

SOKOINE UNIVERSITY OF AGRICULTURE

Sports and Recreation Policy

An active, healthy and inclusive University: sport for all, excellence for the talented

POLICY **SEPTEMBER 2026**

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AT A GLANCE

The Policy at a Glance

POLICY GOAL

To establish an inclusive, safe, ethical, well-governed and sustainable sports and recreation system that promotes lifelong wellbeing, student and staff participation, sporting excellence, talent development and positive representation of Sokoine University of Agriculture.

10
specific objectives

6
chapters: governance, participation, inclusion and integrity, facilities and resources, monitoring

6 months
to prepare the implementation plan after approval

5 years
between policy reviews, with a mid-term review

WHAT THE POLICY BALANCES

- **Sport for all**
- **Competitive excellence**
- **Safety and integrity**
- **Inclusion and equity**

> **Together, let us build a university where a culture of active, healthy, and inclusive living is experienced in every aspect of academic and campus life.**
>
> Professor Raphael Tihelwa Chibunda, Vice Chancellor



Netball players take up their positions during a match

Foreword by the Vice Chancellor

Establishing an inclusive, safe, and well-governed sports and recreation system is one of SUA's fundamental commitments to nurturing the physical, mental, and social well-being of our community, in line with our Corporate Strategic Objectives (CSOs) within the 6th SUA Corporate Strategic Plan (SUA CSP) (2026/27–2030/31). It is my pleasure to introduce the Sports and Recreation Policy at Sokoine University of Agriculture (SUA). This policy signifies a significant stride in our commitment to fostering a healthy, active, and inclusive environment across all dimensions of our institution.



Professor Raphael Tihelwa Chibunda, Vice Chancellor

The University recognizes sport, physical activity, and recreation as integral components of a high-quality university experience. They contribute to physical and mental well-being, social cohesion, leadership, discipline, institutional identity, talent development, community engagement, and academic success. This policy therefore establishes a coherent institutional framework that supports both broad-based participation and competitive excellence, while maintaining safety, integrity, inclusion, and academic priority. It consolidates the University's existing provisions, including those within the SUA Charter and Rules, the Health Policy, the Quality Assurance Good Practices Handbook, the University Master Plan, and the Fifth Corporate Strategic Plan, into one unified framework.

> **"Sports and recreation are fundamental expressions of our duty of care to students, staff, and the wider University community.**

Sports and recreation are fundamental expressions of our duty of care to students, staff, and the wider University community. As such, by expanding opportunities for recreation, fitness, and wellness, and by enabling talented student-athletes to develop and represent the University, we create a more supportive and cohesive environment for all. This policy therefore serves as a practical roadmap for implementing sports and recreation strategies within SUA, with clear provisions for governance, participation, competitive sport, student-athlete support, equity, inclusion, safeguarding, anti-doping, health and safety, facilities, financing, and monitoring.

I extend my sincere appreciation to the team of experts, stakeholders, and contributors who developed this policy, ensuring it reflects best practices and comparative lessons from leading African and international university frameworks. I urge all members of the SUA community to embrace this policy and participate actively in its implementation. Together, let us build a university where a culture of active, healthy, and inclusive living is experienced in every aspect of academic and campus life.

Professor Raphael Tihelwa Chibunda
Vice Chancellor
Sokoine University of Agriculture

Abbreviations and Acronyms

AUSC	African Union Sports Council
BMT/NSC	Baraza la Michezo la Taifa / National Sports Council of Tanzania
CSO	Corporate Strategic Objective
CSP	Corporate Strategic Plan
DVC	Deputy Vice Chancellor
FASU	Federation of Africa University Sports
FISU	International University Sports Federation
ICT	Information and Communication Technology
M&E	Monitoring and Evaluation
OSH	Occupational Safety and Health
PWD	Person with Disability
SUA	Sokoine University of Agriculture
SUASO	Sokoine University of Agriculture Students Organisation
TCU	Tanzania Commission for Universities
UNESCO	United Nations Educational, Scientific and Cultural Organization
WADA	World Anti-Doping Agency
WHO	World Health Organization



Football: a player strikes the ball

Definitions of Key Terms and Concepts

Athlete / student-athlete	A registered SUA student who participates in organised competitive sport, whether at University, regional, national or international level.
Competitive sport	Organised sport undertaken under recognised rules and involving selection, structured training and competition.
High-performance sport	Advanced competitive sport involving systematic training, coaching, performance monitoring and participation at elite levels.
Recreation	Voluntary physical, social or leisure activity undertaken primarily for wellbeing, enjoyment, social interaction or relaxation.
Sports club	A University-recognised association organised around a particular sport or physical activity and operating under approved rules.
Sports and Recreation Unit	The University office, section or equivalent administrative structure designated to coordinate sports, games, physical activity and recreation.
Safeguarding	Measures designed to prevent and respond to harassment, abuse, exploitation, bullying, discrimination, violence and other harm in sport.
Reasonable accommodation	Necessary and appropriate modification or adjustment that enables a person with a disability to participate on an equal basis without imposing disproportionate or undue burden.
University community	Students, staff and other persons formally authorised to participate in SUA programmes or use SUA facilities.
University team	A team formally selected and authorised to represent SUA in an external competition or event.
Intramural sport	Organised competition within SUA between colleges, schools, campuses, halls, departments, clubs or other approved units.
Physical activity	Any bodily movement produced by skeletal muscles that requires energy expenditure, including sport, exercise, active recreation and active mobility.

KEY MESSAGE

They contribute to physical and mental wellbeing, social cohesion, leadership, discipline, institutional identity, talent development, community engagement and academic success.



SUA footballers in a team huddle before a match

01

CHAPTER 1

Introduction

IN THIS CHAPTER

1.1 Background
1.2 Policy Context, Legal and Regulatory Framework
1.3 Policy Hierarchy
1.4 Policy Goal, Objectives and Guiding Principles
1.5 Guiding principles
1.6 Scope and Application

1.1 Background

Sokoine University of Agriculture (SUA) recognizes sport, physical activity and recreation as integral components of a high-quality university experience. They contribute to physical and mental wellbeing, social cohesion, leadership, discipline, institutional identity, talent development, community engagement and academic success. A modern university sports system must therefore support both broad-based participation and competitive excellence, while maintaining safety, integrity, inclusion and academic priority.

SUA already has institutional provisions that support this direction. The University Charter and Rules provide the governance foundation for student affairs and institutional decision-making. The University Health Policy emphasizes physical activity and the proper management and equipping of sports halls and grounds. The Quality Assurance Good Practices Handbook requires adequate infrastructure for students and staff to participate in sports and games. The University Master Plan provides for games, sports and recreation within student-welfare structures and reserves land and facilities for sport and recreation. The Fifth Corporate Strategic Plan (2022-2026) specifically identified the strengthening of sports management and administration as a University target. The Students' By-Laws, Gender Policy, Staff Housing and Students' Accommodation Policy, health and safety provisions, and emerging inclusive-education arrangements also affect how sports and recreation should be organized.

SUA currently participates in internal and external sporting activities involving students and staff, including university and public-service competitions, intramural activities, aerobics, jogging and physical-fitness programmes. This policy consolidates these activities into one coherent institutional framework that links participation, wellness, competitive sport, student-athlete development, governance, facilities, finance, integrity and accountability.

1.1.1 Rationale

The policy responds to the need for a clear University-wide framework that:

- Clarifies the mandate, authority and accountability for sports and recreation across all SUA campuses;
- Expands participation beyond competitive teams to include recreation, fitness, wellness and lifelong physical activity for students and staff;
- Protects the primacy of academic work while enabling talented student-athletes to develop and represent the University;
- Ensures gender-responsive, disability-inclusive and non-discriminatory access to programmes, leadership opportunities and facilities;
- Establishes minimum standards for safeguarding, health, medical care, injury management, safety, anti-doping and ethical conduct;
- Guides the planning, development, maintenance, booking and sustainable use of sports and recreation facilities;
- Provides transparent arrangements for clubs, selection, travel, competition, equipment, sponsorship, awards and resource mobilisation; and
- Establishes measurable implementation, monitoring and review mechanisms.

1.1.2 Policy Benchmarking

The policy draws comparative lessons from three African university frameworks: the University of Limpopo Sports and Recreation Policy (South Africa), which provides a strong governance and club-management model; the University of Ghana Sports Policy and related athlete-admission framework, which emphasize

wellness, high performance, disability inclusion and student-athlete development; and the Moshi Co-operative University Sports, Games and Recreational Policy and Guidelines, which provide a relevant Tanzanian higher-education model integrating sport, recreation, institutional representation and welfare. These benchmarks are adapted to SUA's legal mandate and institutional structure rather than reproduced verbatim.

1.2 Policy Context, Legal and Regulatory Framework

1.2.1 SUA Institutional Framework

This policy shall be implemented consistently with the following SUA instruments, as amended or replaced from time to time:

1. Sokoine University of Agriculture Charter and Rules, 2007, including subsequent amendments;
2. SUA Corporate Strategic Plan, particularly the Fifth Corporate Strategic Plan 2022-2026 and successor strategic plans;
3. SUA Master Plan and campus-specific master plans, including provisions for recreation zones, sports grounds and student-welfare infrastructure;
4. SUA Quality Assurance Policy, Internal Quality Assurance Framework and Quality Assurance Good Practices Handbook;
5. SUA Health Policy;
6. SUA Gender Policy;
7. SUA Students' By-Laws governing general conduct, disciplinary proceedings and penalties;
8. SUA Staff Housing and Students' Accommodation Policy and applicable guidelines;
9. SUA Transport Policy, where teams, officials or equipment travel on University business;
10. SUA ICT Policy and Regulations, where sports information, digital registration, communications, data systems and online conduct are involved;
11. SUA financial, procurement, income, investment, asset-management, risk-management and audit rules applicable to sports resources and transactions;
12. SUASO Constitution and duly approved student-organisation rules relevant to recreational and sporting life; and
13. any approved SUA policy and guidelines on inclusive and special-needs education or safeguarding adopted after this policy comes into force.

Where this policy establishes a sports-specific procedure and another SUA policy establishes a general institutional procedure, both shall be applied, with the more specific sports rule governing only to the extent that it does not conflict with a superior University instrument.

1.2.2 National legal and policy framework

The policy shall be implemented in accordance with the laws and national policies of the United Republic of Tanzania, including:

1. The Constitution of the United Republic of Tanzania, 1977, as amended, particularly principles of equality, dignity, education and social welfare;
2. The Universities Act, Cap. 346 R.E. 2023;

3. The Universities (General) Regulations, Government Notice No. 226 of 2013;
4. The Tanzania Commission for Universities (TCU) Handbook for Standards and Guidelines for University Education in Tanzania, 3rd Edition (2019), including requirements for governance, student support services and facilities;
5. The TCU Curriculum Development Framework (2021), which recognises sports and games facilities among learner support services;
6. The Education and Training Policy 2014, Edition 2023;
7. The Sports Development Policy (Sera ya Maendeleo ya Michezo), 1995, and applicable national implementation strategies, including the National Strategy for Implementation of the Sports Development Policy 2022-2032 where applicable;
8. The National Sports Council of Tanzania Act, 1967, as amended, and regulations or directives made under it;
9. The Persons with Disabilities Act, 2010 and the National Policy on Disability, 2004;
10. The National Gender and Women Development Policy, 2023;
11. The Occupational Health and Safety Act, 2003, as amended;
12. The Public Health Act, 2009;
13. The HIV and AIDS (Prevention and Control) Act, 2008 and HIV and AIDS (Prevention and Control) Regulations, 2020;
14. The Personal Data Protection Act, 2022 and applicable regulations, particularly for medical, disability, performance and athlete-registration data;
15. The Environmental Management Act, 2004, as amended, in relation to development and operation of sports facilities and events; and
16. any applicable national federation, sports council, anti-doping, public-service or inter-university sports rules binding on SUA teams or participants.

1.2.3 Regional, Continental and International Framework

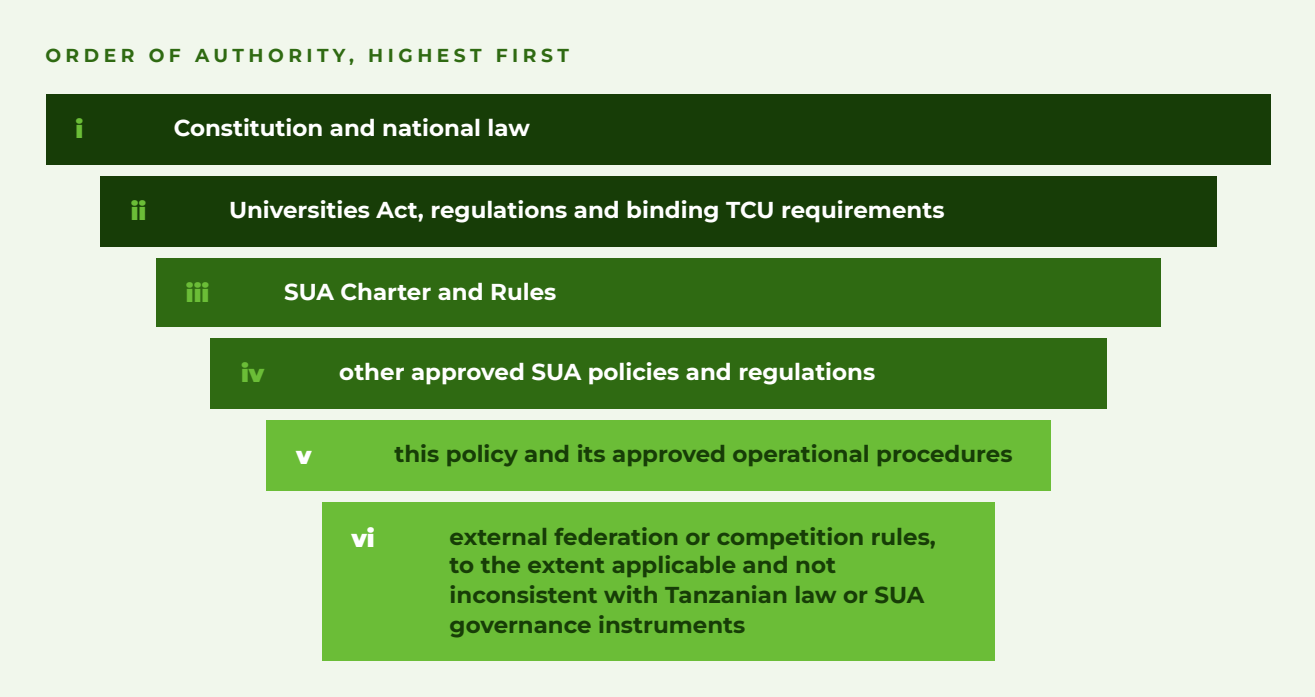
SUA shall have regard to the following frameworks in developing and evaluating its sports and recreation system:

1. UNESCO International Charter of Physical Education, Physical Activity and Sport (2015), which recognizes access to physical activity and sport as a fundamental right and emphasizes inclusion, safety, qualified personnel, integrity and sustainability;
2. UNESCO International Convention against Doping in Sport (2005), ratified by the United Republic of Tanzania on 28 August 2017;
3. World Anti-Doping Code (2021) and applicable international standards, to the extent incorporated through relevant national or sport-federation rules;
4. United Nations Convention on the Rights of Persons with Disabilities, especially Article 30 on participation in cultural life, recreation, leisure and sport;
5. United Nations Sustainable Development Goals, especially Goals 3, 4, 5, 10, 11, 16 and 17;
6. African Union Policy for the Sustainable Development of Sports in Africa (2023-2033) and the African Union Sports Council strategic priorities on governance, equity and inclusion, participation, performance and sustainability;
7. African Union Agenda 2063 and its emphasis on healthy citizens, youth empowerment, inclusion and African development;

8. International University Sports Federation (FISU) principles, competition regulations and Healthy Campus framework, where applicable;
9. Federation of Africa University Sports (FASU) and relevant regional university-sport federation rules governing competitions in which SUA participates; and
10. World Health Organization Global Action Plan on Physical Activity 2018-2030 as a reference for increasing population-level physical activity.

1.3 Policy Hierarchy

In case of inconsistency, the following hierarchy shall guide interpretation: (i) Constitution and national law; (ii) Universities Act, regulations and binding TCU requirements; (iii) SUA Charter and Rules; (iv) other approved SUA policies and regulations; (v) this policy and its approved operational procedures; and (vi) external federation or competition rules, to the extent applicable and not inconsistent with Tanzanian law or SUA governance instruments.



1.4 Policy Goal, Objectives and Guiding Principles

1.4.1 Policy goal

POLICY GOAL

To establish an inclusive, safe, ethical, well-governed and sustainable sports and recreation system that promotes lifelong wellbeing, student and staff participation, sporting excellence, talent development and positive representation of Sokoine University of Agriculture.

1.4.2 Specific objectives

The specific objectives of this policy are:

01 To increase regular participation of students and staff in sport, physical activity and recreation across all SUA campuses.

02 To establish clear governance, accountability and professional management arrangements for sports and recreation.

03 To develop competitive teams and talented athletes while protecting academic progression and student welfare.

04 To ensure equitable participation and leadership opportunities irrespective of sex, disability, socioeconomic status, nationality, religion or other protected status under law.

05 To provide safe, accessible, fit-for-purpose and environmentally responsible sports and recreation facilities and equipment.

06 To prevent harassment, abuse, violence, discrimination, doping, corruption, manipulation of competition and other integrity risks.

07 To strengthen coaching, official training, sports medicine, event management, administration, data and volunteer capacity.

08 To establish sustainable and transparent financing, sponsorship and partnership arrangements.

09 To promote community engagement, institutional visibility and strategic partnerships through sport.

10 To establish a results-based monitoring, evaluation, learning and policy-review system.

1.5 Guiding principles

This policy shall be guided by the following principles:

Academic priority and holistic development
Participation shall complement, not displace, the University's academic mission.

Sport for all
Recreational and wellness opportunities shall be available beyond selected competitive athletes.

Equity and inclusion
Barriers affecting women, persons with disabilities, international students and other underrepresented groups shall be proactively addressed.

Safety and duty of care
Programmes shall be planned, supervised and delivered to reasonable standards of health, safety and safeguarding.

Integrity and fair play
Honesty, respect, anti-doping, impartial selection and responsible competition shall be mandatory.

Good governance
Decisions shall be transparent, documented, accountable and consistent with University rules.

Sustainability

Facilities, events and programmes shall consider lifecycle cost, environmental impact and responsible use of resources.

Evidence-based management

Participation, performance, injury, facility, financial and inclusion data shall inform planning while respecting privacy.

Participation and voice

Students, staff, athletes, coaches and persons with disabilities shall have opportunities to contribute to planning and evaluation.

1.6 Scope and Application

This policy applies to all SUA campuses, colleges, schools, directorates, institutes, departments and administrative units; all registered students and staff; SUA-recognized sports clubs and teams; coaches, tutors, officials, volunteers and support personnel engaged by or acting for SUA; visitors and external organizations using SUA sports facilities under an agreement; and all University-authorized sports, games, fitness, recreation and wellness activities conducted on or off campus.

Where an external competition has rules that are more stringent than this policy on eligibility, safeguarding, anti-doping, equipment or technical standards, the external rules shall apply to participation in that competition provided that they do not conflict with Tanzanian law or SUA's superior governance instruments.



Football: a challenge for the ball



A tug-of-war contest on sports day

02

CHAPTER 2

Governance and Institutional Arrangements

IN THIS CHAPTER

2.1 University Council

2.2 Vice Chancellor and University Management

2.3 Deputy Vice Chancellors

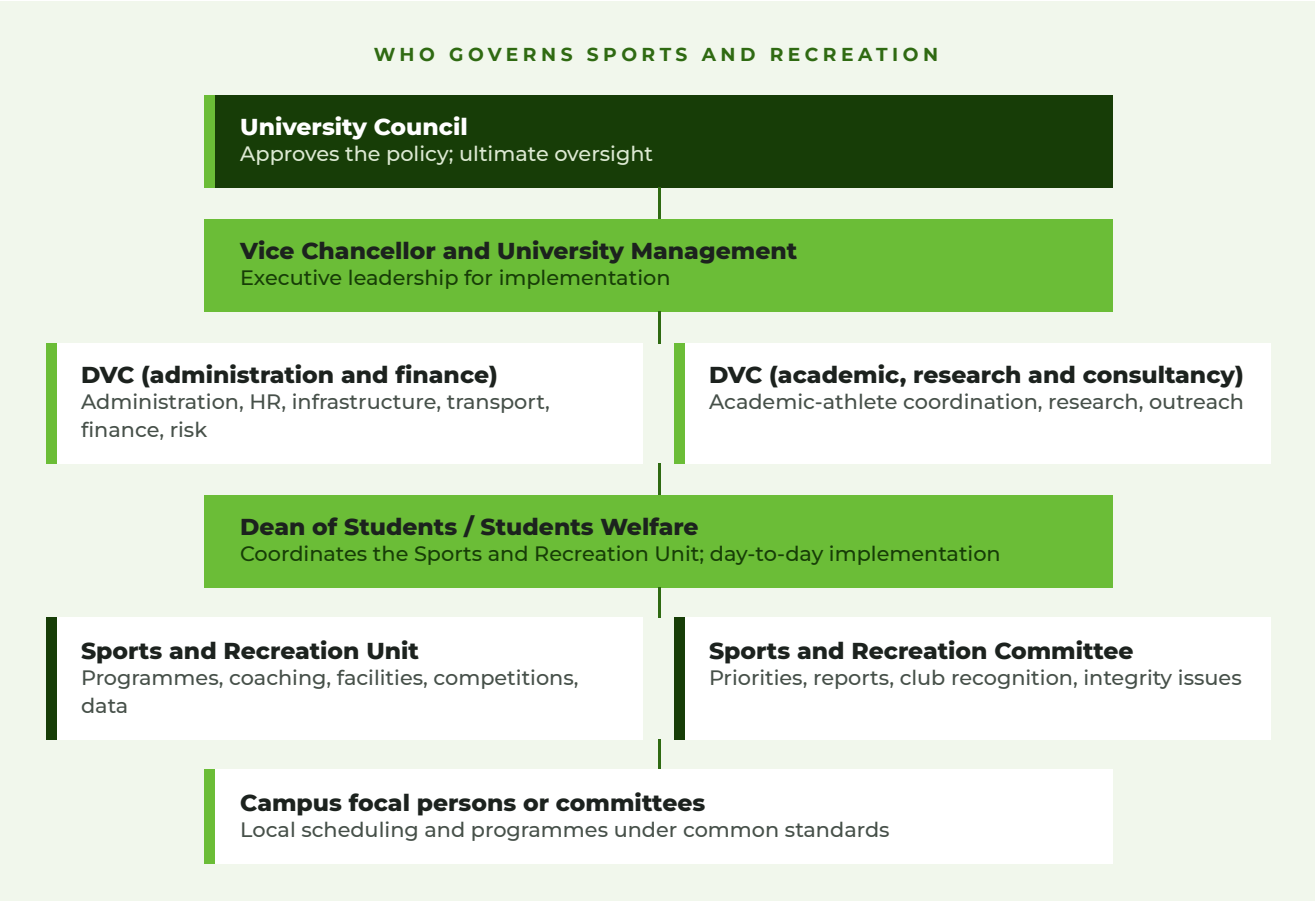
2.4 Dean of Students / Students Welfare function

2.5 Sports and Recreation Unit

2.6 University Sports and Recreation Committee

2.7 Campus and unit-level coordination

2.1 University Council



The University Council shall, in accordance with the SUA Charter and Rules:

- Approve this policy and major amendments.
- Exercise ultimate oversight over institutional governance, risk and resource allocation in accordance with the SUA Charter and Rules.

2.2 Vice Chancellor and University Management

The Vice Chancellor and University Management shall:

- Provide executive leadership for implementation.
- Ensure that sports and recreation are integrated into strategic planning, budgeting, infrastructure planning and institutional reporting.
- Approve University representation in major events where such approval is required by University rules.

2.3 Deputy Vice Chancellors

The Deputy Vice Chancellors shall, within their respective mandates:

- The DVC responsible for administration and finance shall oversee administrative, human-resource, infrastructure, transport, procurement, financial and risk-management dimensions of this policy.

- The DVC responsible for academic, research and consultancy shall support academic-athlete coordination, research, innovation, outreach and the integration of sport, health and student-development initiatives where appropriate.

2.4 Dean of Students / Students Welfare function

Consistent with SUA's student-welfare mandate and Master Plan, the office responsible for student welfare shall coordinate the Sports and Recreation Unit and ensure alignment with counselling, student governance, accommodation, health and other welfare services. It shall:

1. Supervise day-to-day implementation;
2. Coordinate student sport, clubs, intramurals and external representation;
3. Maintain athlete and club records;
4. Coordinate welfare, safeguarding and disciplinary referrals;
5. Prepare annual plans, budgets and reports; and
6. Ensure representation of students and relevant staff in sports governance structures.

2.5 Sports and Recreation Unit

The University shall maintain a dedicated Sports and Recreation Unit, Section or equivalent structure staffed by appropriately qualified personnel. Its functions shall include programme planning, coaching coordination, facility scheduling, competition administration, equipment control, event management, inclusion, sports data, partnerships, reporting and athlete support.

2.6 University Sports and Recreation Committee

A University Sports and Recreation Committee shall be established or designated by Management. Membership should include the office responsible for students' welfare, Sports and Recreation Unit, academic affairs, human resources, health services, estates, security, finance/procurement, gender/inclusion, staff sport, SUASO and student-athlete representatives, with power to co-opt technical expertise.

The Committee shall:

1. Recommend annual sports and recreation priorities and budget proposals;
2. Review participation, performance, equity, safety and facility reports;
3. Approve or recommend recognition of sports clubs under delegated authority;
4. Review selection, disciplinary and integrity issues not reserved for other University bodies;
5. Monitor implementation indicators and risk controls;
6. Support mobilization of partnerships and sponsorship; and

7 Submit an annual report to the responsible executive office.

2.7 Campus and unit-level coordination

Each SUA campus shall designate a sports and recreation focal person or committee proportionate to its size. Campus arrangements shall operate under common University standards while allowing local scheduling and programme adaptation.



Football training on a campus pitch



Netball: a centre player looks for a pass

03

CHAPTER 3

Participation, Recreation and Wellness

IN THIS CHAPTER

3.1 Sport and physical activity for all

3.2 Intramural and campus programmes

3.3 Staff sports and recreation

3.4 Community engagement

3.5 Competitive and High-Performance Sport

3.6 Student-Athlete Academic Support and Talent Development

3.1 Sport and physical activity for all

SUA shall progressively provide a balanced programme of organized sport, informal recreation, fitness, active-lifestyle and wellness activities. These may include football, netball, basketball, volleyball, athletics, badminton, table tennis, tennis, cricket, swimming where facilities permit, strength and conditioning, aerobics, jogging, walking, cycling, traditional games, adapted sport and other activities approved by the University.

3.2 Intramural and campus programmes

The University shall promote broad-based participation through intramural and campus programmes in accordance with the following requirements:

- At least one structured intramural sports season or festival shall be planned each academic year, subject to the University calendar and resources.
- Campus programmes shall offer low-barrier recreational opportunities for beginners and non-competitive participants.
- Programmes shall be scheduled to minimize conflict with teaching, examinations and essential University operations.
- The University should promote regular physical-activity campaigns and wellbeing initiatives linked to health services and FISU Healthy Campus principles.

3.3 Staff sports and recreation

Staff shall be encouraged to participate in fitness, recreation and appropriate competitive sport as part of workplace wellbeing. Staff participation shall remain subject to employment obligations, OSH requirements and applicable public-service or inter-institutional competition rules.

3.4 Community engagement

Where consistent with security, facility capacity and University priorities, SUA may use sport for outreach, community engagement, youth development, disability inclusion, health promotion and institutional partnerships. External use shall be governed by written conditions, approved fees where applicable, liability and safety requirements, and protection of SUA facilities.

3.5 Competitive and High-Performance Sport

3.5.1 University teams

University teams shall be formed through transparent selection based on published or communicated criteria such as eligibility, skill, fitness, conduct, training commitment and competition requirements. Selection shall be made by qualified coaches or technical panels and documented by the Sports and Recreation Unit.

3.5.2 Eligibility

Participation in University teams and representation of SUA in external competitions shall be subject to the following eligibility requirements:

- Student-athletes must be duly registered and meet applicable SUA and competition eligibility requirements.
- Athletes under suspension for serious disciplinary, safeguarding, integrity or anti-doping matters may be restricted from representation in accordance with due process.
- Academic standing shall be considered in travel and representation decisions; academic support should be used before exclusion where reasonable and consistent with regulations.

3.5.3 Training and performance support

The University shall support the preparation and development of its athletes in accordance with the following requirements:

- Training programmes shall be planned by competent coaches and shall reflect athlete health, academic timetables, recovery and competition calendars.
- High-performance squads should receive appropriate strength and conditioning, injury-prevention education, sports medicine referral, nutrition guidance and psychological support within available resources.
- Performance monitoring shall be proportionate, ethical and compliant with personal-data requirements.

3.5.4 Recognition and awards

SUA may recognize outstanding athletes, teams, coaches, officials, volunteers and clubs through awards, certificates, colors, scholarships or other incentives approved under University rules. Criteria shall be transparent and equitable and may consider sporting performance, academic standing, leadership, integrity and service.

3.6 Student-Athlete Academic Support and Talent Development

3.6.1 Academic-sport balance

Academic participation and progression remain the primary obligations of students. The University shall, however, provide reasonable coordination for authorized competitions so that legitimate representation does not unnecessarily prejudice academic progress.

3.6.2 Academic support measures

The University shall provide reasonable academic support to student-athletes in accordance with the following measures:

- Advance publication of major competition calendars where practicable.
- Formal notification to relevant academic units when a student is authorized to represent SUA.
- Reasonable arrangements for missed academic activities in accordance with academic and examination regulations; this policy does not create an automatic entitlement to defer assessment.
- Academic advising and progress monitoring for high-commitment student-athletes.

- Study support, mentoring or catch-up arrangements where resources permit.

3.6.3 Talent identification and development

The Sports and Recreation Unit shall establish transparent pathways for identifying talent from first-year orientation, intramural sport, open trials, inter-college competitions and external referrals. Talent development shall not be limited to already established teams and shall include women, persons with disabilities and emerging sports where feasible.

3.6.4 Athlete admission and scholarships

SUA may develop separate guidelines on athlete admission, scholarships or bursaries, modelled on good practice such as the University of Ghana athlete framework, but any such scheme must comply with TCU admission requirements, SUA academic regulations, approved entry standards and transparent financial rules. No provision of this policy authorizes admission below legally or institutionally required academic minimum.



Netball: a shot at goal



Women's cricket: a bowler in delivery

04

CHAPTER 4

Equity, Inclusion, Safeguarding, Integrity, Ethics and Anti-Doping

IN THIS CHAPTER

4.1 Non-discrimination

4.2 Gender Equity

4.3 Disability Inclusion

4.4 Other Underrepresented Groups

4.5 Code of Conduct

4.6 Safeguarding

4.7 Anti-doping

4.8 Competition integrity and corruption

4.1 Non-discrimination

No person shall be unfairly denied access to University sports or recreation on the basis of sex, disability, race, ethnicity, nationality, religion, socioeconomic status, HIV status or other status protected by law, subject only to lawful eligibility, safety and sport-specific classification requirements.

4.2 Gender Equity

The University shall promote gender equity in sports and recreation in accordance with the following requirements:

- Programmes, facility time, coaching, equipment, travel support and leadership opportunities shall be allocated using transparent and equitable criteria.
- SUA shall actively address barriers to participation by women and girls, including scheduling, safety, harassment risks, inadequate changing facilities and unequal access to coaching or competition.
- Sex-disaggregated participation and leadership data shall be reported annually.

4.3 Disability Inclusion

The University shall promote the full and equal participation of persons with disabilities in sports and recreation in accordance with the following requirements:

- New and substantially renovated facilities shall apply accessibility and universal-design principles consistent with law and University standards.
- Reasonable accommodation and adapted activities shall be provided where practicable.
- Students and staff with disabilities shall be consulted in programme and facility planning.
- SUA shall progressively develop adapted and para-sport opportunities, partnerships and equipment according to demand and resources.

4.4 Other Underrepresented Groups

International students, first-year students, students living off campus, postgraduate students and staff shall be considered in programme design so that recreation is not limited to a narrow segment of the University community.

4.5 Code of Conduct

All athletes, coaches, officials and clubs representing SUA shall comply with University conduct rules and sport-specific codes. Expected standards include respect, non-violence, non-discrimination, honesty, fair play, responsible social-media conduct, respect for officials and opponents, and proper stewardship of University property.

4.6 Safeguarding

The University shall maintain a safe and protective sporting environment in accordance with the following requirements:

- Harassment, sexual misconduct, exploitation, bullying, hazing, physical or emotional abuse and retaliation are prohibited.
- Coaches and team officials shall maintain professional boundaries and avoid exploitative or coercive relationships.
- Reporting pathways shall be clear, confidential to the extent permitted by law, survivor-centered where appropriate, and linked to University disciplinary, gender, counselling, health, security and legal mechanisms.
- Where minors participate in outreach or events, additional child-safeguarding controls shall be applied.

4.7 Anti-doping

The University shall promote clean sport and prevent doping in accordance with the following requirements:

- SUA prohibits doping and shall promote anti-doping education consistent with national obligations, the UNESCO Convention and applicable WADA-compliant rules.
- Athletes are personally responsible for substances and methods used and should seek qualified medical advice before using medicines or supplements.
- SUA shall cooperate with competent anti-doping authorities and sport federations when testing or education is lawfully required.
- Where a therapeutic use exemption is required by an applicable federation or anti-doping organization, the athlete shall follow the prescribed process.
- Sanctions for anti-doping rule violations shall be determined by the competent authority under applicable rules; SUA may impose consequential representation or disciplinary measures consistent with due process.

4.8 Competition integrity and corruption

Match-fixing, manipulation of competition, bribery, misuse of sports funds, fraudulent eligibility documents, betting-related conflicts of interest and deliberate falsification of results are prohibited and may lead to disciplinary and legal action. Persons in a position to influence a University competition shall disclose relevant conflicts of interest.

KEY MESSAGE

Retaliation against a person who in good faith reports a safety, safeguarding, integrity, discrimination, financial or anti-doping concern is prohibited and shall be handled under applicable University rules and law.



Table tennis competition in the indoor sports hall

05

CHAPTER 5

Sports Health, Safety, Facilities, Participation, Human Capital, Resource Mobilisation and Institutional Communication

IN THIS CHAPTER

5.1 Health, Medical Services, Safety and Risk Management

5.2 Sports Facilities, Equipment and Environmental Sustainability

5.3 Sports Clubs, Teams, Events and External Representation

5.4 Human Resources and Professional Development

5.5 Financing, Sponsorship and Resource Mobilization

5.1 Health, Medical Services, Safety and Risk Management

5.1.1 Health screening and fitness

The University may require proportionate health screening or medical clearance for high-intensity or high-risk competitive participation. Screening shall be performed or reviewed by appropriately qualified personnel and medical information shall be handled confidentially.

5.1.2 Injury prevention and management

The University shall take reasonable measures to prevent and manage sports injuries in accordance with the following requirements:

- Training and competition shall include appropriate warm-up, conditioning, recovery, hydration and injury-prevention practices.
- Significant injuries shall be referred to health services or external providers as appropriate.
- Return-to-play decisions after serious injury or illness should be based on qualified medical advice, not solely competitive pressure.
- Concussion or suspected concussion shall trigger immediate removal from play and medical assessment according to relevant sport protocols.

5.1.3 Emergency preparedness

The University shall ensure that sports and recreation activities are prepared for emergencies in accordance with the following requirements:

- Major events and high-risk activities shall have an event risk assessment and emergency action plan.
- Appropriate first-aid capacity and emergency communication shall be available during organized competitions.
- Emergency access routes shall be kept clear.
- Where feasible, automated external defibrillators should be progressively provided at major sports venues with trained responders.

5.1.4 Insurance and liability

> **NOTE**
> Participation in sport entails inherent risk. SUA shall manage reasonably foreseeable risks but does not guarantee an injury-free environment. Insurance or medical-cover arrangements for travel and major competition shall follow University and competition requirements. External users shall comply with facility-use terms and any required liability provisions.

5.1.5 Public health and communicable disease

Sports activities shall comply with Public Health Act requirements and University health directives. HIV status shall not be a basis for discriminatory exclusion from sport. Blood exposure, infection prevention and confidentiality shall be handled under health and HIV/AIDS requirements.

5.2 Sports Facilities, Equipment and Environmental Sustainability

5.2.1 Planning and Minimum Standards

Sports and recreation facilities shall be incorporated into University land-use, capital-development and maintenance plans in line with SUA Master Plans and TCU expectations for learner support services. Planning shall consider projected enrolment, staff population, gender, disability access, spectator safety, transport, security, sanitation, lighting and climate resilience.

5.2.2 Access and Scheduling

The University shall ensure fair and transparent access to sports and recreation facilities in accordance with the following requirements:

- The Sports and Recreation Unit shall maintain transparent facility-booking arrangements.
- Academic and official University needs shall receive priority, followed by recognized University sport and recreation programmes, then approved external use.
- Facility schedules shall seek equitable access by women's teams, persons with disabilities, recreational users and different campuses or units.



5.2.3 Maintenance and inspection

The University shall ensure that sports and recreation facilities and equipment are maintained in a safe and usable condition in accordance with the following requirements:

- Facilities shall undergo routine inspection and preventive maintenance.
- Unsafe facilities or equipment shall be closed or withdrawn from use until remedied.
- Maintenance defects shall be recorded, prioritized and tracked to closure.
- Sports equipment shall be inventoried and subject to issue, return and loss/damage controls.

5.2.4 Environmental sustainability

The University shall plan, develop and operate sports and recreation facilities and events in an environmentally responsible manner in accordance with the following requirements:

- New projects shall comply with environmental assessment requirements where applicable.
- SUA shall promote water and energy efficiency, waste reduction, responsible turf and landscape management, safe disposal of damaged equipment and environmentally responsible events.
- Major sports events should minimize single-use materials and include waste-management arrangements where practicable.

5.2.5 External use and revenue

University facilities may be hired to external users subject to availability, security, safety, approved charges, written conditions and protection of University property. Revenue shall be handled through authorized University financial systems and may, where approved, support maintenance and sports development.

5.3 Sports Clubs, Teams, Events and External Representation

5.3.1 Recognition of clubs

A sports club shall operate only after recognition under University and student-organization procedures. Each club shall have an approved constitution or rules, named officials, membership records, annual activity plan, accountable finances and a staff patron or technical adviser where required.

5.3.2 Club governance

Sports clubs shall be governed in accordance with the following requirements:

- Club elections and appointments shall be transparent and consistent with applicable student or staff governance rules.
- Clubs shall not open or operate financial accounts outside authorised University arrangements where prohibited by University financial rules.
- Clubs shall submit activity and financial reports as required.
- Recognition may be suspended for inactivity, serious misconduct, financial irregularity, unsafe practice or persistent non-compliance, subject to due process.

5.3.3 Events

All University-authorized sports events shall identify an accountable organiser and, proportionate to risk, address venue readiness, officials, participant eligibility, first aid, security, crowd management, transport, sanitation, weather, communications and incident reporting.

5.3.4 Travel and representation

Teams and officials travelling on behalf of the University shall do so in accordance with the following requirements:

- Only duly authorized teams and officials may represent SUA.
- Travel shall comply with SUA transport, finance, procurement, insurance, security and travel requirements.
- Team managers shall maintain traveler lists, emergency contacts, itineraries and accountability for allowances or equipment.
- Athletes and officials shall uphold SUA conduct standards throughout travel and competition.

5.4 Human Resources and Professional Development

5.4.1 Staffing

SUA shall progressively ensure that the Sports and Recreation Unit has personnel with appropriate competence in sports administration, coaching, recreation programming, facility management, inclusion, safeguarding and event management. Health and conditioning support may be provided through shared services or partnerships.

5.4.2 Coaches and officials

The University shall engage and support coaches and officials in accordance with the following requirements:

- Coaches appointed or contracted by SUA should hold appropriate qualifications or recognized experience for the level of sport concerned.
- Background, conduct and safeguarding suitability shall be considered in appointments involving direct athlete supervision.
- Coaches shall respect academic schedules, medical decisions and athlete welfare.
- SUA shall support periodic training in coaching, officiating, first aid, safeguarding, anti-doping and inclusive sport within available resources.

5.4.3 Volunteers and Student Leadership

Sport shall be used as a platform for leadership and employability development. Students may serve as club leaders, event volunteers, peer fitness champions, referees or administrators under appropriate supervision and recognition.

5.5 Financing, Sponsorship and Resource Mobilization

5.5.1 University Budget

Sports and recreation shall be included in annual planning and budgeting. Budget proposals should distinguish mass participation and wellness, competitive sport, facility maintenance, equipment, travel, staffing, inclusion and capital-development needs.

5.5.2 Sources of Funding

Sports and recreation programmes and facilities may be funded from the following sources:

- UNIVERSITY BUDGET ALLOCATIONS
- APPROVED STUDENT OR STAFF ACTIVITY FUNDS WHERE LAWFUL
- FACILITY-USE INCOME
- SPONSORSHIP AND PARTNERSHIP
- GRANTS AND DONATIONS
- ALUMNI AND PHILANTHROPIC SUPPORT; AND
- OTHER LAWFUL INCOME APPROVED BY SUA

5.5.3 Financial Controls

All sports revenue and expenditure shall be processed through authorized University systems and comply with procurement, accounting, audit and asset-management requirements. Cash handling outside approved processes is prohibited.

5.5.4 Sponsorship and Commercial Partnerships

The University shall enter into sponsorship and commercial partnerships in accordance with the following requirements:

- Sponsorship shall be documented through approved agreements and shall protect SUA's reputation, academic independence and intellectual property.
- Sponsors shall not control team selection, academic decisions, disciplinary outcomes or medical decisions.
- Partnerships inconsistent with public health, University values or applicable law may be declined.
- Use of the SUA name, logo, kit or facilities for commercial purposes requires prior authorization.

5.6 Communication, Data, Branding and Records

5.6.1 Communication

The Sports and Recreation Unit shall maintain clear channels for schedules, trials, results, facility bookings, safety notices and opportunities. Official announcements shall use approved University communication channels.

5.6.2 Personal Data and Athlete Records

Athlete registration, disability, medical, injury, performance and travel data shall be collected only for legitimate purposes, accessed on a need-to-know basis, retained for appropriate periods and protected in accordance with the Personal Data Protection Act, University ICT rules and applicable health confidentiality requirements.

5.6.3 Photography, Media and Branding

Use of participant images, names and performance data for publicity shall follow applicable consent, privacy and University communications requirements. Only authorized persons may commit SUA to media statements or commercial branding arrangements.

5.6.4 Records

The Unit shall maintain reliable records of clubs, teams, competitions, results, awards, incidents, injuries where appropriate, equipment, facility inspections, budgets, sponsorships and annual reports in accordance with University records-management requirements.



A pass during a rugby match

06

CHAPTER 6

Implementation, Monitoring, Evaluation and Review

IN THIS CHAPTER

6.1 Implementation Responsibility

6.2 Minimum annual indicators

6.3 Reporting

6.4 Evaluation

6.5 Policy review

6.6 Compliance and Dispute Resolution

6.7 Transitional Provisions

6.1 Implementation Responsibility

The office responsible for students' welfare, through the Sports and Recreation Unit and in collaboration with relevant administrative and academic units, shall prepare an implementation plan within six months after policy approval. The plan shall include activities, responsible offices, indicators, baselines, targets, budget requirements and reporting dates.

6.2 Minimum annual indicators

The University shall monitor and report on, at a minimum, the following annual indicators:

01	Percentage and number of students participating in organized sport or recreation, disaggregated by sex, disability where voluntarily disclosed, campus and activity type	02	Staff participation in organized wellness or sports programmes
03	Number of active recognized clubs and teams	04	Competitive results and representation levels
05	Student-athlete academic progression and retention, where data governance permits	06	Facility availability, utilization, inspection and maintenance backlog
07	Number and type of injuries, safeguarding incidents and safety events, reported in aggregate	08	Coaches/officials trained in first aid, safeguarding, anti-doping or inclusion
09	Sports revenue and expenditure against budget	10	Sponsorship and partnership value; and
11	Participant satisfaction and perceived inclusion/safety		

6.3 Reporting

The Sports and Recreation Unit shall prepare an annual performance report for the University Sports and Recreation Committee and the responsible executive office. Material risks, serious incidents or significant financial irregularities shall be reported immediately through established University channels rather than waiting for the annual report.

6.4 Evaluation

A mid-term implementation review should be conducted approximately halfway through the policy cycle. A comprehensive evaluation shall precede the five-year policy review and shall consider participation, inclusion, performance, health and safety, facilities, financial sustainability, stakeholder satisfaction and legal/regulatory changes.

6.5 Policy review

This policy shall normally be reviewed every five years. Earlier review may be initiated by Council or Management because of amendments to national law, TCU standards, the SUA Charter, major institutional restructuring, serious incidents, material changes in sport governance or adoption of a new national sports policy.

6.6 Compliance and Dispute Resolution

6.6.1 Compliance

Violation of this policy may result in corrective action, suspension of club recognition, withdrawal of facility privileges, removal from University representation, financial recovery, referral under student or staff disciplinary procedures, or referral to external authorities where required by law. Sanctions shall be proportionate and subject to applicable due-process requirements.

6.6.2 Complaints and Appeals

Operational complaints should first be submitted to the Sports and Recreation Unit or responsible supervisor. Selection complaints may be reviewed by a designated technical or administrative panel that was not solely responsible for the original contested decision. Matters involving discrimination, harassment, safeguarding, staff discipline, student discipline, procurement, financial misconduct or academic decisions shall be referred to the competent University mechanism. External competition appeals shall follow applicable federation rules.

6.6.3 Non-retaliation

Retaliation against a person who in good faith reports a safety, safeguarding, integrity, discrimination, financial or anti-doping concern is prohibited and shall be handled under applicable University rules and law.

6.7 Transitional Provisions

Existing sports clubs, committees, team arrangements and facility practices shall continue temporarily after this policy takes effect, provided they are not inconsistent with law or University rules. Within twelve months of approval, the University shall review and align club recognition, committee terms of reference, facility-booking arrangements, codes of conduct, safeguarding procedures, equipment registers and reporting templates with this policy. Management may issue operational guidelines, standard operating procedures and forms necessary to implement this policy, provided such instruments remain consistent with this policy and superior University and national requirements.

KEY MESSAGE

Participation in sport entails inherent risk.

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Annex A: Implementation and Monitoring Framework

POLICY AREA	PRIORITY ACTION	CORE INDICATOR	FREQUENCY / DEADLINE	LEAD
Governance	Constitute/confirm Sports and Recreation Committee and campus focal structures	Terms of reference approved; meetings held	Within 6 months; quarterly	Responsible office / Students Welfare
Participation	Expand intramural, recreation and fitness programmes	Participation rate; number of activities; sex/campus disaggregation	Annual	Sports and Recreation Unit
Inclusion	Audit accessibility and gender equity of programmes and facilities	Accessibility actions completed; women/PWD participation	Annual	Sports Unit / Estates / Gender & Inclusion
Competitive sport	Develop annual training and competition plans	Teams participating; performance; adherence to calendar	Annual	Sports Unit / Coaches
Student-athletes	Introduce academic coordination and progress monitoring	Authorised absences coordinated; retention/progression	Each semester	Sports Unit / Academic units
Safeguarding	Adopt sports safeguarding code and reporting protocol	Personnel trained; cases handled through proper channels	Within 12 months; annual	Students Welfare / Gender / Legal / Security
Health and safety	Standardise risk assessment, first aid and injury reporting	Events with risk plan; first-aid coverage; incident trends	Each event / annual	Sports Unit / Health / Security
Facilities	Complete facility inventory, condition and accessibility audit	Inspection completion; maintenance backlog; utilisation	Biannual	Estates / Sports Unit
Human resources	Train coaches, officials and volunteers	Number certified/trained by topic	Annual	HR / Sports Unit
Finance	Create sports programme budget and sponsorship controls	Budget execution; audited revenue; sponsorship value	Annual	Finance / Procurement / Sports Unit
Data and reporting	Establish sports information and annual reporting system	Annual report submitted; indicator completeness	Annual	Sports Unit / ICT

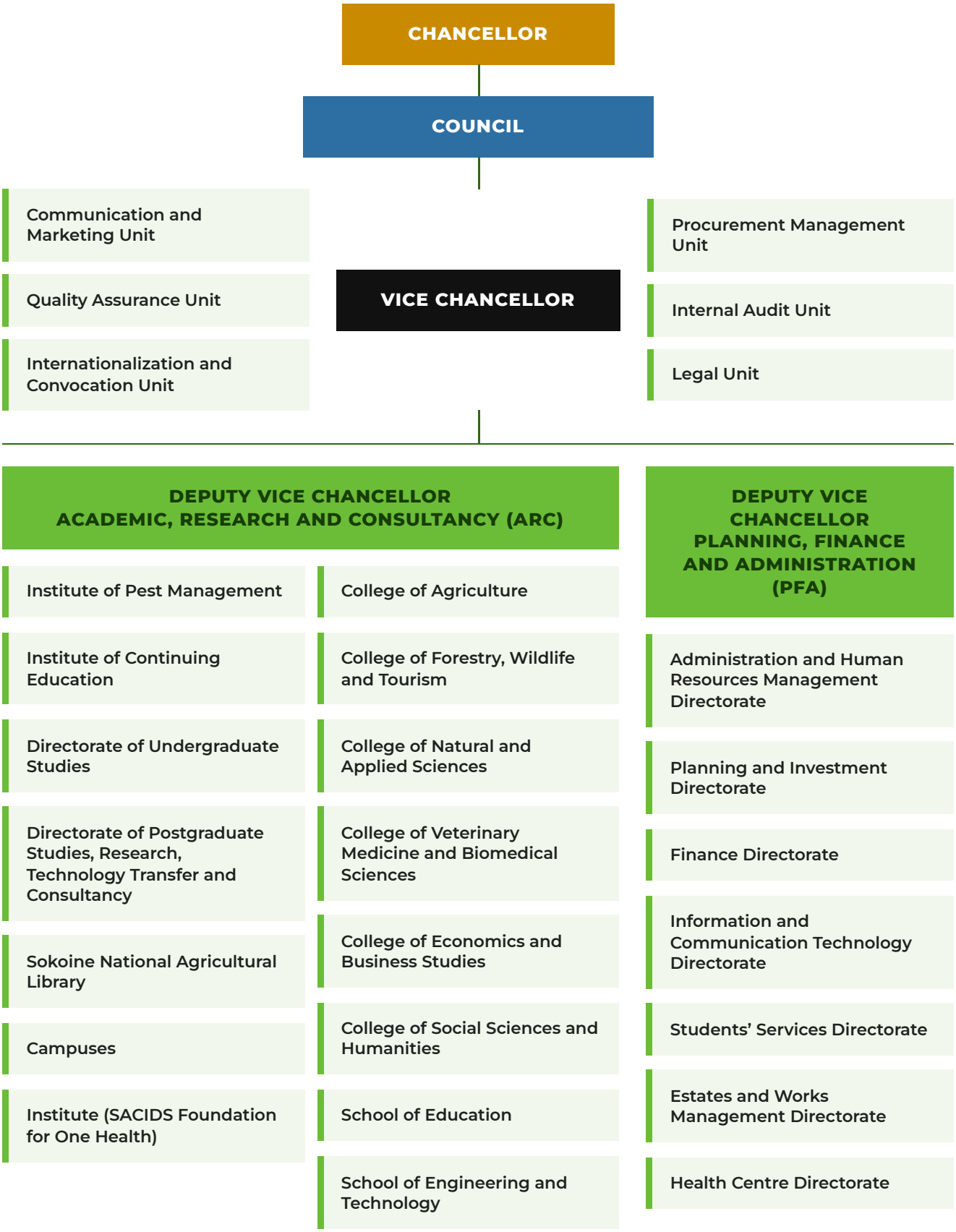
POLICY AREA	PRIORITY ACTION	CORE INDICATOR	FREQUENCY / DEADLINE	LEAD
Policy evaluation	Conduct mid-term and end-cycle review	Review reports completed and acted upon	Mid-term / 5 years	Policy Planning / Quality Assurance

APPENDICES AND ANNEXES

Annex B: Minimum Event and Facility Safety Checklist

- ☐ Named event/facility responsible person and contact details.
- ☐ Venue inspection completed; playing surface, posts, nets, lighting, seating and access routes checked.
- ☐ Known hazards identified and controls recorded.
- ☐ Accessible entry, circulation, toilets and viewing arrangements considered for persons with disabilities.
- ☐ First-aid personnel and kit available; emergency referral route identified.
- ☐ Participant eligibility and emergency contacts confirmed where appropriate.
- ☐ Weather and heat/rain/lightning contingencies considered for outdoor activities.
- ☐ Drinking water and sanitation available for the scale and duration of activity.
- ☐ Security and crowd-management arrangements proportionate to attendance and event profile.
- ☐ Fire and emergency exits unobstructed; emergency vehicle access maintained.
- ☐ Sports equipment inspected and unsafe equipment removed from use.
- ☐ Transport and travel risk controls confirmed for off-campus events.
- ☐ Safeguarding focal person/reporting route communicated for major events.
- ☐ Incident and injury reporting mechanism available.
- ☐ Post-event inspection, waste collection and facility handover completed.

Appendix 1: Approved SUA Organization Structure





SOKOINE UNIVERSITY OF AGRICULTURE

Sports and Recreation Policy

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