Sexual Abuse

- Any form of non-consensual sexual activity or behavior.
- It includes sexual assault, harassment, exploitation, or grooming.
- It often occurs within power imbalances and organizational cultures that overlook or condone such behaviors.
- Indicators may include unexplained physical injuries, changes in behavior, sexualized language or behavior, and psychological symptoms such as fear, anxiety, depression, or withdrawal.
- It is essential to recognize that survivors may not always understand or feel able to report sexual harassment or abuse, making it crucial for organizations to create safe reporting mechanisms and foster environments where they feel supported and empowered to speak out.



Often survivors experience a combination of these types of abuse.



## RECOGNIZING SIGNS AND INDICATORS OF ABUSE

Recognizing signs and indicators of abuse is crucial for identifying survivors and taking appropriate action. These signs may vary depending on the type of abuse but commonly include:

- Unexplained injuries, bruises, or marks on the body.
- Changes in behavior or mood, such as withdrawal, anxiety, or depression.
- Difficulty sleeping or nightmares.
- Sudden changes in performance or engagement in basketball activities.
- Fear or reluctance to participate in certain activities or be around specific individuals.
- Inappropriate sexual behavior or language.
- Lack of basic needs being met, such as food, clothing, or medical attention.
- Unexplained absences or frequent lateness.

For a full and exhaustive list of indicators, please refer to the appendices provided in this toolkit. If you observe any of these signs or indicators, it's essential to take them seriously and report your concerns to the appropriate authorities or Safeguarding Single Point of Contact (SPOC). Remember, safeguarding is everyone's responsibility, and by being vigilant and proactive, we can help create safer environments for all involved in basketball.

## WHO ARE WE PROTECTING?

- Children and adults participating in sport (the players).
- Referees.
- Event staff and volunteers.
- Players' entourage members (e.g., medical personnel, coaches, managers).
- Players' families.
- Spectators.
- The media.
- Sport organizations, leaders, and staff at all levels.

## ROLES AND RESPONSIBILITIES

### Players

Have the right to participate in a safe and supportive environment and should report any concerns of abuse or misconduct.

### Coaches

Responsible for promoting a culture of respect and dignity, providing appropriate supervision, and responding promptly to concerns or allegations of abuse.

### Officials

Expected to uphold the rules and regulations of the game, ensure fair play, and report any instances of abuse or misconduct observed during games or practices.

### Administrators

Have a duty to establish and enforce safeguarding policies and procedures, provide training and support to stakeholders, and ensure compliance with legal requirements.

### Volunteers

Play a crucial role in creating safe environments and should receive appropriate training and support to recognize and respond to signs of abuse.

### Parents/Guardians

Responsible for the well-being of their children and should be vigilant in monitoring their participation in basketball activities and addressing any concerns or issues that arise.

*By providing clarity on these key concepts and definitions, we empower stakeholders to recognize and respond effectively to instances of harm or misconduct, contributing to a safe and supportive environment within the basketball community. Together, we can foster a culture of respect, dignity, and protection where everyone can thrive.*



# FIBA Safeguarding Action Plan

FIBA’s commitment to safeguarding basketball parties from harassment and abuse is embodied in its comprehensive action plan for the 2023-2027 cycle. This program is designed to impact FIBA’s seven pillars, with the primary objective being to ensure the safety and protection of all individuals involved in basketball.

## THERE ARE 5 BUILDING BLOCKS:



### Development of Policies, Procedures, & Regulations

At FIBA headquarters and NFs, efforts are directed towards the development of robust safeguarding policies, procedures, and regulations. This involves creating templates and guidelines to assist in the formulation of comprehensive safeguarding frameworks. Regular assessments are conducted to evaluate the status of these policies and procedures, with follow-up actions implemented to address any identified gaps or areas for improvement.

### Prevention & Education

Prevention and education are prioritized through the establishment of Safeguarding Single Points of Contact (SPOCs) at all levels of the organization. These individuals play a crucial role in minimizing risks and disseminating educational content tailored to different stakeholders within the basketball community. Educational workshops are also conducted at FIBA Competitions to raise awareness and enhance understanding of safeguarding principles.

### Case Management

Efficient case management processes are put in place to handle reports of safeguarding concerns. Consistent decisions are made to ensure the fair and appropriate resolution of cases, with thorough follow-up procedures implemented to monitor outcomes and provide support where necessary.

### Making FIBA Competitions Safe

Safety measures are integrated throughout the lifecycle of FIBA events, from planning and preparation to execution and evaluation. This includes the implementation of policies and codes of conduct, the appointment of Safeguarding SPOCs at FIBA events, and rigorous screening and accreditation procedures for all participants. Additionally, efforts are made to minimize risks and effectively handle safeguarding cases, with a focus on creating a positive legacy within local communities.

### Communication & Awareness Plan

A comprehensive communication and awareness plan is developed to ensure that safeguarding principles are effectively communicated to all stakeholders. This involves regular communication channels to disseminate important information and updates related to safeguarding initiatives. By fostering a culture of openness and transparency, FIBA aims to raise awareness and promote active participation in safeguarding efforts across the basketball community.

FIBA encourages NFs to adapt and implement similar safeguarding action plans tailored to their needs. This toolkit will provide NFs with the resources and guidance necessary to develop their own safeguarding programs, a topic that will be covered in detail in subsequent chapters. Together, we can ensure a safe and supportive environment for everyone involved in basketball, fostering a culture of respect, dignity, and protection.



# Jurisdiction & Responsibilities

Understanding the jurisdictional boundaries between FIBA and NFs is crucial for effectively addressing safeguarding issues within the basketball community. This section provides clarity on the cases that fall under the jurisdiction of FIBA and those that are handled by NFs, ensuring a coordinated and appropriate response to safeguarding concerns.

## FIBA'S JURISDICTION

**International Events:** Safeguarding cases occurring during FIBA-sanctioned international events, such as FIBA Basketball World Cup, Olympic Games, Continental Championships, and other official tournaments, fall under the jurisdiction of FIBA. This includes incidents involving players, coaches, officials, and other stakeholders from multiple countries.

**Cross-National Cases:** Cases involving individuals from two or more different NFs, where the alleged abuse or misconduct impacts the integrity of the sport or involves transnational elements, are within FIBA's jurisdiction. FIBA may collaborate with relevant NFs and national authorities to investigate and address such cases effectively.

**Cases Beyond NF's Capacity:** Cases that exceed the capacity or expertise of NFs, such as complex investigations requiring specialized resources or involving high-profile individuals, may be referred to FIBA for assessment to then determine proper next steps.

**Policy Development and Guidance:** FIBA holds jurisdiction over the development and implementation of safeguarding policies and guidelines at the international level. NFs may look to FIBA for guidance and support in aligning their safeguarding practices with international standards and best practices.

## NF'S JURISDICTION

**Domestic Events and Activities:** Safeguarding cases occurring within the jurisdiction of a specific NF, such as domestic leagues, tournaments, and grassroots programs, are primarily handled by the respective NF. This includes incidents involving players, coaches, officials, and other stakeholders within the national basketball community.

**Local Investigations and Response:** NFs are responsible for conducting investigations and responding to safeguarding concerns within their jurisdiction promptly and appropriately. This involves establishing reporting mechanisms, conducting inquiries, providing support to survivors, and taking disciplinary action against perpetrators in accordance with national regulations and organizational policies.

**Policy Implementation:** NFs hold jurisdiction over the implementation and enforcement of safeguarding policies and procedures at the national level. This includes training and education programs, monitoring compliance, and ensuring that safeguarding practices are integrated into all aspects of basketball activities within the country.

**Collaboration and Cooperation with FIBA:** NFs are encouraged to collaborate with FIBA on safeguarding initiatives and share information and resources to enhance safeguarding efforts. While FIBA may provide support and guidance, NFs play a crucial role in safeguarding at the grassroots level and within their respective jurisdictions.

## CASE ESCALATION

There are instances where cases initially handled at the national level may escalate to FIBA:

**Allegations involving high-profile individuals**

- Cases involving national team coaches, prominent players, or other influential figures within the basketball community.
- Escalation to ensure impartiality and transparency in the investigation process.

**Cross-National incidents**

- Span multiple jurisdictions or involve individuals from different countries.
- Escalation to address legal and regulatory complexities effectively.

**Systemic failures or widespread issues within the NF can be escalated to FIBA to:**

- Facilitate comprehensive reforms.
- To ensure the safety of all participants.
- To address underlying systemic issues.
- To prevent future incidents.

**Cases with potential international implications** (e.g., potential to impact international competitions) could be escalated to uphold the integrity and reputation of the sport on a global scale.

**Lack of capacity or resources at the national level** to effectively manage and investigate safeguarding concerns may benefit from FIBA's expertise, support, and oversight to ensure a robust and equitable response.

*By clearly delineating the jurisdictional boundaries between FIBA and NFs, we ensure a coordinated and effective response to safeguarding concerns at both the international and national levels, promoting the safety and well-being of all individuals involved in basketball activities. NFs are encouraged to contact FIBA for support and advice at any time, particularly in cases where the expertise or resources of FIBA may be beneficial. Additionally, NFs should inform FIBA about any sanctions or disciplinary actions taken at the national level that could have implications beyond their jurisdiction, allowing for coordinated action and consistent enforcement of safeguarding measures internationally.*



# Safeguarding Single Point of Contact (SPOC)

The role of the Safeguarding SPOC within a NF is pivotal in ensuring the safety and protection of children and vulnerable individuals within the basketball community. The NF Safeguarding SPOC should possess a combination of qualifications, skills, and qualities to effectively fulfil their duties and responsibilities.

## QUALIFICATIONS AND EXPERIENCE



### Visible and Approachable

Being visible, open, approachable, and available to players and stakeholders.

### Trustworthy and Discreet

Maintaining confidentiality while being a reliable and discreet listener.

### Friendly and Supportive

Creating a friendly, caring, and supportive environment for players to feel safe.

### Determination and Courage

Demonstrating determination and courage in advocating for players despite challenges.

### Adaptability

Adapting approaches to promote safeguarding messages effectively in diverse contexts.

### Patient and Resilient

Exhibiting patience and resilience in overcoming obstacles and repeating messages when necessary.

### Title and Status

Holding a title and status that commands respect and impartiality in handling safeguarding issues.

## DUTIES AND RESPONSIBILITIES



### Central Point of Contact

- Act as primary contact for safeguarding matters.
- Represent organization externally.
- Report progress to senior management and to the Board.
- Report progress to FIBA.

### Policy Development and Implementation

- Lead development of safeguarding policies and Action Plan.
- Ensure policies are communicated to all stakeholders.
- Implement policies across all organization activities.
- Ensure familiarity with policies and code of conduct.

### Safeguarding Training

- Identify stakeholders' training needs and develop a plan.
- Provide or arrange training for different types of stakeholders.
- Monitor compliance and update training regularly.
- Engage with the community to raise awareness.

### Establishing Relationships and Partnerships

- Form internal Safeguarding Steering Group.
- Establish external Safeguarding Advisory Group.
- Liaise with local child protection agencies.
- Connect with other Safeguarding SPOCs.

### Risk Management

- Conduct risk assessments regularly.
- Ensure staff and volunteers conduct assessments.
- Assist in risk reduction measures.
- Safer recruitment processes and background checks.

### Managing Concerns and Referrals

- Develop and implement systems for reporting.
- Promote role and contact details.
- Receive and respond to safeguarding concerns.
- Manage referrals to authorities.
- Maintain comprehensive records.
- Provide guidance and support to staff.
- Discipline proceedings management.
- Support survivors.



## TRAINING REQUIREMENTS



The NF Safeguarding SPOC should undergo comprehensive training to acquire the necessary knowledge and skills to fulfil their role effectively. Training should cover areas such as:

- Safeguarding policies, procedures, and legislation.
- Risk assessment and management.
- Responding to concerns and allegations of abuse.
- Safeguarding training delivery and education.
- Communication and partnership working.
- Self-care and stress management.

FIBA recognizes the importance of safeguarding within basketball and is committed to supporting NFs in implementing robust safeguarding measures. FIBA will provide a dedicated course for NF Safeguarding SPOCs to ensure they have the necessary knowledge and skills to safeguard children and vulnerable individuals effectively.

## FORMATION OF INTERNAL AND EXTERNAL WORKING GROUPS



The NF Safeguarding SPOC serves as the cornerstone in the organization's safeguarding framework, orchestrating efforts to create safe environments and prevent potential harm. However, it is crucial to emphasize that the SPOC will not be alone in this journey. The complexity and gravity of safeguarding demand a collaborative approach, drawing upon the expertise and support of both internal and external groups.

It is important to highlight that this collaborative approach represents best practice in safeguarding across NFs. While the NF Safeguarding SPOC holds a central role, the supporting groups will vary significantly and depend on the unique context and structure of each NF.

### Internal Steering Group

- Comprising representatives from various departments and functions within the NF.
- This group helps develop, monitor, and review the organization's safeguarding approach and plans.

### External Safeguarding Advisory Group

- Consisting of external experts in safeguarding and child protection.
- This group provides advice, guidance, and support to ensure the NF's policies, procedures, and approach align with national legislation, guidance, and best practices.

*By prioritizing the profile and qualifications of the NF Safeguarding SPOC, defining clear duties and responsibilities, emphasizing training requirements, and promoting the formation of internal and external working groups, NFs can enhance their safeguarding efforts and create safer environments for all participants in basketball.*





# Cross-Organization Collaboration

Recognizing the diverse legal frameworks and cultural contexts within which safeguarding operates, NFs are encouraged to prioritize collaboration with various stakeholders, including other sporting bodies, government agencies, and community organizations, to strengthen safeguarding efforts and ensure compliance with local regulations.

## PARTNERING WITH SPORTING BODIES

NFs should seek partnerships with national and international sporting bodies to exchange information, resources, and best practices in safeguarding. This entails:

**Participating in collaborative initiatives:** Joining working groups, committees, or task forces dedicated to safeguarding within the broader sports community to share expertise and develop joint strategies.

**Coordinating on initiatives:** Collaborating on joint campaigns, training programs, or awareness-raising initiatives aimed at promoting a culture of safeguarding across different sports disciplines and organizations.

### Example

*An NF collaborates with the national basketball federation of a neighbouring country to organize a regional safeguarding summit, bringing together representatives from various sports federations to share insights and discuss common challenges and solutions in safeguarding.*

## ENGAGING WITH GOVERNMENT AGENCIES

NFs should establish close partnerships with government agencies responsible for child protection, law enforcement, and social services to ensure alignment with legal requirements and foster cooperation in safeguarding efforts. This includes:

**Consulting on legal compliance:** Collaborating with relevant government agencies to review and update safeguarding policies and procedures in accordance with national legislation and regulatory frameworks.

**Coordinating response mechanisms:** Establishing protocols for reporting safeguarding concerns to law enforcement or child protection authorities and collaborating on investigations and interventions as needed.

### Example

*An NF engages with the Ministry of Youth and Sports to conduct a review of its safeguarding policies and procedures, ensuring alignment with the latest legal standards and guidelines for child protection. The NF also establishes a formal partnership with local law enforcement agencies to streamline reporting processes and facilitate cooperation in addressing safeguarding incidents.*

## COLLABORATING WITH COMMUNITY ORGANIZATIONS

NFs should actively engage with community organizations, such as schools, youth groups, and non-profit organizations, to raise awareness about safeguarding issues and coordinate efforts to prevent abuse. This involves:

**Establishing outreach programs:** Partnering with schools and youth organizations to deliver safeguarding education and training to young players, coaches, and parents within the community.

**Supporting survivor services:** Collaborating with local non-profit organizations to provide support and resources to individuals affected by abuse, including access to counseling, legal assistance, and medical care.

### Example

*An NF forms partnerships with local youth centers and community organizations to implement a series of workshops on safeguarding for young athletes and their families. The workshops cover topics such as personal safety, boundary-setting, and reporting mechanisms, empowering participants to recognize and respond to potential risks.*

## SHARING INFORMATION AND BEST PRACTICES

NFs should establish channels for sharing information and best practices with other stakeholders, including through conferences, workshops, and online platforms. This includes:

**Contributing to knowledge exchange:** Participating in national and international forums on safeguarding to share insights, experiences, and lessons learned with peers from other sports organizations and sectors.

**Collaborating on research and evaluation:** Engaging in collaborative research projects and evaluations to generate evidence on effective safeguarding practices and inform policy development and implementation.

### Example

*An NF collaborates with a local university research center to conduct a study on the prevalence of abuse in youth sports and the effectiveness of different safeguarding interventions. The findings are shared at a national conference on safeguarding, where representatives from multiple sports federations exchange ideas and strategies for enhancing safeguarding efforts.*

*By fostering collaboration with other sporting bodies, government agencies, and community organizations, NFs can leverage collective expertise and resources to strengthen safeguarding efforts, promote a culture of safety and respect, and create safer environments for all individuals involved in basketball activities.*



# Safeguarding Policy

At the core of our commitment to safeguarding lies a resolute FIBA Safeguarding Policy that underpins our **collective efforts** to ensure the safety and protection of all individuals involved in basketball. This policy serves as a beacon of our unwavering dedication to fostering environments where dignity, respect, and integrity reign supreme.



FIBA  
Safeguarding  
Policy

Within this statement, we declare unequivocally our **commitment to safeguarding** as a fundamental principle of our organization. We recognize that safeguarding encompasses a spectrum of proactive measures and interventions aimed at **preventing** and **addressing** all forms of abuse, exploitation, and harm.

Furthermore, we define the **scope** of safeguarding within the context of basketball, affirming our responsibility to protect the rights and well-being of players, coaches, officials, volunteers, and other stakeholders. We acknowledge that safeguarding is not merely a legal or regulatory obligation but a **moral imperative** that demands our utmost attention and diligence.

Through this Safeguarding Policy, we signal our intent to uphold the highest standards of **ethical conduct** and **accountability** in all aspects of our operations. We commit to fostering cultures of transparency, openness, and accountability, where concerns regarding safeguarding are taken seriously, addressed promptly, and resolved effectively.

In essence, this Policy encapsulates our unwavering resolve to prioritize the **safety and welfare of all individuals** involved in basketball activities. It serves as a guiding principle that informs and inspires our actions as we strive to create a safe, supportive, and inclusive environment where every individual can thrive and realize their full potential.

Now that you have familiarized yourself with the FIBA Safeguarding Policy, it is important for your **NF to act** and draft a similar document that is aligned with your national regulations and requirements.

Your NF should **convene relevant stakeholders**, including safeguarding experts, legal advisors, and representatives from key departments, to review the contents of this toolkit and adapt them to suit the **specific context** and needs of your organization. Consideration should be given to local laws, cultural norms, and organizational structures when developing your safeguarding policies, procedures, and initiatives.

It is essential for your NF to **prioritize safeguarding** and **allocate the necessary resources**, including time, funding, and personnel, to ensure the successful development and implementation of your safeguarding document. Safeguarding should be **integrated into all aspects** of your organization's operations, from governance and management to coaching and competition.

To assist your NF in this process, we have provided a **template** at the end of this toolkit that you can adapt and customize to suit your organization's needs. This template serves as a starting point for developing your safeguarding policy and includes key sections and guiding questions to help you structure your policies, procedures, and initiatives effectively.

**Note:** FIBA's existing Safeguarding Policy is currently undergoing a comprehensive revision to further enhance the protection and safety of all basketball participants.



## COMPONENTS OF A SAFEGUARDING POLICY

- **Policy Statement and Accountability:** Clearly state the organization's commitment to safeguarding and assign accountability for implementing and enforcing the policy.
- **Purpose of the Policy:** Explain the objectives and goals of the safeguarding policy, emphasizing the protection of all individuals involved in basketball activities.
- **Scope of Application:** Define the scope of safeguarding within the context of basketball and identify the individuals and groups covered by the policy.
- **Definitions:** Provide clear definitions of key terms and concepts related to safeguarding to ensure clarity and understanding among stakeholders.
- **Reporting and Investigation Procedures:** Outline procedures for reporting concerns or allegations of abuse, including multiple reporting channels, confidentiality measures, and support services for individuals making reports. Also, detail steps for responding to reported concerns or allegations, including investigation processes, risk assessment, and support for survivors.
- **Disciplinary Measures:** Specify disciplinary actions for offenders found guilty of abuse or misconduct, ensuring accountability and consequences for inappropriate behavior.
- **Confidentiality:** Establish measures for maintaining confidentiality and privacy of individuals involved in safeguarding matters, including information sharing protocols and data protection measures.
- **Monitoring and Review:** Implement mechanisms for monitoring compliance with safeguarding policies and procedures and establish processes for regular review and evaluation of the policy's effectiveness.

## OTHER POTENTIAL COMPONENTS

- **Training and Education:** Provide requirements for safeguarding training and education for all individuals involved in basketball activities, including coaches, officials, volunteers, and staff.
- **Communication and Awareness:** Develop strategies for raising awareness about safeguarding issues among stakeholders and create communication plans for disseminating information about safeguarding policies, procedures, and resources.
- **Support Services:** Offer support services and resources for individuals affected by abuse, including access to counselling, medical services, legal assistance, and other forms of support.
- **Collaboration and Partnerships:** Foster collaboration with other sporting bodies, government agencies, and community organizations to enhance safeguarding efforts and share best practices.
- **Documentation and Record-Keeping:** Establish requirements for maintaining accurate and confidential records of safeguarding incidents, reports, investigations, and outcomes.
- **Emergency Preparedness and Crisis Management:** Develop protocols for responding to emergencies and crises, including communication plans, safety procedures, and coordination with relevant authorities.
- **Transparency and Accountability:** Commit to transparency and accountability in safeguarding practices, including public reporting, independent oversight mechanisms, and measures to ensure effectiveness.
- **Continuous Improvement:** Demonstrate a commitment to continuous evaluation and improvement of safeguarding practices, including feedback mechanisms, review processes, and incorporation of lessons learned.

*By including these items in your safeguarding policy, you can establish clear guidelines and procedures to promote the safety and well-being of all individuals involved in basketball activities and demonstrate your commitment to safeguarding as a fundamental principle of your organization.*



# Communication

Effective communication plays a vital role in promoting safeguarding awareness and ensuring the dissemination of safeguarding policies, procedures, and reporting mechanisms to all relevant stakeholders. In this section, we provide practical guidance and examples of internal and external communication strategies that NFs can employ to strengthen their safeguarding efforts within the basketball community.

## INTERNAL COMMUNICATION STRATEGIES



### Regular Staff Meetings

Schedule periodic staff meetings to discuss safeguarding policies, procedures, and updates. Use these meetings as an opportunity to address any questions or concerns raised by staff members.

### Email Updates

Send regular email updates to all internal stakeholders, including staff members, volunteers, and governing bodies, regarding any changes or reminders related to safeguarding policies and procedures.

### Intranet or Internal Portals

Utilize internal communication platforms, such as an intranet or internal portals, to provide easy access to safeguarding resources, training materials, and reporting mechanisms.

### Training Sessions

Conduct interactive training sessions to ensure that all staff members and volunteers are familiar with the organization's safeguarding policies, procedures, and reporting mechanisms.

### Feedback Mechanisms

Establish feedback mechanisms, such as suggestion boxes or anonymous surveys, to encourage staff members and volunteers to share their thoughts and suggestions for improving safeguarding practices within the organization.

## EXTERNAL COMMUNICATION STRATEGIES



### Social Media Platforms

Use social media platforms to raise awareness about safeguarding initiatives and share relevant resources and information with the broader community, including parents/guardians, participants, and partner organizations.

### Website Updates

Maintain an up-to-date website with dedicated sections highlighting the organization's safeguarding policies, procedures, and reporting mechanisms. Provide easy access to downloadable resources and contact information for designated safeguarding officers.

### Press Releases

Issue press releases or public statements to communicate the organization's commitment to safeguarding and any significant developments or initiatives related to safeguarding practices within the basketball community.

### Community Events

Participate in community events, such as sports tournaments or awareness campaigns, to engage with the local community and promote the importance of safeguarding in sports.

## STAKEHOLDER AWARENESS INITIATIVES



### Educational Workshops

Organize educational workshops or seminars to educate stakeholders, including parents/guardians, participants, coaches, and officials, about safeguarding issues and the organization's safeguarding policies and procedures.

### Information Sessions

Host information sessions or webinars to provide stakeholders with opportunities to learn more about safeguarding practices, recognize signs of abuse, and understand the reporting process.

### Collaborative Partnerships

Collaborate with local schools, community organizations, and government agencies to reach a wider audience and maximize the impact of safeguarding awareness initiatives.

## DISSEMINATION OF THE POLICY AND REPORTING MECHANISMS



### Policy Summaries

Provide concise summaries of the organization's safeguarding policy and reporting mechanisms in multiple formats, such as printed handouts or digital documents, for easy distribution to stakeholders.

### Reporting Forms

Develop user-friendly reporting forms that clearly outline the steps for reporting safeguarding concerns or incidents and provide options for anonymous reporting, if desired.

### Contact Information

Ensure that contact information for designated Safeguarding SPOCs and relevant authorities is readily available and prominently displayed on all communication materials, including websites, posters in basketball venues, and flyers.



# Risk Assessments

Identifying and managing potential risks is crucial for ensuring the safety and well-being of individuals involved in basketball activities. In this section, NFs are guided through the process of conducting risk assessments. This involves identifying potential risks, evaluating their likelihood and potential impact, and developing strategies to mitigate or manage these risks effectively.



NFs are encouraged to consider various factors when assessing risks, including the nature of basketball activities, the environments in which they take place, and the individuals involved. Risk assessment should be an ongoing process, with regular reviews and updates to account for changes in circumstances or emerging risks.

Once risks have been identified and assessed, NFs are encouraged to develop risk management plans. These plans should outline specific measures to address identified risks, including preventive measures, response procedures, and contingency plans. NFs should also establish mechanisms for monitoring and reviewing the effectiveness of risk management strategies and making adjustments as necessary.

## IDENTIFYING RISKS



NFs should systematically identify potential risks associated with basketball activities, considering factors such as:

### Physical environment

Assessing venues for hazards like uneven surfaces, inadequate lighting, or faulty equipment.

### Human factors

Evaluating the behavior and competence of participants, coaches, officials, and volunteers, identifying factors that could contribute to accidents or misconduct.

### Health and safety considerations

Considering factors such as player fitness levels, medical conditions, and access to emergency medical services.

### External factors

Anticipating risks related to weather conditions, transportation, or other external factors that could impact safety during basketball events or travel.

## ASSESSING RISKS



NFs should employ a structured approach to assess the likelihood and potential impact of identified risks:

### Likelihood

Gauges the probability of occurrence.

### Impact

Evaluates the severity of the consequences on individuals and the organization in case of harm.

IMPACT	High	MEDIUM	HIGH	HIGH
	Medium	LOW	MEDIUM	HIGH
	Low	LOW	LOW	MEDIUM
		Low	Medium	High
LIKELIHOOD				



## DEVELOPING RISK MANAGEMENT PLANS



Once risks have been identified and assessed, organizations can implement various risk treatment strategies to reduce or mitigate their impact and likelihood:

### Avoidance

This involves eliminating the risk by ceasing the associated activity or process.

#### Example

*If a venue for a basketball tournament has inadequate security measures and poses a risk of unauthorized access to players' changing rooms, the NF may choose to avoid this risk by relocating the tournament to a venue with better security infrastructure.*

### Mitigation

Implementing measures to reduce the likelihood or impact of the risk.

#### Example

*To mitigate the risk of grooming by adults in positions of authority, the NF can implement guidelines for one-on-one interactions between adults and players, ensuring that interactions occur in open spaces.*

### Transfer

Shifting the risk to a third party through insurance, contracts, or outsourcing.

#### Example

*The NF may transfer the risk of legal liability for safeguarding incidents to an insurance provider by purchasing liability insurance coverage specifically tailored to cover abuse-related claims.*

### Acceptance

Acknowledging the risk and its potential consequences without taking further action.

#### Example

*The NF may accept the risk of occasional minor behavioral incidents among players during training sessions as part of the development process, as long as appropriate disciplinary measures and support systems are in place to address and prevent escalation.*

*Most risks related to abuse and safeguarding in sport can be addressed to decrease their likelihood and/or impact, though complete elimination is not always feasible. Despite preventive efforts, safeguarding incidents may still occur, but responsible parties must take reasonable steps to identify, eliminate, or reduce risks. All actions are vital for safeguarding all stakeholders but should be prioritized based on urgency, from most to least critical.*

## MONITORING AND REVIEW



NFs should establish mechanisms for ongoing monitoring and review of risk management strategies to ensure their effectiveness. This includes:

### Regular evaluations

Conducting periodic reviews of risk management plans to identify areas for improvement or emerging risks.

#### Example

*Conducting post-event debriefings to review any incidents or safety concerns that arose during games or practices.*

### Incident reporting and analysis

Implementing systems for reporting and analyzing incidents, near misses, or complaints to identify trends and inform future risk mitigation efforts.

#### Example

*Tracking and analyzing injury reports or misconduct complaints to identify recurring issues or patterns that require attention.*

### Stakeholder feedback

Soliciting feedback from players, coaches, officials, and other stakeholders to identify potential safety concerns or areas for improvement.

#### Example

*Surveying players, coaches, and officials to gather insights on safety perceptions and areas where risk management measures can be enhanced.*

*By adopting a systematic approach to risk assessment and management, NFs can proactively identify and address potential hazards, thereby fostering a safe and secure environment for all individuals involved in basketball activities.*



# Preventive Measures

Prevention serves as the cornerstone of safeguarding efforts in basketball environments, aiming to proactively mitigate the risk of harm or abuse. This section delves into a comprehensive array of preventive measures that NFs can implement to foster safe and supportive settings for all participants.

## RECRUITMENT AND SCREENING PROCEDURES

NFs should prioritize the establishment of rigorous recruitment and screening protocols for personnel engaged in basketball activities, including coaches, officials, and volunteers. This includes:

- **Conducting thorough background checks:** Verifying the background, qualifications, and credentials of individuals applying for roles within basketball organizations to ensure their suitability and integrity.
- **Requiring signed Declaration Forms:** Obtaining signed forms from applicants confirming they have not been investigated, charged, or convicted in any case related to safeguarding concerns. A template is provided in the Appendix.

## EDUCATION AND TRAINING PROGRAMS

NFs should develop and implement tailored education and training initiatives to raise awareness about safeguarding issues and empower stakeholders with the knowledge and skills to identify and address signs of abuse. This includes:

- **Designing comprehensive training curricula:** Tailoring training programs to the specific needs and roles of different stakeholders, such as players, coaches, officials, and administrators, to ensure relevance and effectiveness.
- **Delivering engaging and interactive training sessions:** Utilizing diverse formats and methodologies, including workshops, seminars, e-learning modules, and peer-to-peer discussions, to maximize engagement and retention of safeguarding concepts.

## CODES OF CONDUCT

NFs should establish clear and comprehensive codes of conduct for all individuals involved in basketball activities, delineating expected standards of behavior and consequences for breaches. This involves:

- **Developing inclusive and enforceable codes:** Crafting codes of conduct that reflect the values of respect, integrity, and inclusivity, and address specific behaviors such as bullying, harassment, and discrimination.
- **Communicating and enforcing codes:** Disseminating codes of conduct widely among stakeholders and implementing mechanisms for monitoring adherence and addressing violations in a fair and consistent manner.

## CREATING SAFE SPACES AND PRACTICES

NFs should prioritize the establishment of policies and procedures to promote safe environments and practices, encompassing aspects such as supervision, facility safety, and appropriate interactions. This includes:

- **Implementing supervision guidelines:** Defining appropriate supervision ratios and practices to ensure the safety and well-being of participants during training sessions, competitions, and off-court activities.
- **Enforcing facility safety measures:** Conducting regular inspections and risk assessments of facilities used for basketball activities, addressing hazards and implementing safety protocols to minimize the risk of accidents or injuries.

*By proactively implementing these preventive measures, NFs can cultivate environments where individuals feel protected, empowered, and respected, fostering positive experiences and safeguarding the integrity of basketball activities.*



# Reporting and Response Procedures

Establishing clear reporting and response procedures is essential for addressing concerns or allegations of abuse effectively and ensuring the safety and well-being of individuals involved in basketball activities. This section outlines the steps that NFs should take to establish and implement robust reporting and response procedures.

## REPORTING



NFs should develop clear and accessible reporting mechanisms that allow individuals to report concerns or allegations of abuse confidentially and without fear of retaliation. Reporting mechanisms should be widely publicized and easily accessible to all stakeholders, including players, coaches, officials, volunteers, and parents/guardians. In instances where NFs do not have their own reporting systems in place, they are encouraged to utilize FIBA's reporting mechanisms, ensuring that individuals have a reliable avenue to voice their concerns and seek assistance. This ensures a consistent approach to addressing safeguarding issues and promotes transparency and accountability within the basketball community.

### Different types of reporting systems:

- **Online Reporting Form:** Develop a secure online form accessible through the NF's website where individuals can submit reports of abuse or misconduct anonymously.
- **Hotline:** Establish a confidential hotline that individuals can call to report concerns or incidents of abuse. Ensure that the hotline is staffed by trained professionals who can handle reports sensitively and provide appropriate support.
- **Email Reporting:** Provide a dedicated email address where individuals can send reports of abuse or misconduct. Ensure that emails are encrypted to protect the confidentiality of the information shared.
- **Mobile App:** Develop a mobile app that allows individuals to report concerns or incidents of abuse directly from their smartphones. Ensure that the app is user-friendly and provides options for anonymous reporting.
- **Third-Party Reporting Platforms:** Partner with third-party organizations or platforms that specialize in handling reports of abuse or misconduct. These organizations can provide independent investigation services and support to individuals affected by abuse.
- **FIBA Reporting Mechanisms:** Utilize reporting mechanisms provided by FIBA to report concerns or incidents of abuse via the FIBA website or via email ([safeguarding@fiba.basketball](mailto:safeguarding@fiba.basketball)). Ensure that NF's stakeholders are familiar with FIBA's reporting procedures and guidelines.
- **Local Support Organizations:** Partner with local support organizations, such as child protection agencies, legal aid organizations, or counselling services, that can assist with handling reports of abuse and providing support to individuals affected.

*By implementing a variety of reporting platforms/systems, NFs can ensure that individuals have multiple avenues to report concerns or incidents of abuse, thereby increasing accessibility and encouraging reporting. Additionally, collaborating with third-party organizations and utilizing FIBA's reporting mechanisms can provide NFs with additional support and resources to effectively address safeguarding issues within the basketball community.*



## RESPONDING



Once a report is received, NFs should follow established response protocols to ensure that concerns are addressed promptly and appropriately. This may involve conducting thorough investigations, providing support to individuals affected by abuse, and taking disciplinary action against perpetrators as necessary. However, in cases where NFs do not have the means to respond effectively, or if the individuals under investigation hold significant influence within the NF, they are encouraged to escalate the complaint to FIBA. By doing so, NFs can ensure that allegations are handled impartially and that appropriate measures are taken to address safeguarding concerns, ultimately prioritizing the safety and well-being of individuals involved in basketball activities.

NFs should also establish measures to ensure the confidentiality of reports and protect the privacy of individuals involved. This may include restricting access to sensitive information, implementing data protection measures, and providing support to individuals who have experienced abuse. In addition, it would be ideal for NFs to partner with local organizations that are experts in various areas, such as legal counselling, psychological support, medical assistance, etc. Collaborating with these organizations can provide additional resources and expertise to support individuals affected by abuse and ensure that their needs are effectively addressed in a holistic manner.

Whistleblower protection is another important consideration for NFs when developing reporting and response procedures. NFs should establish measures to protect individuals who report concerns or allegations of abuse from retaliation or victimization, including providing anonymity and protecting against discrimination or harassment.

## DISCIPLINARY MEASURES



NFs should establish a range of sanctions that can be applied depending on the severity of the misconduct and its impact on the affected individuals. The different types of misconduct should be explicitly prohibited in the NFs Statutes and/or Code of Conduct, and the sanctions that can be applied should also be explicitly mentioned in the relevant regulations. Sanctions may include:

- **Suspensions:** Temporary suspension from participating in basketball-related activities. A distinction should be made between a provisional suspension - imposed as a precautionary measure during an ongoing investigation - and a suspension as a sanction that follows a completed disciplinary process.
- **Bans:** Permanent exclusion from participating in basketball-related activities.
- **Probation:** Placing individuals on probationary status with specified conditions for reinstatement.
- **Educational Requirements:** Mandatory completion of educational programs or training related to safeguarding and ethical conduct.

An appeals process is an essential component of any disciplinary framework, providing individuals with a mechanism to challenge disciplinary decisions they perceive as unjust or disproportionate. The appeals process should be fair, transparent, and conducted in accordance with established procedures to uphold the principles of natural justice.

## INFORMING FIBA



Informing FIBA about disciplinary decisions and sanctions imposed on individuals involved in basketball activities within their jurisdiction is imperative. This ensures that FIBA can monitor safeguarding issues on a global scale, taking appropriate action to address any patterns of misconduct or abuse. Furthermore, by sharing information with FIBA, NFs contribute to preventing perpetrators facing sanctions in one country from participating in basketball activities in other regions or countries. This collaboration between NFs and FIBA helps to maintain uniform standards of conduct and safeguarding practices across national and international basketball communities, ultimately prioritizing the safety and well-being of all participants.

*By establishing clear reporting and response procedures, NFs can create environments where individuals feel safe and supported to report concerns of abuse, ensuring that allegations are addressed promptly and effectively to protect the safety and well-being of all involved.*



**In cases where abuse may constitute a criminal offence or pose immediate risk, National Federations must report the matter to local authorities, such as the police or child protection services, in accordance with national laws.**



# Emergency Readiness and Crisis Management

Being prepared to respond to emergencies and crises is paramount for safeguarding individuals involved in basketball activities. This section offers comprehensive guidance on developing protocols for emergency situations, communicating effectively during crises, and ensuring the safety and well-being of individuals in challenging circumstances.

## DEVELOPING PROTOCOLS FOR EMERGENCY SITUATIONS

NFs should proactively establish protocols for responding to various emergency situations, encompassing medical emergencies, natural disasters, security incidents, and other critical events. Key considerations include:

- **Identifying potential emergency scenarios:** Conducting risk assessments to identify potential hazards and emergency situations that may arise during basketball activities, considering factors such as venue safety, participant health, and external threats.
- **Establishing response protocols:** Developing clear and comprehensive protocols outlining roles, responsibilities, and procedures for responding to different types of emergencies, including activation criteria, communication channels, and steps for evacuations, medical assistance, and crisis resolution.

- **Providing training and support:** Equipping stakeholders with the knowledge, skills, and resources needed to implement emergency protocols effectively, including training sessions, drills, and ongoing support to ensure readiness and competence in responding to emergencies.

### Example

*An NF collaborates with medical professionals and emergency response teams to develop specific protocols for managing medical emergencies during basketball events, including procedures for administering first aid, accessing medical assistance, and coordinating emergency medical services.*

## COMMUNICATING EFFECTIVELY DURING CRISES

Establishing effective communication channels and procedures is crucial for providing timely information and guidance to individuals involved in basketball activities during crises. NFs should:

- **Establish communication protocols:** Define clear communication channels and procedures for disseminating information during crises, including emergency notifications, updates on the situation, and instructions for responding to emergencies, ensuring that communication is timely, accurate, and accessible to all stakeholders.
- **Develop external communication plans:** Prepare external communication plans to guide NFs in communicating with the media, public authorities, and other external stakeholders in the event of a crisis, ensuring consistency, transparency, and credibility in external communications.
- **Train communication teams:** Provide training and support to communication teams and spokespersons on effective crisis communication strategies, including message development, media relations, and managing public perception and expectations during crises.

### Example

*An NF establishes a dedicated crisis communication team comprising experienced communicators and media relations professionals, equipped with predefined communication templates, key messages, and response protocols to facilitate swift and effective communication during crises.*

## ENSURING SAFETY AND WELL-BEING IN CHALLENGING CIRCUMSTANCES

Proactively identifying and addressing potential risks and vulnerabilities is essential for ensuring the safety and well-being of individuals involved in basketball activities during emergencies and crises. NFs should:

- **Conduct risk assessments:** Regularly assess potential hazards and vulnerabilities associated with basketball activities, venues, and external factors, and develop strategies to mitigate risks and protect individuals from harm during emergencies.
- **Implement safety measures:** Implement robust safety measures and precautions to prevent emergencies and minimize their impact, including venue safety protocols, participant health screenings, and emergency preparedness training for stakeholders.
- **Collaborate with external partners:** Establish partnerships with local authorities, emergency response agencies, and community organizations to facilitate coordinated responses to emergencies and ensure access to resources and support services for individuals affected by crises.

### Example

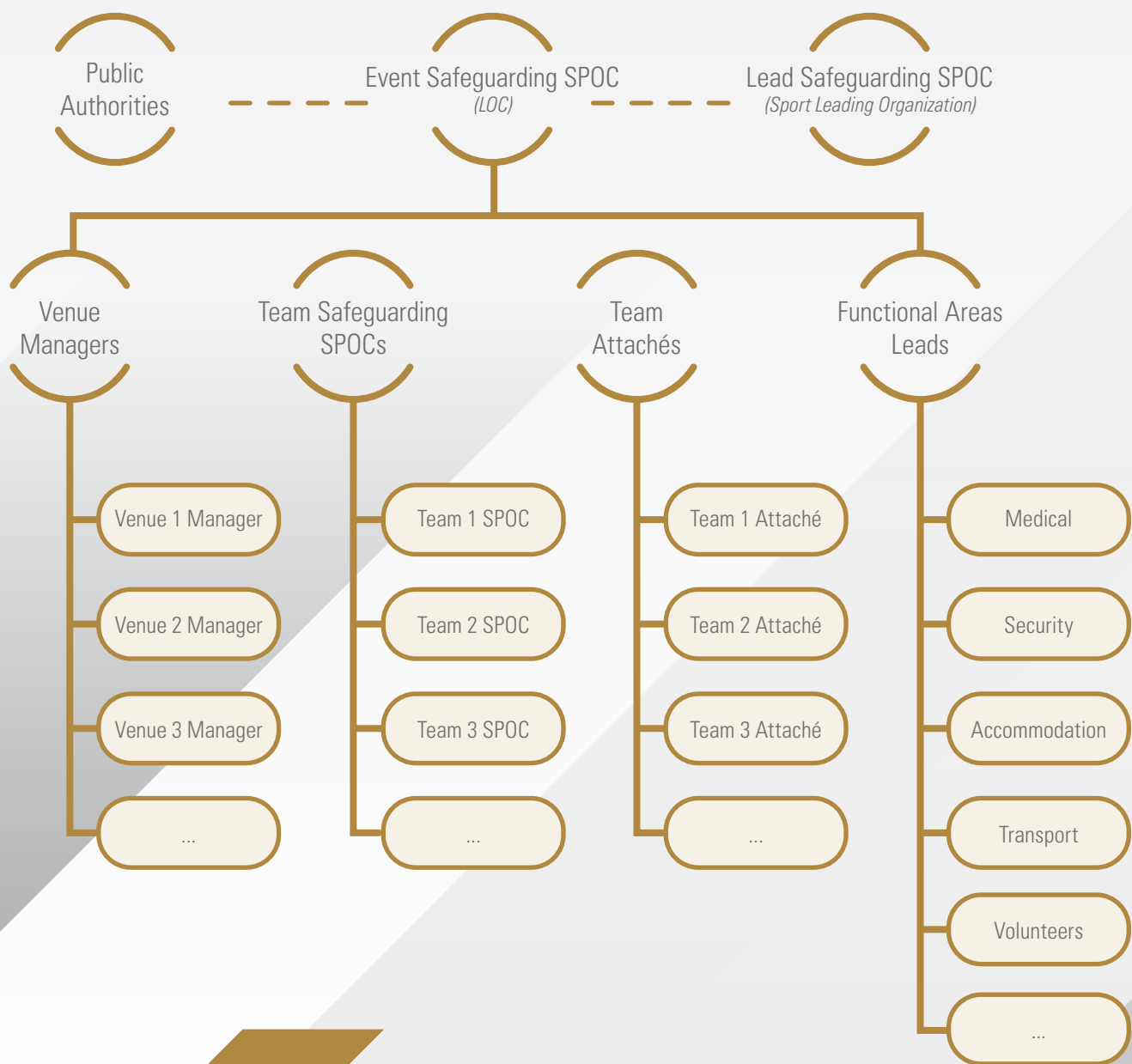
*An NF collaborates with local emergency management agencies and community organizations to develop comprehensive emergency response plans for basketball events, incorporating strategies for addressing specific risks and vulnerabilities, such as inclement weather, venue evacuations, and medical emergencies.*

*By developing protocols for emergency situations, communicating effectively during crises, and ensuring the safety and well-being of individuals in challenging circumstances, NFs can create environments where individuals feel safe, supported, and resilient, even in the face of emergencies.*



# Safeguarding Structure during Basketball Events

Ensuring effective collaboration among safeguarding roles and different functional areas within the competition framework is crucial for delivering a safe event and responding promptly to safeguarding issues. The structure outlined below mirrors the setup at international competitions managed by FIBA. However, it can be readily adapted and replicated to suit local contexts.



## ROLES

### Sport Leading Organization

- Responsible for event allocation. For international basketball events, FIBA assumes this role.
- Develops best-practice policies and procedures for events.
- Ensures adherence to internal safeguarding processes and policies during the event.

### Lead Safeguarding SPOC

- Responsible for planning and implementing the overall Safeguarding Strategy of the Sport Leading Organization.
- Oversees the development of best-practice policies and procedures for events.
- Ensures adherence to internal safeguarding processes and policies during the event.

### Local Organizing Committee (LOC)

- Responsible for delivering all aspects of the competition, including safeguarding.
- Collaborates with the Sport Leading Organization in appointing the Event Safeguarding SPOC and approving the overall safeguarding plan.

### Event Safeguarding SPOC

- Leads the LOC's safeguarding approach during the event.
- Establishes a network of individuals to implement safeguarding measures.

### Team Safeguarding SPOCs

- Part of each team delegation.
- Responsible for the day-to-day welfare of players and team members.
- Act as focal points for safeguarding matters within their teams and liaise with the Event Safeguarding SPOC.

### Team Attaché

- Embedded within each team delegation.
- Acts as the liaison point between the team, the Sport Leading Organization, and the LOC.
- Provides support and facilitates communication between teams and event organizers.

### Venue Managers

- Responsible for safeguarding within specific venues during large-scale events.
- Ensure adherence to internal safeguarding processes at venue level.
- Manage and escalate reported incidents of poor practice or abuse within the venue.

## SAFEGUARDING PROCEDURE

Generally, when allegations arise between two members of the same delegation, it constitutes an internal allegation. In such cases, the Team Safeguarding SPOC is responsible for addressing the issue through established safeguarding policies and procedures. Additionally, they must inform the Event Safeguarding SPOC about the case. This process may involve disciplinary measures or involving law enforcement if necessary.

On the other hand, if an allegation emerges between members of different delegations, the Event Safeguarding SPOC engages with both respective Team Safeguarding SPOCs to address the issue collectively. Should resolution not be achieved through this process, the matter is escalated to the Lead Safeguarding SPOC for further resolution.

*Regardless of the nature of the allegation or the parties involved, all safeguarding procedures must adhere to local legal requirements to ensure fairness and legality in the resolution process.*



# Creating your own Safeguarding Plan



## SITUATION ANALYSIS

The initial phase of developing a Safeguarding Plan involves conducting a comprehensive assessment of existing practices, policies, and procedures within the organization. This entails reviewing incident reports, soliciting feedback from stakeholders, and evaluating compliance with relevant legal requirements and industry standards, such as the FIBA Guidelines Checklist. However, this process can be resource-intensive and may uncover systemic challenges requiring significant remediation efforts.

Conducting a SWOT Analysis offers a structured framework for assessing internal strengths and weaknesses, along with external opportunities and threats that may impact safeguarding efforts. By leveraging strengths, addressing weaknesses, capitalizing on opportunities, and mitigating threats identified through this analysis, organizations can develop targeted actions to enhance safeguarding practices and outcomes, while aligning strategic goals with a culture of safety, inclusivity, and accountability within the basketball community.

### INTERNAL

What you can directly impact



**STRENGTHS**



**WEAKNESSES**

### EXTERNAL

What you cannot directly impact



**OPPORTUNITIES**



**THREATS**

## PLANNING

The Planning Phase serves as a pivotal transition from analyzing current safeguarding practices to developing actionable plans for improvement within the organization. This stage entails establishing clear objectives, creating detailed action plans, and effectively aligning resources to support implementation efforts. Objectives are set based on insights gained from the situation analysis, serving as guiding milestones for the development of action plans. These plans outline specific tasks, timelines, and resource allocations required to achieve established objectives efficiently and sustainably. By synchronizing objectives, action plans, and resource allocation, organizations ensure coherence and alignment in their planning processes.

Once objectives are established, action plans are meticulously crafted to delineate the specific actions and steps necessary to achieve each objective. These action plans serve as roadmaps for implementation, providing detailed guidance for executing strategies and initiatives effectively. Action plans are developed in accordance with the SMART criteria, ensuring specificity, measurability, achievability, relevance, and time-bound nature of each action. Moreover, resource allocation is a critical aspect of planning, ensuring that sufficient resources are available to support the successful execution of safeguarding initiatives. This includes financial allocations for training programs, technology upgrades, staffing, and other initiatives outlined in the plan, as well as leveraging existing partnerships and collaborations to maximize resource efficiency. Through meticulous planning and resource allocation, organizations can effectively advance their safeguarding objectives while mitigating the risk of resource constraints impeding progress or compromising the quality of interventions.

## IMPLEMENTATION & MONITORING

In the Implementation & Monitoring Phase, action plans are executed with strict adherence to timelines, responsibilities, and performance indicators. Clear responsibilities are assigned, and support is provided for successful execution, emphasizing accountability and adherence to planned activities.

Regular monitoring tracks progress towards objectives and Key Performance Indicators (KPIs), ensuring tasks are completed, outputs meet quality standards, and outcomes align with targets. Through diligent monitoring, accountability is upheld, activities are managed effectively, and progress remains aligned with safeguarding objectives.

## EVALUATION & IMPROVEMENT

In the Evaluation & Improvement Phase, the focus shifts towards assessing the effectiveness of implemented safeguarding initiatives and identifying areas for enhancement. This involves evaluating outcomes against predefined KPIs through various methods such as surveys, interviews, and data analysis. Successes and challenges are identified, with a focus on acknowledging accomplishments and addressing barriers to progress. Lessons learned are reviewed to understand what worked well, what could have been improved, and what valuable insights were gained.

Based on evaluation findings and lessons learned, adjustments and refinements are made to the Safeguarding Plan. This includes documenting evaluation results and communicating them transparently to stakeholders to foster accountability and engagement. Embracing a continuous improvement cycle ensures that safeguarding efforts remain responsive to evolving needs, fostering a culture of safety and inclusivity within the basketball community. An example includes evaluating a comprehensive training program for players, identifying successes, challenges, and lessons learned, and making adjustments to enhance program effectiveness and engagement.

*By following these steps, NFs can create a comprehensive Safeguarding Plan that promotes the safety and well-being of all individuals involved in basketball activities and demonstrates their commitment to safeguarding as a fundamental principle of their organization.*



# Appendices

## 1. Extended Definitions

### DEPRIVATION/NEGLECT

Neglect involves the failure to provide for an individual's physical and psychological needs or protect them from harm, despite having the means, knowledge, and access to services to do so. Team-sport athletes are particularly vulnerable to neglect, which can manifest in various ways such as inadequate support for basic needs like education, food, and clothing, unsafe training conditions, unequal treatment, training while injured or exhausted, and denial of necessary medical attention.

### EMOTIONAL/PSYCHOLOGICAL ABUSE

Emotional abuse serves as the foundation for various other forms of abuse within sports environments. It encompasses the deliberate mistreatment of individuals, aiming to instil feelings of worthlessness, inadequacy, and being unloved. Psychological abuse operates through a consistent pattern of deliberate and prolonged behaviors within relationships characterized by power imbalances. This type of abuse targets the inner life of an individual and may include elements of bullying.

Examples of emotional abuse in sports include singling out specific players for criticism, teasing, intentional exclusion or ignoring of players, setting unrealistic expectations and goals, body shaming, spreading gossip or lies, and angry or critical outbursts.

### PHYSICAL ABUSE

Physical abuse entails the deliberate infliction of harm upon an individual, often involving physical violence. It disproportionately affects players, with a higher proportion of men reporting physical abuse compared to women.

Examples include overloading players with excessive training loads, physical assaults such as slapping, punching, kicking, or pushing, use of forceful restraint or choking, throwing objects, or causing bodily harm, and encouraging the use of performance-enhancing substances.

### SEXUAL ABUSE

Sexual abuse involves coercing, persuading, or tricking an individual into engaging in sexual activities without their consent. It encompasses various forms of unwanted sexual conduct, harassment, and abuse. In sports, sexual abuse often stems from abuses of power facilitated by organizational cultures that overlook or condone such behaviors.

Examples of sexual abuse in sports include unwanted sexual advances, comments, or gestures, non-consensual physical contact of a sexual nature, and coercive behavior to engage in sexual activities. It is crucial to recognize that survivors may not always understand or feel able to report sexual harassment or abuse, emphasizing the need for organizations to create safe reporting mechanisms and foster environments where survivors feel supported and empowered to speak out.

	PHYSICAL INDICATORS	BEHAVIORAL INDICATORS
Deprivation/ Neglect	Poor personal hygiene and unkempt appearance Inadequate nutrition or hydration Untreated injuries or illnesses Lack of access to medical care or support Expressions of hunger or thirst	Frequent absences from training or competitions Lack of appropriate clothing or sports equipment Consistent fatigue or lethargy Poor school attendance or academic performance Disregard for safety / engaging in risky behaviors
Emotional/Psychological Abuse	Fear or anxiety Self-harm Avoidance of certain individuals or situations Nightmares or bedwetting	Low self-esteem or self-worth Excessive apologizing or fear of making mistakes Sudden and unexplained changes in behavior, personality, or mood Social withdrawal or isolation Excessive aggression or hostility Self-harming behaviors Withdrawn behavior
Physical Abuse	Unexplained bruises, cuts, or injuries Fractures or broken bones Burns or scalds Head injuries or concussions Repeated injuries or injuries in different stages	Fear of going home or being alone Attempts to hide injuries or marks Refusal to participate in physical activities Flinching at sudden movements or loud noises Avoidance of physical contact or touch Unexplained fear of specific individuals
Sexual Abuse	Pain or discomfort in genital or anal area Bruising, bleeding, or swelling in genital or anal area Sexually transmitted infections Difficulty walking or sitting Nightmares or bedwetting Unexplained gifts or money from adults	Fear of changing clothes or showering with others Sudden reluctance to participate in sports Withdrawal from social interactions Excessive sexualized language or behavior Inappropriate sexual knowledge or behavior

**Note:** These indicators are for informational purposes only and should be interpreted with caution. It is crucial to consider the context and individual circumstances when identifying potential cases of abuse. In case of any doubts or concerns regarding the signs or indicators mentioned above, it is essential to contact a safeguarding expert or relevant authorities for further guidance and assistance.



## VIOLENCE

Violence refers to the intentional use of physical force or power, whether threatened or actual, against oneself, another person, or a group or community, resulting in or having a high likelihood of resulting in injury, death, psychological harm, maldevelopment, or deprivation. This definition encompasses various forms beyond physical force, including explicit acts of commission, behaviors stemming from power dynamics such as threats and coercion, and instances of neglect or omissions in the duty of care. It encompasses types such as self-directed violence, involving suicidal behavior and self-abuse; interpersonal violence, involving conflicts between individuals, including familial, intimate partner, and community-based violence; and collective violence, spanning social, political, and economic realms.

## HARASSMENT

Harassment consists of single or repeated instances of unwanted or coerced behaviors by individuals holding positions of authority over players, such as coaches, officials, or administrators, that carry potential harm. It is characterized by actions violating individual rights and often involves an abuse of power and trust. Examples of harassment may include verbal abuse, threats, or unwanted advances. Indicators of harassment may include changes in behavior, increased anxiety or fear, and avoidance of certain individuals or situations.

## BULLYING

Bullying is unwanted, repetitive, and intentional aggressive behavior, typically among peers, and may feature a perceived power imbalance. Distinguished from harassment by its repeated nature over time, bullying can manifest in various forms, including physical assaults, verbal abuse, cyberbullying, and exclusionary tactics. Young individuals may endure suffering due to the actions of their peers, presenting a challenge in identification. Examples of bullying include physical assaults, offensive name-calling, spreading rumours, and exclusionary behaviors. Indicators may include unexplained injuries, changes in mood or behavior, and avoidance of certain environments or activities.

## HAZING

Hazing refers to organized initiation rituals, often within teams, involving humiliating and hazardous acts towards new members by established team members. Examples of hazing may include forced alcohol or drug consumption, physical challenges, or degradation. Hazing can have serious physical and psychological consequences for survivors and may create a toxic team environment. Indicators of hazing may include secrecy surrounding team activities, sudden changes in behavior or mood, and unexplained injuries or illnesses.

## INTERPERSONAL VIOLENCE

Interpersonal violence involves the intentional use of physical force or power against other persons by an individual or small group of individuals. It can occur online, be perpetrated by different actors and take different forms.

It is an umbrella term that encompasses all forms of harassment and abuse—whether physical, sexual, psychological (emotional), or through neglect—that occur within relationships of power, trust, or dependency. It includes both acts of commission (e.g., physical assault) and omission (e.g., failure to protect).

This term reflects an evolution from what was previously referred to as non-accidental violence in earlier safeguarding policies. The updated terminology better captures the relational nature of harm in sport and is aligned with international safeguarding standards, including the 2024 IOC Consensus Statement.



## 2. Safeguarding Policy Checklist

Completing this comprehensive checklist can help NFs assess their safeguarding policies thoroughly, identify strengths and areas for improvement, and develop their safeguarding policies.

CATEGORY	ITEM	STATUS		
		Rookie	Starter	MVP
Policy Statement	Clear and explicit statement of the organization's commitment to keeping everyone safe from harassment and abuse.			
	Clear and unequivocal statement of the organization's zero-tolerance stance on harassment and abuse.			
	Explanation of the importance of safeguarding in the context of sport.			
	Commitment to preventing the participation of known offenders.			
Roles & Responsibilities	Clear communication that safeguarding is everyone's responsibility within the organization.			
	Identification of specific safeguarding roles, with clear Terms of Reference for safeguarding leads/officers.			
	Definition and communication of responsibilities for all individuals involved in safeguarding.			
	Specification of roles and responsibilities in the reporting and investigation procedures, ensuring clarity on who is responsible for what at each stage.			
Definitions	Precise definitions of harassment, abuse, and other key safeguarding concepts.			
	Definitions consistent with international and national guidelines.			
Scope & Application	Policy applies to all persons affiliated with the organization, including athletes, staff, and volunteers.			
	Policy covers all activities and events affiliated with the organization.			
Legal Framework	Identification of relevant national and international legal frameworks (e.g., FIBA, IOC, national laws).			
	Clarification of scenarios involving conflicting legal frameworks (e.g., during international events).			
	Integration with existing policies like recruitment, disciplinary codes, and Codes of Ethics.			
Competition Safeguarding	Dedicated safeguarding protocols for competitions, or a standalone Competition Safeguarding Policy.			
	Specification of roles and responsibilities for safeguarding during competitions, including the designation of a Lead Safeguarding SPOC, reporting channels, and procedures for managing incidents during events.			
Safer Recruitment	Implementation of a safer recruitment policy with procedures to prevent unsuitable persons from holding positions of responsibility, based on best practices and legal requirements.			
	Inclusion of comprehensive criminal and background checks, where legally permissible, using accredited screening services and following international best practices.			
	Use of self-declaration forms for all applicants, requiring them to confirm they have not been accused or convicted of harassment/abuse, with a clear explanation of the consequences of false declarations.			

CATEGORY	ITEM	STATUS		
		Rookie	Starter	MVP
Standards of Behavior	Clear Codes of Conduct outlining expected behaviors, prohibited actions, and consequences for violations in conformity with the disciplinary procedures.			
	Specific Codes of Conduct for different roles or contexts (e.g., accredited event participants).			
	Communication of behavior expectations for staff, athletes, volunteers, technical teams, and others.			
Education	Commitment to ongoing safeguarding education and capacity building for all stakeholders (e.g., athletes, coaches, officials).			
Reporting	Clear, accessible procedures for reporting concerns, including anonymous options where applicable.			
	Explanation of who can report (e.g., survivors, witnesses, third parties) and how to report incidents.			
	Details on mandatory reporting requirements, especially concerning minors, and alignment with applicable laws.			
	Information on the designated channels and responsible persons for receiving reports.			
	Clear instructions on what information should be included in a report and how reports will be handled.			
	Timelines and steps involved in the reporting process, including links to disciplinary codes.			
	Inclusion of a standard Safeguarding Report Form for capturing incident details.			
Investigation Procedures	Establishment of a survivor-centered, trauma-informed investigation process for handling reported incidents.			
	Procedures ensuring both survivor protection and due process for the accused, minimizing re-victimization.			
	Procedures ensuring impartiality.			
	Clarification of whether cases will be handled internally or referred to external authorities/disciplinary committees.			
	Guidelines for sanctioning incidents of harassment and abuse based on investigation outcomes.			
	Reference to the organization's existing disciplinary procedures, including applicable sanctions for violation of the relevant Codes of Conduct and consequent appeal procedure. If such procedures are not already in place, establishment of new ones.			
Referral	Clear criteria and procedures for referring cases to external authorities, including mapped pathways for different types of cases.			
Promotion & Communication	Wide and accessible dissemination of the safeguarding policy to all stakeholders.			
	Regular communication and updates on safeguarding initiatives within the organization.			
Drafting & Adoption	Policy must be fully endorsed by the organization's board and senior leadership.			
	The policy should be developed through a consultative process involving all key stakeholders.			
	Clear guidelines for regular policy review and revision cycles.			

### ROOKIE

Represents policies that are just starting out or are non-existent, indicating they need significant attention.

### STARTER

Represents policies that are in place but need updates or improvements, similar to a player who is reliable but can still develop further.

### MVP

Represents policies that are fully in place, effective, and well-maintained, reflecting the highest standard.



# 3. NF’s Safeguarding Policy Template

[National Basketball Federation] Safeguarding Policy

## INTRODUCTION

[National Basketball Federation] is committed to creating and maintaining a safe and positive environment for all individuals participating in basketball activities under its jurisdiction. Unless otherwise mandated by national legislation, the federation abides by FIBA’s Safeguarding Policy, which outlines principles and guidelines for safeguarding basketball participants, preventing abuse, and promoting welfare. This Safeguarding Policy further outlines [National Basketball Federation]’s commitment to safeguarding and provides specific procedures and responsibilities tailored to our organization’s context and needs.

## PURPOSE

The purpose of this Safeguarding Policy is to:

- Protect basketball participants from harm and abuse while participating in basketball activities.
- Provide guidance and procedures to prevent, recognize, and respond to safeguarding concerns effectively.
- Promote a culture of respect, dignity, and safety within basketball environments.
- Ensure compliance with applicable laws, regulations, and ethical standards related to safeguarding.

## SCOPE

This policy applies to all individuals involved in basketball activities under the jurisdiction of [National Basketball Federation], including but not limited to players, coaches, officials, volunteers, staff, and administrators.

**Note:** FIBA’s existing Safeguarding Policy is currently undergoing a comprehensive revision to further enhance the protection and safety of all basketball participants.

## KEY PRINCIPLES

- **Safeguarding:** [National Basketball Federation] is committed to safeguarding the welfare of basketball participants and will take all reasonable steps to prevent harm, abuse, and exploitation.
- **Prevention:** [National Basketball Federation] will implement proactive measures to minimize the risk of abuse and create a safe and inclusive environment for all participants.
- **Recognition:** All individuals involved in basketball activities will receive training and support to recognize signs of abuse and respond appropriately to safeguarding concerns.
- **Reporting:** Any suspicions, allegations, or concerns regarding safeguarding issues will be taken seriously, investigated promptly, and reported to the appropriate authorities in accordance with legal and ethical obligations.
- **Confidentiality:** Information related to safeguarding concerns will be handled confidentially and shared only on a need-to-know basis to ensure the safety and welfare of individuals involved.
- **Support:** [National Basketball Federation] will provide support and guidance to individuals affected by safeguarding concerns, including access to counselling, advocacy, and other resources as needed.

## RESPONSIBILITIES

- **Board of Directors/Executive Committee:** The governing body of [National Basketball Federation] is responsible for establishing and overseeing the implementation of safeguarding policies and procedures.
- **Safeguarding SPOC:** The federation will appoint a designated Safeguarding SPOC responsible for coordinating safeguarding efforts, providing training, and responding to safeguarding concerns.
- **Coaches, Officials, and Volunteers:** All individuals involved in basketball activities are responsible for promoting the welfare and safety of participants, adhering to safeguarding policies, and reporting any concerns to the Safeguarding SPOC.
- **Players and Parents/Guardians:** Players and their parents/guardians are encouraged to familiarize themselves with safeguarding policies, raise concerns, and actively contribute to creating a safe and positive environment.



## REPORTING PROCEDURES

- Any individual who has concerns about the welfare or safety of a basketball participant should report their concerns to the Safeguarding SPOC or another designated individual. Please report safeguarding concerns through our designated reporting platform **[insert link or contact details]** / FIBA's reporting platform: <https://www.fiba.basketball/report> **(this should be used if NF doesn't have any reporting platform)**.
- Reports of safeguarding concerns will be taken seriously, investigated promptly, and handled confidentially in accordance with legal and ethical obligations.
- [National Basketball Federation]** will cooperate fully with relevant authorities and agencies involved in safeguarding investigations.

## TRAINING AND AWARENESS

- [National Basketball Federation]** will provide regular training and awareness sessions on safeguarding policies, recognizing signs of abuse, and responding to concerns effectively.
- All individuals involved in basketball activities will receive training appropriate to their role, including coaches, officials, volunteers, and staff.

## REVIEW AND MONITORING

This Safeguarding Policy will be reviewed periodically to ensure its effectiveness and compliance with relevant laws and regulations. Any updates or revisions will be communicated to all stakeholders and made available on the federation's website.

## CONCLUSION

- [National Basketball Federation]** is committed to promoting the welfare, safety, and dignity of all individuals involved in basketball activities. By adhering to this Safeguarding Policy and working together to create a culture of respect and inclusion, we can ensure that basketball remains a positive and enriching experience for everyone.
- Policy Adopted: **[Date]**
- Policy Review Date: **[Date]**

*Please note that this is a basic template for NFs that do not yet have an approved Safeguarding Policy and need to implement one on short notice. FIBA strongly advises NFs to use the Safeguarding Policy Checklist (Appendix 2) to adapt and develop their own policies.*



# 4. NF’s Code of Conduct Template

The **[Name of National Basketball Federation]** is committed to upholding the highest standards of integrity, sportsmanship, and ethical conduct in all aspects of basketball. As part of our dedication to fostering a safe, respectful, and inclusive environment, we have established this Code of Conduct to guide the behavior of all individuals associated with our federation, including players, coaches, officials, administrators, volunteers, and spectators.

## RESPECT AND FAIR PLAY

- We respect the rights, dignity, and worth of every individual involved in basketball, regardless of race, ethnicity, gender, age, ability, sexual orientation, or background.
- We promote fair play and uphold the rules and spirit of the game, striving to compete with integrity, honesty, and respect for our opponents, teammates, officials, and spectators.

## CONDUCT AND SPORTSMANSHIP

- We conduct ourselves in a manner that reflects positively on the sport of basketball and our federation, both on and off the court.
- We refrain from engaging in any form of unsportsmanlike behavior, including taunting, trash-talking, cheating, or any other conduct that undermines the integrity of the game or brings disrepute to our federation.

## INTEGRITY AND ETHICS

- We uphold the highest standards of integrity, honesty, and ethical behavior in all our interactions and decision-making processes.
- We reject all forms of bribery, corruption, match-fixing, or other unethical practices that compromise the integrity of basketball and our federation.

## SAFETY AND WELL-BEING

- We prioritize the safety, health, and well-being of all individuals involved in basketball, taking appropriate measures to prevent and address any form of abuse, harassment, discrimination, or bullying.
- We create and maintain a safe, inclusive, and supportive environment for all participants, providing resources and support to those in need.

## COMPLIANCE AND ACCOUNTABILITY

- We comply with all applicable laws, regulations, and policies governing basketball and our federation, as well as the principles and guidelines set forth by FIBA and other relevant governing bodies.
- We hold ourselves and others accountable for upholding the principles and standards outlined in this Code of Conduct, taking appropriate action in cases of misconduct or violation.

## REPORTING AND RESOLUTION

- We encourage individuals to report any concerns, grievances, or incidents related to violations of this Code of Conduct to the appropriate authorities within our federation.
- We are committed to conducting prompt, thorough, and impartial investigations into reported incidents and taking appropriate disciplinary action when necessary to address violations and uphold the integrity of basketball and our federation.

By adhering to this Code of Conduct, we demonstrate our commitment to promoting and preserving the values of integrity, respect, fairness, and sportsmanship in basketball. Together, we strive to create a positive and inclusive basketball community that inspires and empowers individuals to reach their full potential both on and off the court.

This Code of Conduct is approved by:

**[Name of National Basketball Federation]**  
**[Date]**

**Note:** This template serves as a framework for creating a Code of Conduct specific to the needs and values of the National Basketball Federation. Additional provisions and guidelines may be added as deemed necessary to address the unique circumstances and priorities of the federation.



# 5. Code of Conduct Template for Delegation Members

As a member of [Organization/Team Name], I acknowledge and agree to adhere to the following Code of Conduct while representing the organization/team at the [Event/Tournament Name]:

## RESPECT AND SPORTSMANSHIP

- I will treat all players, officials, volunteers, and spectators with respect and dignity, regardless of race, ethnicity, gender, age, ability, sexual orientation, or background.
- I will uphold the principles of fair play, integrity, and sportsmanship at all times.

## COMPLIANCE WITH RULES AND REGULATIONS

- I will familiarize myself with and adhere to all rules, regulations, and policies set forth by the organizing body of the event.
- I will compete within the spirit of the game and respect the decisions of officials.

## PROFESSIONALISM

- I will conduct myself in a professional manner, both on and off the court.
- I will refrain from the use of offensive language, gestures, or actions that may offend others.

## FAIR COMPETITION

- I will compete fairly and honestly, without the use of performance-enhancing substances or any form of cheating.
- I will respect the rights of opponents and strive for victory through skill, effort, and fair play.

## SAFETY AND WELL-BEING

- I will prioritize the safety and well-being of all participants, especially minors and vulnerable individuals, and report any concerns promptly to the designated Safeguarding SPOC.
- I will comply with all safety protocols and procedures established by the organizing body and ensure the welfare of all members of the delegation.

## REPRESENTATION

- I understand that my actions reflect upon the organization/team I represent and will conduct myself accordingly, upholding its values and principles.
- I will refrain from making any statements or engaging in any activities that may harm the reputation of the organization/team.

## COMPLIANCE WITH LAWS

- I will comply with all applicable laws and regulations, both domestically and internationally, including those related to anti-doping, match-fixing, discrimination, and harassment.
- By signing below, I acknowledge that I have read, understood, and agree to abide by this Code of Conduct. I understand that failure to comply with these guidelines may result in disciplinary action by the organization/team.

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**Note:** This template serves as a general framework and may require customization to align with the unique needs and policies of your organization or team. While adherence to the FIBA Code of Conduct is mandatory for all delegation members, certain NFs may prefer to supplement it with additional specific points in their own documents.





## 6. Guidance for Delegations Traveling with Minors

As delegations prepare to travel with minors to basketball tournaments, ensuring their safety and well-being is of utmost importance. Here are key considerations to facilitate a secure and smooth experience for all involved:

### SAFEGUARDING SPOC

- Designate a Safeguarding SPOC within the delegation responsible for addressing safeguarding concerns and coordinating responses to safeguarding issues involving minors (and all other stakeholders).
- The SPOC should be a trusted, vetted, and competent individual
- Ensure the SPOC is accessible and provides clear contact information throughout the trip.
- Encourage minors to reach out to the SPOC if they have any concerns or questions regarding their safety or well-being.
- Prior to departure, the SPOC should ensure that all delegation members sign the Code of Conduct for Delegation Members, affirming their commitment to upholding ethical standards and ensuring the safety of minors throughout the journey.

### TRANSPORTATION

- Arrange safe and reliable transportation for minors in compliance with child passenger safety laws.
- Designate responsible adults to supervise minors, maintaining appropriate adult-to-child ratios. A recommended ratio is one adult for every eight to ten children, depending on the age and needs of the minors.
- Establish designated meeting points and procedures for accounting for all before and after each departure.

### ACCOMMODATION

- Select accommodations with robust safety measures, including secure entrances and surveillance.
- Request rooms located near adult chaperones or team officials to facilitate supervision and monitoring.
- Ensure separate accommodations for minors of different genders, with strict adherence to privacy and appropriate supervision protocols.
- Provide clear guidelines for curfews and room checks to ensure minors' safety and well-being during their stay.

### CHANGING ROOMS AND SHOWERS

- Establish clear guidelines and assign same-gender supervisors to monitor changing areas and showers.
- When delegations include individuals of different genders, ensure that changing rooms and shower facilities are segregated accordingly to respect privacy and maintain comfort.
- Prohibit electronic devices in these areas and enforce strict privacy rules.

### MEETING YOUNG PLAYERS ALONE

- Encourage team officials, coaches, and other adults to avoid one-on-one interactions with minors, especially behind closed doors or in secluded areas. Instead, promote group settings or public spaces for meetings and discussions with young players to maintain transparency and accountability.
- Establish clear boundaries for adult-minor interactions and provide multiple reporting avenues for concerns.
- Train team officials and chaperones on safeguarding protocols and best practices for working with minors, emphasizing the organization's commitment to creating a safe and supportive environment for all participants.

### REPORTING PROCEDURES

- Report concerns to the designated Safeguarding SPOC promptly and confidentially.
- Cooperate fully with investigations and utilize NF safeguarding authorities or FIBA's reporting platform when needed.

*By adhering to these guidelines and prioritizing the safety and well-being of minors, delegations can create a secure and supportive environment for young athletes to thrive and excel in basketball tournaments.*



# 7. Guidelines for Handling Disclosures

Conducting interviews demands sensitivity, empathy, and professionalism. These guidelines aim to provide a structured framework for conducting interviews, ensuring the safety, well-being, and empowerment of individuals disclosing their experiences. Effective interviews play a crucial role in gathering information, supporting survivors, and facilitating investigations.

## UNDERSTANDING DISCLOSURES

Understanding the nature of disclosures is essential for effectively responding to allegations of abuse:

- A disclosure occurs when a survivor communicates their abuse to another individual.
- Treat all disclosures seriously, responding with empathy and support.
- Survivors often confide in familiar and trusted individuals, emphasizing the importance of all staff members being vigilant and responsive.
- Avoid interrogating the survivor; leave the investigative role to trained professionals such as social workers or law enforcement.
- Detailed documentation of the disclosure and surrounding circumstances is critical for subsequent investigations.

## REASONS FOR NOT DISCLOSING

Recognizing the barriers to disclosure helps create supportive reporting mechanisms:

- Survivors rarely make direct disclosures of abuse, particularly children.
- Potential inhibitors include fear of repercussions, concerns about blame or disbelief, and lack of awareness of whom to confide in.
- Addressing these barriers ensures accessible and supportive reporting mechanisms for survivors.
- Everyone within the organization has a responsibility to report concerns and should receive proper training to recognize and report signs of abuse.

## CASE RECORDING

Maintaining comprehensive written records is essential for documenting reported concerns:

- Thoroughly document survivor statements, distinguishing between factual information and personal opinions.
- Detailed records aid in subsequent investigations and fulfil organizational responsibilities.

## COMMENCING THE INTERVIEW

Creating a safe and supportive environment is crucial for building trust:

- Offer the survivor control over the setting and express gratitude for their trust.
- Ensure adequate lighting and space for comfort and safety.
- Thank the survivor for sharing and assure them of the seriousness of their disclosure.
- Inquire about their feelings, explain the ensuing process and support mechanisms, and clarify follow-up steps.

## DURING THE INTERVIEW

Building trust and facilitating effective communication are essential during the interview:

- Foster a sense of safety and openness to facilitate disclosure.
- Maintain composure, offer breaks as needed, and acknowledge the survivor's expertise in their experiences.
- Engage in active listening, maintaining eye contact, and using supportive language.
- Interpret non-verbal cues, employ positive body language, and avoid pitfalls such as directing the survivor's actions or questioning the validity of their story.



## CLOSURE AND FOLLOW-UP

Concluding the interview with reassurance and support is vital for the survivor's well-being:

- Affirm safety and support, schedule further discussions, and provide contact details for additional assistance.
- Emphasize support over challenge or blame, address any concerns the survivor may have, and clarify the next steps in the process.
- Encourage the survivor to seek further support if needed and express gratitude for their courage.

## POST-INTERVIEW REFLECTION

Reflecting on the interview process helps identify areas for improvement:

- Evaluate the interview environment, communication strategies, and support provided to the survivor.
- Consider changes to enhance future responses to disclosures of abuse and ensure trauma-informed practices are followed.

## INTERVIEW ORDER

Arrange interviews in a structured manner to gather information effectively:

- The person who raised the concern (if different from the survivor).
- The alleged survivor.
- Any witnesses to the incident.
- The alleged perpetrator.

*Effective interviewing requires a compassionate and structured approach. By creating a safe and supportive environment, facilitating open communication, and providing follow-up support, organizations can empower individuals to disclose their experiences and ensure appropriate action is taken to address allegations of abuse in sport.*



# 8. Incident Reporting Form

This form is for reporting safeguarding concerns. You may remain anonymous, but providing contact information will allow us to follow up. All information will be treated confidentially.

## 1. REPORTER INFORMATION

- Name:
- Are you (please tick one):
  - ☐ The person affected (survivor)
  - ☐ A witness
  - ☐ Reporting on behalf of someone else (e.g., coach, parent, teammate)
- Your contact details (if willing to provide):

## 2. INCIDENT DETAILS

- Date of incident:
- Time of incident:
- Location (venue, city, country):

## 3. NATURE OF CONCERN (PLEASE TICK ALL THAT APPLY)

- ☐ Neglect
- ☐ Psychological Abuse
- ☐ Physical Abuse
- ☐ Sexual Abuse
- ☐ Other (please specify):

## 4. INDIVIDUALS INVOLVED

- Person affected (survivor)
  - Name (if known):
  - Is the person a minor (under 18)?
    - ☐ Yes
    - ☐ No
    - ☐ Unsure
  - Role in basketball (e.g., player, coach, referee, spectator, etc.):
- Person alleged to have caused harm (if known):
  - Name (if known):
  - Is the person a minor (under 18)?
    - ☐ Yes
    - ☐ No
    - ☐ Unsure
  - Role in basketball (e.g., player, coach, referee, spectator, etc.):

## 5. DESCRIPTION OF INCIDENT

(Please provide a detailed account of what happened, including relevant context.)

## 6. WITNESSES (IF ANY)

- Name(s):
- Contact details (if available):

## 7. IMMEDIATE ACTIONS TAKEN

(E.g., medical assistance, notifying authorities, informing a Safeguarding SPOC.)

## 8. RISK ASSESSMENT

- Is the person affected currently at risk of further harm?
  - ☐ Yes
  - ☐ No
  - ☐ Unsure
- Is there an immediate threat to life?
  - ☐ Yes
  - ☐ No
  - ☐ Unsure
- Have authorities been informed?
  - ☐ Yes
  - ☐ No
  - ☐ Unsure
- If yes, please provide details:

## 9. ADDITIONAL INFORMATION

(Any other relevant details or concerns.)

Please submit this form to your National Federation, Club, League, or directly to FIBA.



# 9. Guidelines for Safer Recruitment and Screening Processes

Implementing robust recruitment and screening processes is crucial for safeguarding the well-being of individuals involved in basketball organizations. These guidelines aim to provide NFs with comprehensive recommendations for recruiting personnel and volunteers while minimizing the risk of potential harm to participants.

## ESTABLISHING RECRUITMENT POLICIES AND PROCEDURES

- Define the roles and responsibilities of individuals involved in recruitment processes.
- Establish criteria for assessing the suitability of candidates, including qualifications, experience, and character.
- Ensure compliance with legal requirements, industry standards, and best practices in safeguarding.

## APPLICATION AND DOCUMENTATION

- Obtain accurate personal information, including contact details, employment history, and references.
- Verify the identity of applicants through official identification documents.
- Request authorization for background checks, including criminal record checks and employment verification.

## CONDUCTING BACKGROUND CHECKS

- Perform thorough criminal record checks to assess any history of criminal behavior, particularly offenses related to violence or abuse.
- Verify employment history and qualifications to confirm the accuracy of information provided by candidates.
- Request references from previous employers or supervisors to gain insights into the candidate's character and suitability for the role.

## INTERVIEWING PROCESS

- Develop interview questions that focus on the candidate's experience and commitment to safeguarding.
- Include questions about the candidate's understanding of safeguarding policies and procedures.
- Conduct interviews in a professional and respectful manner, ensuring confidentiality and privacy for both the candidate and the interviewer.

## TRAINING AND INDUCTION

- Offer training on safeguarding policies, procedures, and reporting mechanisms before commencing their role.
- Provide guidance on identifying signs of abuse, responding to disclosures, and maintaining appropriate boundaries with participants.
- Conduct regular refresher training sessions to reinforce safeguarding principles and update staff and volunteers on any changes to policies or procedures.

## SUPERVISION AND MONITORING

- Assign designated supervisors or mentors to support staff and volunteers in their roles.
- Implement regular supervision sessions to discuss any safeguarding concerns or challenges encountered.
- Monitor adherence to safeguarding policies and procedures through observation, feedback, and reviews.

## REVIEW AND CONTINUOUS IMPROVEMENT

- Schedule periodic reviews of recruitment policies and procedures to identify areas for improvement.
- Incorporate feedback from staff, volunteers, and stakeholders to address any gaps or concerns.
- Stay informed about developments in safeguarding legislation and industry standards and adjust policies.

*Implementing robust recruitment and screening processes is essential for safeguarding individuals involved in basketball organizations. By establishing clear policies and procedures, conducting thorough background checks, providing comprehensive training and induction, and implementing ongoing supervision and monitoring, NFs can create safer environments for all participants. Regular review and continuous improvement ensure that recruitment practices remain effective and responsive to evolving safeguarding needs.*



# 10. Declaration Form for Criminal Record Checks

All individuals applying for positions within the National Federation of \_\_\_\_\_ are required to complete this form.

I, \_\_\_\_\_, hereby declare that I have never been investigated, charged, or convicted in any case related to abuse, misconduct, or safeguarding concerns.

I assert that I will promptly notify the Human Resources department if I become subject to any allegations or investigations related to abuse, misconduct, or safeguarding concerns.

I understand the importance of safeguarding the well-being and safety of all individuals involved in basketball activities and affirm my commitment to upholding the highest standards of conduct and integrity.

I acknowledge that any false or misleading information provided on this declaration form may result in disciplinary action, including termination of my involvement with the organization.

Signed: \_\_\_\_\_ Date: \_\_\_\_\_

[Print Name]

[Position/Role within the Organization]

[Organization Name]



# 11. Technology and Digital Safeguarding

As technology continues to play a prominent role in sports, safeguarding individuals in digital environments is paramount. This section offers comprehensive guidance on implementing robust measures to ensure online safety, protect digital information, and mitigate risks associated with technology use in basketball activities.

## ONLINE SAFETY MEASURES



NFs must prioritize the establishment of stringent policies and procedures to promote online safety, safeguarding individuals from cyberbullying, harassment, and exploitation. Key considerations include:

**Developing guidelines for appropriate online behavior:** Providing clear directives on acceptable conduct in digital spaces, emphasizing respect, integrity, and responsible communication.

**Setting up privacy settings:** Offering guidance on configuring privacy settings on social media platforms and other online channels to control the visibility of personal information and restrict unauthorized access.

**Implementing reporting mechanisms:** Establishing accessible and confidential channels for reporting online abuse or inappropriate behavior, ensuring swift response and resolution of reported incidents.

### Example

An NF collaborates with cybersecurity experts to develop a comprehensive online safety toolkit for players, coaches, and other stakeholders, featuring practical tips, interactive modules, and real-life scenarios to enhance digital literacy and promote safe online interactions.

## PROTECTING DIGITAL INFORMATION



Safeguarding the privacy and confidentiality of digital information is imperative to maintain trust and integrity in digital environments. NFs should implement robust data protection measures, including:

**Encryption:** Employing encryption technologies to secure sensitive data and communications transmitted over digital networks, safeguarding against unauthorized access or interception.

**Access controls:** Implementing stringent access controls and authentication mechanisms to restrict unauthorized access to digital platforms and databases, ensuring that only authorized individuals can access sensitive information.

**Data breach response procedures:** Establishing clear protocols and procedures for responding to data breaches or security incidents, including notification processes, incident response teams, and post-incident reviews to mitigate potential impacts and prevent recurrence.

### Example

An NF partners with cybersecurity firms to conduct regular cybersecurity audits and vulnerability assessments of its digital infrastructure, identifying and addressing potential weaknesses or gaps in data protection measures to fortify defences against cyber threats and data breaches.

## ADDRESSING RISKS ASSOCIATED WITH TECHNOLOGY USE



Proactively addressing risks associated with technology use requires ongoing vigilance and proactive measures to monitor emerging threats and vulnerabilities. NFs should:

**Stay informed about developments in technology and cybersecurity:** Keeping abreast of emerging trends, threats, and best practices in technology and cybersecurity through continuous monitoring, research, and engagement with industry experts and cybersecurity communities.

**Take proactive measures to address potential risks:** Implementing proactive measures to mitigate risks associated with technology use, such as conducting risk assessments, vulnerability scans, and penetration testing to identify and remediate vulnerabilities before they can be exploited by malicious actors.

### Example

An NF establishes a dedicated cybersecurity task force comprising experts from within the organization and external cybersecurity professionals to conduct regular risk assessments, monitor emerging threats, and develop proactive strategies to enhance cybersecurity posture and mitigate potential risks associated with technology use.

By implementing robust online safety measures, protecting digital information, and proactively addressing risks associated with technology use, NFs can create safer digital environments for individuals involved in basketball activities, safeguarding their privacy, confidentiality, and well-being in digital spaces.



## 12. Risk Assessment Template

This example serves as a practical illustration of how a risk might be assessed, but it is intended solely as a tool - not as a comprehensive or exhaustive Risk Assessment.

Risk	Likelihood (1-5)	Impact (1-5)	Score (1-25)	Prevent / Control / Mitigate	Responsibility	Measuring Success
Gender discrimination in employment practices	4	4	16	<p>Ensure contracts &amp; codes of conduct include clauses prohibiting gender discrimination.</p> <p>Ensure contracts &amp; codes of conduct require the LOC and any other service providers to educate their own workforce on gender equality.</p> <p>Set the example at FIBA (gender balance &amp; top management).</p> <p>Identify women within the LOC and provide them with leadership training (<a href="#">WiLead Program</a>).</p> <p>Promote and celebrate gender equality throughout the lifecycle (communications campaign).</p> <p>Respond to any evidence of complaints promptly and confidentially.</p> <p>Identify sustainable national social change opportunities (legacy): awareness at schools.</p> <p>Identify and prioritize bid commitments related to gender equality (future events).</p>	LOC Local government & authorities FIBA Businesses & industry associations	<p>Monitor gender balance numbers (multi-year hosting) &amp; celebrate improvements.</p> <p>Monitor evolution of women leaders.</p> <p>Monitor the impact of the Communications Campaign.</p> <p>Monitor the number of reports (increase could be a good sign).</p>
Sexual harassment at the team hotel	3	5	15	<p>Ensure contracts, policies &amp; codes of conduct include specific clauses defining and prohibiting any kind of harassment or abuse.</p> <p><b>Hotel measures:</b></p> <ul style="list-style-type: none"><li>Identify and avoid activities at the team hotel where athletes could be isolated with persons in power.</li><li>Establish and ensure a proper ratio of athlete to delegation member (8-1).</li><li>Guarantee proper supervision at the hotel (e.g., team buddy, moving in pairs, etc.).</li><li>Carefully pairing athletes in rooms.</li><li>Team together on the same floor; adults are separate but close for supervision.</li></ul> <p>Establish a confidential reporting mechanism and promote it.</p> <p>Ensure proper case management of any kind of report.</p> <p>Use the event to promote awareness on how to recognize harassment and what to do (communications campaign): video, brochures, guidelines, etc.</p> <p>Conduct appropriate and thorough criminal record checks and training of all accompanying members, including the consequences for perpetrators.</p> <p>Help the National Federation implementing their safeguarding strategy, policy, and procedures.</p>	Safeguarding SPOC LOC NFs FIBA Hotel Management	<p>Monitor the evolution of the delegation members with proper training and background check.</p> <p>Monitor awareness among athletes throughout the multi-year hosting.</p> <p>Accompany the National Federation throughout the implementation of a Safeguarding Policy and Strategy.</p> <p>Monitor the impact of the Communications Campaign.</p> <p>Monitor the number of reports (increase could be a good sign).</p>
Misusing personal data	4	3	12	<p>Abide by international regulations governing data protection (e.g., GDPR).</p> <p>Create and monitor a password-based system where data related to delegations is stored.</p> <p>Limit the number of people with access to personal data.</p> <p>Limit the content that people can access.</p> <p>Establish a proper system to prevent IT breaches from hackers.</p> <p>Train all staff in basic IT security to avoid breaches.</p> <p>Minimize the personal data required per participant.</p> <p>Guarantee that data will be erased after the event.</p>	IT FIBA LOC	<p>Monitor evolution of hacker attacks.</p> <p>Monitor the destruction of data after the event.</p> <p>Monitor the evolution of the number of trained staff.</p> <p>Monitor the number of staff and external stakeholders having access to the platform.</p>



# 13. Safeguarding Plan Checklist

Completing this comprehensive checklist can help NFs assess their safeguarding practices thoroughly, identify strengths and areas for improvement, and develop their safeguarding action plan.

CATEGORY	ITEM	STATUS		
		Rookie	Starter	MVP
Policy Development & Review	Have safeguarding policies been developed?			
	Does the safeguarding policy outline our commitment to promoting the safety and well-being of all individuals involved in basketball activities?			
	Is the safeguarding policy regularly reviewed and updated to reflect changes in legislation, best practices, and organizational needs?			
	Have we communicated the safeguarding policy to all stakeholders, including athletes, coaches, officials, volunteers, parents/guardians, and support staff?			
	Are we aware of and compliant with relevant international and national legislations, regulations, and standards related to safeguarding?			
	Have we sought legal advice to ensure that our safeguarding policies and procedures align with legal requirements and obligations?			
	Have we shared our safeguarding policy with FIBA (with English translation)?			
	Are codes of conduct in place for all stakeholders?			
	Is the organization compliant with other relevant regulations and legal requirements?			
	Do we have mechanisms in place to monitor compliance with safeguarding policies and evaluate the effectiveness of safeguarding initiatives?			
	Do we regularly communicate updates and reminders about safeguarding policies and procedures to stakeholders?			
	Are our safeguarding practices culturally sensitive and inclusive, taking into account the diverse backgrounds and needs of individuals involved in basketball activities?			
Procedures & Protocols	Have we consulted with cultural experts and community leaders to ensure that safeguarding practices are respectful and responsive to cultural differences?			
	Do we maintain transparency and accountability in our safeguarding practices through public reporting, independent oversight mechanisms, and measures to ensure effectiveness?			
	Do we have clear reporting and response procedures in place to address concerns or allegations of abuse promptly and effectively?			
	Are there multiple reporting systems available (e.g., online, phone, in-person) to accommodate different preferences and accessibility needs?			
	Is the reporting system anonymous to protect the confidentiality and privacy of individuals reporting concerns?			
	Have we designated trained individuals or a Safeguarding SPOC to receive and respond to reports of abuse?			
	Are robust case management protocols in place?			
	Have we established support services and resources for individuals affected by abuse, including access to counselling, medical services, legal assistance, and other forms of support?			
	Have we developed rehabilitation programs for offenders to address the underlying causes of abusive behavior and prevent future incidents?			
	Are safeguarding measures implemented in digital environments?			

CATEGORY	ITEM	STATUS		
		Rookie	Starter	MVP
Organizational Structure & Support	Is internal support built for safeguarding initiatives?			
	Is resistance managed effectively?			
	Are Safeguarding Single Points of Contact (SPOCs) designated?			
	Are partnerships established with external stakeholders?			
	Is a positive organizational culture fostered to support safeguarding?			
	Is an overall communication plan implemented to disseminate safeguarding information effectively?			
	Have we integrated safeguarding principles into coaching, referee education, competition structures, and other sport development initiatives?			
	Are safeguarding considerations incorporated into the design and delivery of training and educational programs for stakeholders?			
	Are we collaborating with other sporting bodies, government agencies, and community organizations to enhance safeguarding efforts and share best practices?			
Risk Management & Mitigation	Do we participate in working groups, committees, or task forces focused on safeguarding to exchange information and collaborate on joint initiatives?			
	Have we conducted a thorough risk assessment to identify potential risks and vulnerabilities in our basketball activities and environments?			
	Have we evaluated the likelihood and potential impact of identified risks and prioritized them accordingly?			
	Have we developed strategies to mitigate or manage identified risks effectively?			
	Are training needs assessed to enhance safeguarding awareness?			
	Have we implemented robust preventive measures, including: recruitment and screening procedures for personnel involved in basketball activities?			
	Have we implemented robust preventive measures, including: training and education programs for stakeholders on safeguarding principles and practices?			
	Have we implemented robust preventive measures, including: codes of conduct outlining expected standards of behavior for all stakeholders?			
	Have we implemented robust preventive measures, including: safe space practices to promote positive and respectful environments for all participants?			
	Are protocols in place to respond to emergencies and crises effectively, including communication plans, safety procedures, and coordination with relevant authorities?			
Event & Competition Safety	Are stakeholders trained and prepared to implement emergency protocols and respond appropriately in challenging circumstances?			
	Are measures in place to ensure the safety of basketball events?			
	Are safeguarding protocols established for travelling delegations?			
	Have safety inspections been conducted at event venues to identify and address potential hazards such as faulty equipment, slippery floors, or inadequate lighting?			
	Are emergency response plans in place, including procedures for handling medical emergencies, evacuations, and communication with emergency services?			
	Have security protocols been established to ensure the physical safety of participants, spectators, and staff, including measures to prevent unauthorized access and manage crowd control?			
	Are measures implemented to safeguard the well-being of participants, such as providing hydration stations, rest areas, and ensuring appropriate supervision for minors during the event?			

## ROOKIE

Represents plans that are just starting out or are non-existent, indicating they need significant attention.

## STARTER

Represents plans that are in place but need updates or improvements, similar to a player who is reliable but can still develop further.

## MVP

Represents plans that are fully in place, effective, and well-maintained, reflecting the highest standard.



# 14. Planning Phase of the Safeguarding Plan

Establishing Objectives – Table Template

SMART Objective	Responsibility	Deadline	KPI (must be quantifiable)	RAG/Status (Red-Amber-Green)
Develop and Implement comprehensive Training Program for players	Safeguarding SPOC	DD/MM/YYYY	20 training sessions conducted	★
Enhance Reporting Mechanisms and Support Services	Safeguarding SPOC	DD/MM/YYYY	20% increase in reported safeguarding concerns	★
Ensure Compliance with Safeguarding Policies	Head of Legal	DD/MM/YYYY	100% policy adherence audits completed	★
Strengthen Outreach Efforts to Raise Awareness of Safeguarding Initiatives	Head of Communications	DD/MM/YYYY	200% increase in website traffic	★
Implement Pre-Delegation Safeguarding Policy Checks for Team Members	Head of HR	DD/MM/YYYY	100% of team delegation members checked	★
Improve Response Time to Safeguarding Reports and Incidents	Integrity Officer	DD/MM/YYYY	Reduce by 25% the average time from report submission to resolution	★

Creating Action Plans – Table Template

SMART Action	Responsibility	Deadline	KPI (must be quantifiable)	Budget Allocation	RAG/Status (Red-Amber-Green)
Conduct Needs Assessment	Safeguarding SPOC	DD/MM/YYYY	Completion of needs assessment survey	0 USD	★
Design Training Curriculum and Materials	Safeguarding SPOC	DD/MM/YYYY	Development of training modules	15'000 USD	★
Pilot Test Training Modules	Safeguarding SPOC	DD/MM/YYYY	Feedback from pilot participants	0 USD	★
Revise and Finalize Training Materials	Safeguarding SPOC	DD/MM/YYYY	Finalized training curriculum	500 USD	★
Schedule and Publicize Training Sessions	Safeguarding SPOC	DD/MM/YYYY	20 training sessions scheduled	0 USD	★
Conduct Training Sessions	Safeguarding SPOC	DD/MM/YYYY	20 training sessions conducted	2'000 USD	★
Evaluate Training Effectiveness	Safeguarding SPOC	DD/MM/YYYY	Feedback from 50 participants	0 USD	★
Adjust Training Program Based on Evaluation Feedback	Safeguarding SPOC	DD/MM/YYYY	Revisions made to training curriculum	1'000 USD	★



