



VOTE



**BUSITEMA
UNIVERSITY**
Pursuing excellence

DR. BALUKA AGNES MASAJJA (PhD)



FOR AUUS PRESIDENT 2025 - 2029

FOR AUUS GENERAL SECRETARY 2025 - 2029

YOUR VOTE IS YOUR VOICE

“Having the voice of the people in the Association of Uganda University Sports (AUUS) has become a nightmare. It is desired that power is given back to the members for one to enjoy the joy that comes along participation in university sports. Dr. Agnes Baluka Masajja (PhD) is the only person who can be trusted with the responsibility of ensuring the AUUS values of Professionalism, Fairplay, Intergrity and Team work (PFIT) are promoted as per the AUUS Strategy 2025 - 2029.”

FOREWORD

On 26th September 2025, AUUS member will, once again, go to the polls to exercise their constitutional and democratic right to elect their representatives through a general assembly election. Dr. Baluka Agnes Masajja has aspirations to transform AUUS through giant steps in her endeavor to improve the quality of Uganda's university sports. This will be done by building a firm foundation of implementing the first AUUS strategic plan that she spearheaded its drafting during her last term as AUUS Executive committee member who headed the Education committee.

Under Dr. Baluka's leadership, respect for the General Assembly, the AUUS constitution, AUUS strategic plan, AUUS policies and programmes that steer AUUS forward will be key. There will be transparency and accountability to all stakeholders and all-embracing with national interests. Everyone's voice will be heard and listened to. Be assured of servant leadership.

Dr. Baluka's vision for AUUS is focused on strengthening the AUUS community, Giving AUUS a permanent home, leveraging sports innovation and technology, and elevating education and career development alongside sporting excellence. She emphasizes a commitment to a sustainable future for university sports, promoting gender equality and equity within the association, and ensuring athletes have opportunities for social, economic and professional growth through AUUS events like the National and international Games.

Having the voice of the people in the Association of Uganda University Sports (AUUS) has become a nightmare. It is desired that power is given back to the members for one to enjoy the joy that comes along participation in university sports. Dr. Agnes Baluka Masajja (PhD) is the only person who can be trusted with the responsibility of ensuring the AUUS values of Professionalism, Fairplay, Integrity and Team work (PFIT) are promoted as per the AUUS Strategy 2025/2026 – 2029/2030.

At this point, it is my great pleasure and privilege to present to AUUS members my Manifesto, 2025-2029.

Vote Dr. Baluka Agnes Masajja (PhD)

Long Live AUUS.

A beacon of Excellence in University Sports

"Where Sporting and Academic Excellence Blend"

For God and My Country.



Baluka Agnes Masajja (PhD)

Manifesto

"Repositioning University Sports for Excellence, Inclusion, and Impact"

Dr. Baluka Agnes Masajja is a dedicated sports professional with a **PhD in Sports and gender** and over **10 years of progressive leadership in Sports Administration and management**, having served in various roles across universities and national sports organizations.

Throughout my journey, I have:

- Coordinated and overseen successful inter-university tournaments.
- Designed inclusive sports programs for both elite and grassroots talent.
- Lobbied for funding and policy support in key sports development circles.
- Worked with stakeholders in **government, sports federations, international bodies, and corporate sponsors**.

Now, I step forward to lead AUUS with one mission:

To transform the Association into a strategic, efficient, and empowering platform that nurtures talent, promotes equity, and raises the profile of university sports across Uganda and beyond.

MY VISION

To transform AUUS into a **vibrant, inclusive, and internationally respected** sports body that drives holistic student development, promotes national pride, and strengthens Uganda's sports pipeline through universities.

KEY PILLARS OF MY MANIFESTO

1. Strategic Leadership and Institutional Strengthening

- **Reform and establish AUUS governance structures** like the Secretariat among others to ensure professionalism, efficiency, and transparency.
- Implement the **five-year AUUS Strategic Plan** aligned with national and international sports development goals.
- Establish **regional AUUS coordination units** to decentralize service delivery and monitor performance.
- Improve and implement fair play in all AUUS Events

2. Sustainable Funding & Resource Mobilization

- Engage **corporate partners** for long-term sponsorship deals for leagues, tournaments, and scholarships.
- Lobby with **Ministry of Education & Sports** and the **National Council of Sports** to increase annual budget allocations to university sports.
- Introduce an **AUUS Sports Development Fund** with contributions from alumni, donors, and sports federations.
- Organize Annual Awards Ceremony to recognize the best performing administrators and athletes.

3. Athlete-Centered Development

- Set up an **AUUS Student-Athlete Welfare Desk** to focus on:
 - Scholarships
 - Academic flexibility
 - Career guidance
 - Mental health support
- Launch a **University Athlete Talent Acceleration Program (UATAP)** to identify and support elite athletes with potential to join national teams.
- Promote **anti-doping education**, integrity, and discipline among university athletes.

4. **Capacity Building for Sports Professionals**

- Introduce **certification programs** for university sports officers, coaches, team managers, and referees.
- Partner with national and international bodies (e.g., NCS, FISU, Olympic Committee) to deliver annual training camps and leadership seminars.
- Establish a **Women in University Sports Leadership Initiative** to mentor and empower female professionals.

5. **Improved Sports Infrastructure and Equipment**

- Advocate for **investment in modern sports facilities** across public and private universities.
- Promote shared use of facilities and partnerships with local governments to optimize resources.
- Establish a home for AUUS with Offices, playing venues and hostels.
- Set up an **equipment grant scheme** for under-resourced institutions.

6. **Elevating Sports Competitions and Visibility**

- Introduce **AUUS Leagues** for high-visibility sports for various Sports Disciplines like football, basketball and athletics.
- Standardize tournaments with **clear calendars, media coverage, awards**, and live streaming.
- Develop an **AUUS Digital Platform** (website + mobile app) for fixtures, results, athlete profiles, and highlights.

7. **Inclusion, Equity & Special Needs Support**

- Launch **inclusive sports programs** for students with disabilities.
- Promote **gender balance** in team selections, leadership, and representation.
- Create **safe spaces** for female athletes and enforce anti-harassment policies.

8. **Regional & International Partnerships**

- Forge active participation in **FASU, FISU**, and other international events.
- Develop bilateral exchange programs with top-performing university sports bodies in Africa and globally.
- Mobilize resources to support **Uganda's representation** in the World University Games and African University Championships.

9. **AUUS Media & Communication Strategy**

- Improve and Upgrade the AUUS Presence on Social Media platforms

- Create an **AUUS Hall of Fame** to celebrate exceptional student-athletes, coaches, and contributors.
- Create Communication Department at AUUS Secretariat
- Position AUUS Brands as desired by the University Sports Industry

✓ **WHY AGNES BALUKA?**

Academic Authority

- PhD in Sports – bringing research-driven and evidence-based leadership to AUUS.

Experienced Administrator

- Over a decade of managing university and national-level sports. I understand the system from grassroots to policy.

Innovative and Visionary

- I bring fresh ideas, structured plans, and a commitment to inclusive and impactful sports leadership.

CALL TO ACTION

University sports are not just games. They are platforms for leadership, national pride, and personal transformation.

With your support, we will:

- Build stronger institutions.
- Support our athletes.
- Empower our professionals.
- Attract resources.
- And raise Uganda's flag on the continental and global university sports stage.

Vote Dr. Baluka Agnes Masajja for AUUS President

Let's Transform University Sports Together.

CANDIDATE PROFILE

My Story

Dr. Baluka Agnes Masajja is an iron lady with strong convictions and rare courage. she takes risks for and pursues organizational interests above her personal coziness and desires. she is a result-oriented leader and not a politician. She is committed to finding lasting solutions to the challenges of AUUS which she feels a bad AUUS direction directly affects sports tutoring jobs at universities and so affects the Deans of students' offices as well as the universities' games unions. Hence the desire to lead AUUS to the right direction.

Agnes has balanced sports and academics since her childhood where despite being a sports person, her father wanted good grades in school. Sports performance was for Agnes and a good report back home at the end of the term was for daddy. This pressure helped perfect her convictions and shaped her for sports, sports leadership and academia. **"I developed a philosophy of whatever I do, I do it very well and seek excellence at work."** This earned me a number of sports scholarships and academic performance scholarships. Funny thing, I turned down sports scholarships and took on academic scholarships because my father wanted academic excellence. I am a living example of a student athlete who should balance participation in sports and academia". She elaborates.

God has always been on my side. He has never let me down, a case in point, turning down a netball sports scholarship of Kibuli SS earned me an academic scholarship at Tororo Girls School under the headship of the late Ms. Panda the headmistress by then. Of course, my tough father opted for Tororo Girls where I studied secondary school for six years upon finishing primary school from St. Clare girls School Namengo in Budaka district. That is how God does his things. Missing the government sports scholarship earned me the Carnegie Corporation of New York scholarship at Makerere University where I studied my Bachelors of Sports Science. This scholarship was far much better than the government scholarship because we had pocket money too in addition to full tuition and faculty allowances. I enjoyed my stay at Makerere University where we did everything a student should do. This taught me that obedience is wisdom.

My combination of sports and academia became more vivid since I had to maintain the good grades for my father and my scholarship and at the same time pursue my sports passion. Under the guidance the late Professor Era Mugisa (RIP) and Madam Penninah Kabenge who both gave good guidance. My masters' degree in educational planning, Curriculum studies, administration and Management of Ndejje University and the Masters degree in Sports

Science of Ndejje University were sponsored by the Sudanese Gospel Mission when I served God more. At the same time, I was lecturing in the department of Sports Science and Physical Education under the guidance of the late Professor Era Mugisa who was also the brain behind NUSF the current AUUS. Professor Era Mugisa always mentored me on what AUUS should be and his future vision for AUUS. Another motivator for me to head AUUS so that I fulfill Era's dream. I understand AUUS inside out. My PhD in Sports leadership and Gender was sponsored by SIDA (Sweden). Honestly, what do I demand God!?. Nothing on my side. Sitoma as the Baganda say. Katonda nze simubanja (I don't demand God anything).

ACADEMIC QUALIFICATIONS

I hold a PhD in Sports Leadership and Gender of Makerere University, A Masters of Sports Science of Ndejje University (MSSS, NDU), A Masters' degree in Education Planning, Curriculum Studies, Administration and Management of Ndejje university (MEPA, NDU), A Bachelor's of Sports Science of Makerere University (BSPC, MAK), a number of sports management diplomas and certificates.



Dr. Baluka Agnes Masajja on PhD graduation at Makerere University

I was mentored in sports leadership at the University of Connecticut (<https://edlr.education.uconn.edu/tag/gsmpl/>), USA, in Sports Business management and

Administration at Babson Business School, USA (<https://www.businessinsider.com/worlds-fittest-countries-reveal-how-to-stay-in-shape-2019-4?r=US&IR=T>) . I am currently pursuing a diploma in sports law. I am a mother to daughters and sons.



Agnes at the University of Connecticut during mentorship into global sports mentorship program and sports diplomacy.

3.0 WORK EXPERIENCE

Period	Position	Organization	Responsibility
2023 to date	Deputy Chief Sports	Busitema University	Sports Manager
2021 to 2024	Vice President Finance & Administration	Federation of Eastern Africa University Sports (FEAUS)	General administration and financial management of the federation.
2019 to 2023	Senior Sports Tutor	Busitema University	Sports Administration & Management
2019 to date	Director	Mums Care Junior School - Kasangati	Offer guidance

2016-to date	Treasurer	USSSPE	Manage Society finances.
2015 to date	School Director	Busiro Modern Academy- Nakawuka	Offer guidance
2014 to date	Head Education Commission	Association of Uganda University Sports (AUUS)	Manage Educational programs of the Association.
2014 to 2019	Sports Tutor	Busitema University	Sports Administration and Management.
2014 to 2024	Head Education Comm.	AUUS & FEAUS Executive boards	Research, workshops & Capacity building
2011-2013	Sports Administrator	Ndejje University	Administration
2011-2013	Master trainer	Ndejje University	Training athletics coaches
2009-to date	Consultant	Busitema, Ndejje, NCDC	Sports Science & P.E Curriculum design
2009-to date	Lecturer / Sports Tutor	Busitema & Ndejje University	Lecturing / sports tutoring
2006-2013	General Secretary	USSSPE	Administration
2009-2011	Graduate Assistant	Ndejje University Sports Science Dept.	Tutoring sports Science & P.E
2008-2009	Physiotherapist	Sudanese Gospel Mission	Physiotherapy
2007-2008	Administrator	Tasly Africa Uganda Ltd	Coordinating
2007-2008	Sports Admin. & Trainer	Uganda Junior League	Coaching Sports
2005-2007	Quality Assurance Advisor	Asiatic Sports Centre	Advising on Sports Equip'ts Quality
2005-2007	Gym Instructor	Club 5 Makerere	Aerobics & athletics

3.1 MY RESPONSIBILITIES AND ACHIEVEMENTS IN THE VARIOUS ORGANISATIONS

3.1.1 DEPUTY CHIEF – SPORTS (2024 – CURRENT) / SENIOR SPORTS TUTOR (2019 – 2024) / SPORTS TUTOR (2019 – 2024) AT BUSITEMA UNIVERSITY

Agnes sits on the Busitema University general management where she presents all matters related to Busitema University sports. This has made her work easier as she sits on the decision-making table of the university.



Dr. Baluka presenting a sports proposal to Busitema University General management

Agnes Prepares students for participation in National, Regional and International games and sporting events. She implements sporting and recreational programs for the University, participates in sports and recreation sponsorship and fundraising events, supports the running of university sports tournaments and other sporting and recreational events, develops and updates University inventory of sporting and recreational equipment and facilities' development.



Grading Busitema University Sports complex

Agnes coaches University teams in the relevant field of expertise. She liaises with the University Games Union to organize and co-ordinate University sports and recreation programs. We moved ahead of AUUS to organize our Eastern Region championships for the different sports so as to keep our students active and involved at minimized costs. Our

students participate in Eastern Region championships for free. No participation fees paid. We look out for sponsors to sponsor these championships. We have rugby, Volleyball, netball, basketball, etc. This also minimizes costs and long travels to Kampala. Agnes will make regional conferences function in AUUS once voted.



Athletics competitions during Busitema University inter campuses

Busitema University is the defending champion of the FASU online mind games Championship. Even Covid-19 couldn't stop us from being active.



Agnes coordinates the production and dissemination of sports publications at the University e.g., Sports fixtures, results, sports magazines, and Journals.



Empowering women through sports project at Busitema University.

Agnes chairs the staff welfare committee that advocates for staff rights and privileges. She participated in the drafting of the Physical Education curriculum at Nagongera campus. She lectures Sports Sciences and Physical Education, and reviews the curricular from time to time. She tutors sports activities. She is responsible for the general management and administration of all university sports activities. She links the Sports and Recreation Department to management and presents all sports matters to management. She supervises all members of the Sports and Recreation Department, does the general planning and implementation of the university sports and recreational activities.



Awarding best staff end of awards at Busitema University by the Vice Chancellor

3.1.2 Vice President Finance & Administration; Federation of Eastern Africa University Sports (FEAUS) (2021 to 2024)

Doctor Baluka was responsible for the general administration of federation activities. She monitored the development and implementation of the federation's programs. She headed the Education Commission and Disciplinary Commission and organised the first federation activity immediately we got into power, the 1st FEAUS Forum at the University of Dodoma.



Active FEAUS Website designed

https://x.com/feaus_org/status/1445690334604718090?lang=ca

she was also a committee member of the women commission where they organized the first FEAUS gender round table and the 1st FEAUS women games in 2022 at Busitema University. It was a big event sponsored by coke cola, New vision, Electricity regulatory Authorities, centenary bank, and many sponsors came on board.



<https://sports.busitema.ac.ug/>

she organized the FEAUS pre games Symposium in Maseno 2024.



FEAUS Pre games Symposium at Maseno University, Kisumu – Kenya

Hosted and facilitated the 2nd FEAUS Boot camp at Busitema University. 150 student sports leaders participated from 54 universities across Eastern Africa. The camp lasted 4 days.



Participants pose for a group photo after the second FEAUS sports student leadership boot camp at Busitema University



East Africa sports leadership mentorship training boot camp

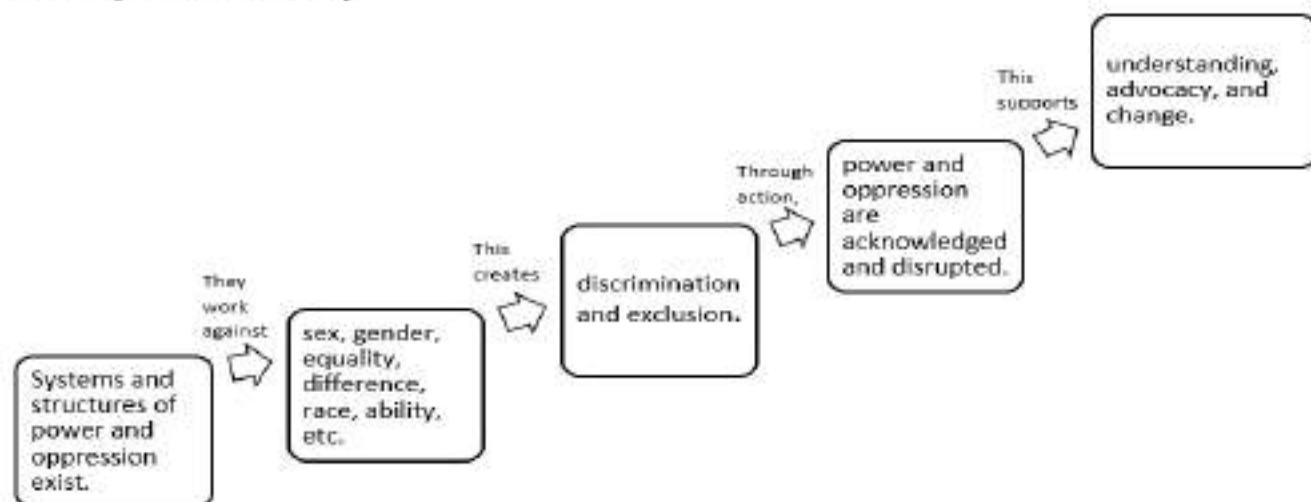
My previous experience in sports leadership was representing AUUS in the Federation of Eastern Africa University Sports (FEAUS). Where I represented AUUS members' interests. A case in point, FEAUS wanted to eliminate Bugema university on grounds of religion being that they do not do sports on Saturday, something I seriously stood against during the technical delegates meeting even when the general assembly had ruled so. Some of the qualities I have is that I am a good listener to constructive ideas, I rubbish negativity, selfishness, exploitative and distractive ideas or advise. I am honest, thoughtful and truthful. I aim to advocate for the needs and interests of all AUUS members; Big, Small, Rural, Urban, New and old. I say no to discrimination and oppression. Ring fencing a position to ones' self is a sign of selfishness. I fight for the minority.

Agnes' sports and academia awareness and ideological orientation gave her the passion to serve voluntarily in university sports leadership. This triggered her to take on PhD studies in sports leadership and gender of Makerere University where she analyzed the gender dynamics

and women's participation in sports leadership in Uganda, where she studied 9 sports organizations that she categorized into multiple sports organisations (AUUS), leg ball sports (FUFA), Handball sports (Uganda Netball Federation), Board games (Uganda Chess Federation), Multi discipline sport (Uganda Athletics Federation), Equipment sport (Uganda woodball federation) and lastly, policy making sports organizations (Uganda Olympic Committee, National Council of Sports and Physical Education and Sports department, PES at the Ministry of Education and Sports). Little did she know that God was preparing her for headship of some of these sports organisations. "I don't like jumping into things I don't understand, I always want to do things from an informed point of view. I take time, study situations then attack" Agnes said. There and then, in 2021 she contested for Vice President for the Federation of Eastern Africa University Sports (FEAUS) where she went through unopposed after her opponent feared the race and decided to amend the constitution on the fly to create a 2nd vice president position with the help of some influential people.

Agnes only served for one term and decided to come for presidency the following term against the current president Professor Simon Munayi who has served the federation since its inception. Leaders in Africa don't want to leave power. **Sports federation politics is harder as some federations are brief case organizations with no term limits.** People have personalized these sports organizations. A perspective Agnes desires to change through her voice to ensure every stakeholder enjoys the privileges of these sports organizations. Agnes' PhD studies became real, the gender dynamics were at work. Agnes' PhD is anchored in the critical feminist theory which says **systems and structures of power and oppression exist. These work against sex, gender, equality, differences, race, ability, etc which creates discrimination and exclusion. However, through action, power and oppression are acknowledged and disrupted. This supports understanding, advocacy and change** as summarized in the figure below.

Figure 1
Model of Feminist Theory



These findings have triggered me to present my candidacy for **presidency of the Association of Uganda University Sports (AUUS) and Secretary General of the same for a better AUUS**. I believe these two positions are the drivers of a sports association. Obtaining one of them will have a total change on AUUS. In the dynamic landscape of Uganda's sports, I pledge to advocate tirelessly for the AUUS interests, amplifying our collective voice as a General Assembly and addressing shared concerns. Agnes is passionate about change and making sure that everyone has the best possible time as an AUUS member or stakeholder. She promises to listen to the desires of the AUUS General Assembly, giving feedback and seeking guidance from members on decision making as power is vested in the general assembly. Something that AUUS has been losing out.

3.1.3 LECTURING AT BUSITEMA UNIVERSITY (2021 – date) AND NDEJJE UNIVERSITY (2009 – 2022)

Agnes is currently supervising sports related research at PhD and masters' level at Busitema University. She lectured Masters programmes at Ndejje University and Bachelors programmes at Busitema university in Sports Sciences and Physical Education fields. She contributed to designing the Bachelor of Sports Science and Management course for Ndejje University in 2008 when it started under the guidance of the late Professor Era Mugisa. She has continued to revise it to meet NCHE standards. She designed the MSc. Sports Science for Ndejje University.



Wikipedia writing training by Professor Kabonesa – Makerere University, 2018

Dr. Baluka has also designed all the curricular for the Sports Science and Physical education department which include; Master of sports Science, Bachelor of Sports management, Bachelor of Arts in Sports Studies, Bachelor of Sports Coaching, Post-Graduate Diploma in Physical Education and the subsequent Diplomas, all of which are being offered to students and some have graduated.

Above all, she designed a Higher Diploma in Physical Education that was accepted by the Ministry of Education and Sports (MOES) which was being used by the Ministry for retooling teachers and kids athletics coaches with the late Mr. Wandera Besweri (RIP) together with other sports scientists; Dr. Mukibi, Mr. Bamweyana and others as shown in the photo below.



Secondary School P.E curriculum design team hired by NCDC

I shared my masters of Education finding with commissioner PES Dr. Dan Tamwesigire which led to the campaign of compulsory Physical Education in schools in 2011. I have supervised school practice and helped in designing a field assessment form for Physical Educators.

3.1.4 TREASURER; UGANDA SOCIETY FOR SPORTS, SPORTS SCIENCE AND PHYSICAL EDUCATION (USSSPE) (2016 TO DATE)

I mobilize funds for the society by encouraging members to meet their membership obligations. I manage the society books of accounts in liaison with the president and the secretary general. I encourage committee heads to come up with workplans which have income generating activities for the society. I conduct community sports projects and write sports grants.

3.1.5 HEAD EDUCATION COMMISSION, ASSOCIATION OF UGANDA UNIVERSITY SPORTS (AUUS) (2014 TO DATE)

Agnes has been an AUUS Executive committee member by appointment since 2015 when she became a sports tutor at Busitema University because of her expertise. She has served on the AUUS Excom longer than her presidential competitor who tried to ringfence the presidential post for himself having been given the opportunity to be a member of the constitutional review committee. To Dr. Baluka, this is a sign of selfishness of the highest order, bad politics, cowardice and fear of competition. Some one claims he serves with the Olympic committee but he cannot even observe Olympic values of respect for diversity, fair play and friendship. It is a big disappointment.



AUUS Executive committee 2015

As an executive committee member, Dr. Baluka has served as the head the Education Commission of AUUS and later of FEAUS. Here, she has been responsible for organizing forums, workshops and trainings. Her major role is to build capacity for the Associations. She therefore tailored programs and agendas for the forums and conferences to the agreed-on themes. she also did the assessment and evaluation for the conferences.



AUUS Forum at Gulu University

Performed any other functions as were delegated by the president like chairing some sports tutors' meetings in the absence of the president.

She planned and coordinated sports curriculum development for all AUUS educational programs. Oversaw the preparation of university sports calendar in line with the academic calendars of the different Universities. Provided Leadership and overall Management of the Education commission.

Provided Secretarial services to the AUUS forum and offered mentorship to presenters. The most recent being the 2025 AUUS forum at Gulu university as shown in the pictures below which discussed the implementation of the AUUS strategic plan 2025 to 2030. I am surprised my opponent did not pick this up in his manifesto yet he was a member of the committee. This shown the lack of protecting AUUS interests. Putting personal desires above the organization's interests. I urge voters to vote wisely.



university sports Uganda forum at Gulu University



AUUS General Assembly at Mountains of the moon – Fort portal

Agnes headed the current AUUS strategic plan drafting to completion. An activity she conducted with member's own funding. We as AUUS members always paid our participation fees to have the strategic plan in place. I remember in the last Gulu Forum I paid my own accommodation while doing association work. I was happy that the forum ended successfully Amidist no accountability from the money collectors. These are things I desire to change. **I want to obtain a position that will provide opportunity for me to serve with accountability and not to be used to fulfill other people's selfish desires and be framed as eating together.** I want to provide leadership and general administration/management of sports and recreation programmes in AUUS.

Agnes believes she understands the strategic direction for AUUS for the next 5 years called the AUUS STRATEGY 2025-2029. GREPSS (Governance, Research, Entrepreneurship,

Partnerships, students and Stakeholders) it is, a 6-area strategy, she elaborated. In the next 5 years, the agreed AUUS strategy by the general assembly is shown in figure 3 below;

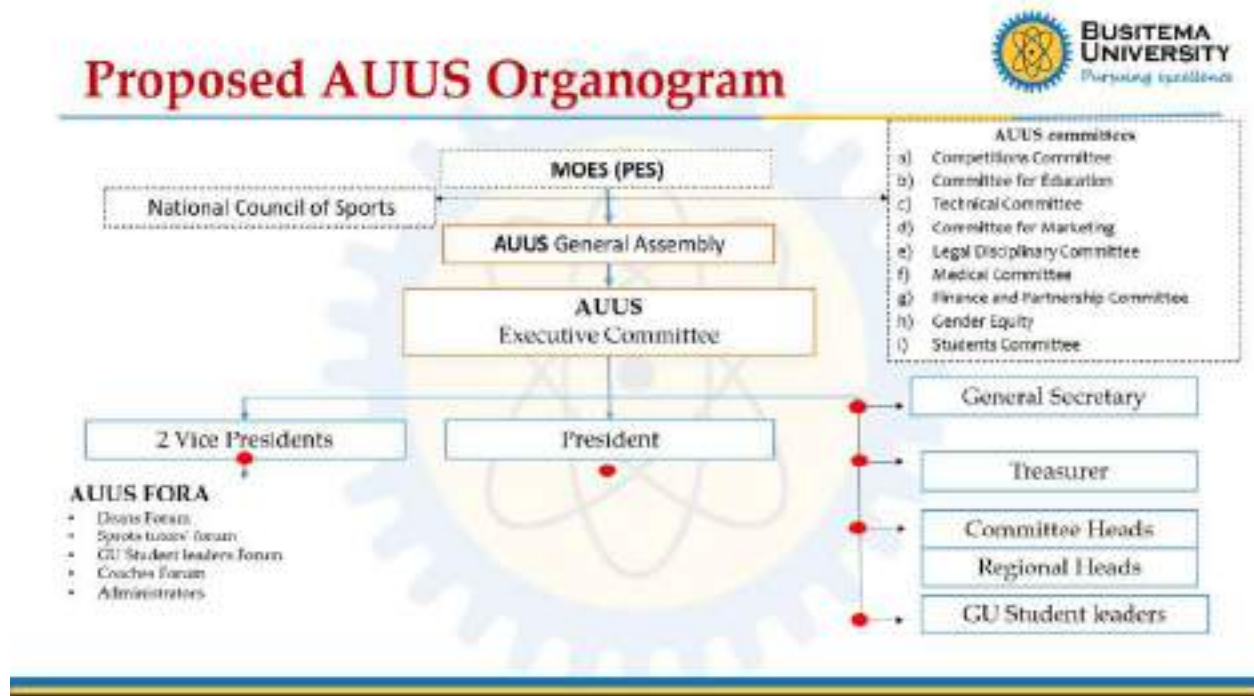
Figure 3



1. Governance

The constitutional review that has just been concluded although with challenges of some selfish people locking up positions for themselves by locking out new members with the phrase of you must have served on the executive to become an AUUS president suggested by my opponents. Where on earth has this ever happened! **This level of selfishness, discrimination and intimidation needs to be fought because it takes us nowhere as AUUS.** During the constitutional review, Agnes insisted to have a vivid organogram for AUUS as shown in figure 2 below is her proposal. AUUS committees will function independently and not under the influence and suppression of the executive committee like it has been. This means there will be decentralization of power. Something Agnes fought for during the constitutional review extra ordinary general assembly that took place at Makerere university on 4th September 2025. We put back term limits in the constitution (2 terms) which had been removed earlier. The constitutional review process has almost last 2 years.

Figure 2



Agnes will strengthen the AUUS governance structures and procedures by developing a Human resource manual for AUUS and an AUUS staff establishment. This will make AUUS a more professional body it should be being managed by university dons. AUUS should do things differently from other sports organisations within the country. Under Agnes' leadership, AUUS will be modal sports organization for benchmarking from by other sports organisations.

AUUS will be a gender responsive association where gender round tables will be conducted annually to solve gender related issues in sports.

There will be a strong administrative arm for AUUS headed by the General Secretary and a Human Capital Management System for AUUS members and staff put in place. It will be clear on how members benefit from AUUS and how AUUS benefits from its members. It has to be a two-way (win - win) situation. Sports Association are supposed to grow their members and not to become parasites feeding on the host.

2. Research

Agnes' Research skills in sports are explained by her desire to always take on farther studies. Agnes has won a number of grants and scholarships due to her articulate grant writing skills.

Agnes wins sports grants every year through the women hall of fame, Black lives matter, BURIF, Carnegie, SIDA, Global Sports Mentorship (GSMP), to mention but a few. This enables her operate independently and raise funding for the institutions she works for.

In relation to AUUS strategy 2 on Conducting quality Research and Innovation for sports development, Agnes promises to encourage AUUS members to engage in sports related research of scientific, economic, social-economic impact for development of individual AUUS members and AUUS as an organization. Agnes **will invest in sports research, research teams, monitor research trends, sports innovations, sports technology business incubation and innovation center.**



At the New Balance Research lab on athlete fitness levels

3. Entrepreneurship

AUUS strategy 3 on **Sports Entrepreneurship & tourism for social economic transformation**, Agnes **will put her efforts on increasing the number of partnerships through athlete exchange programmes and commercialization of Uganda's University sports.**

4. Partnerships

AUUS Strategy 4 will be **Strengthening impactful Partnerships for Growth** where Agnes will increase funding for AUUS through organising annual AUUS conferences, forums, conducting virtual sport related research and workshops. We are moving towards Artificial Intelligence (AI) era. We agreed to have online meeting and general assemblies, I idea that was fought by analogue group of members.

5. Students

Strengthening Excellence in Sports Activities and Student Experience is the first AUUS strategy according to the AUUS strategic plan **2025/2026 – 2029/2030**. But due to my acronym of GREPSS, I placed it here as the fifth strategy for consistency. Students are what makes AUUS. They are the major stakeholders of the association. At my university in Busitema I call them my bosses. They are the reason I am a deputy chief-sports. Therefore, to strengthen students' sports experiences, I will expand sports pedagogical approaches establishing centers of sports excellence that will conduct quality assurance checks on university sports. This will involve recruiting and developing high quality AUUS staff.

Agnes will provide student athletes with sporting and employment opportunities that will be created in AUUS. She will use her Masters in Education Curriculum design of Ndejje university to ensure universities run a crosscutting sports course like she advised Ndejje university to take on life skills course currently embedded in a course unit called Christian Ethics. This curriculum will ensure sports for all students, university staff and university communities like she already advocates in Busitema University.

Agnes Promises to sensitize universities who are the major stakeholders about the importance of a sports policy, something she drafted for Busitema University when she got a sports tutor job in Busitema in 2014. Busitema university was the first to have a sports policy which has been benchmarked on by many other universities. These sports policies should ease transfers for student athletes from one university to another or one sports club to another.

Student athletes will be supported to take part in wider University life and other communities through Outreaches, crosscutting issues like HIV, health, fitness, boot camps, etc and not only the usual national games and university leagues. A sports man is beyond the field. This will help universities build a holistic student athlete with a wider mindset.

AUUS will expand its capacity by investing in infrastructure, facilities and technologies and; participating in green environment campaign for our university sports ground. My first task will be to ensure a permanent stable home for AUUS called the AUUS Center where student athletes can always gather and meet with each other. This calls for acres of land and building. Universities pay subscription fees, students pay participation fees and ministry budgets for university sports. On top of that, sponsors and donors come on board. The question is, what

do we have as AUUS!?. I believe being a signatory to the account will answer this question. That is why I decided to enter the race. As vice president of FEAUS and mere excom member of AUUS , I did not even peep to the account. There was no proper accountability and the priorities of the excom were different. **It takes a servant leader to do all this where you have a pinch of no to the stomach and yes to the AUUS infrastructure.**

6. Stakeholders

Strategy 6 is **Improving the relationship between AUUS and its Stakeholders.** This has been missing in a long time now. I was forced to join the Dean's forum in Gulu university on 11th September 2025 to find out why they boycotted the AUUS constitutional review process. I don't want to unveil my discussion with the Deans of Students but it was bad news of a dying AUUS spirit. **I therefore pledge to improve on collaborations and linkages for AUUS by identifying major stakeholders and bringing them on board.** My discussion with many media houses and media personalities has been showing negativity for the current AUUS. I promise to dialogue with all AUUS stakeholders and win back their love and trust by having discussions around a win-win situation.

As Global Sports Mentorship Alumni

I represent Uganda in discussions on title IX which advocates for no discrimination in sports.



GSMP 2017 Alumni



Partners who support my sports activities

The partners below always come on board whenever called upon to offer inkind support mostly for home hosted events. Busitema's Sports would not be possible without their support. They include;

Busitema University, Global Sports mentorship, University of Tennessee, Sports Federations, Airtel, Barclays Bank, Betting, Centenary Bank, Coca Cola, DFCU Bank, East FM, Equity Bank, Finance Trust Bank, Humnet Pharmacy, MTN, National Water & Sewerage Corporation, Nile Breweries, Novo, NSSF Tororo, Sage Hardware, Stanbic Bank, Tan Telecom, TASO Tororo, Tororo Cement, Uganda Blood Bank, Uganda Breweries, Uganda Human Rights Commission, Uganda Red Cross, UNRA, URA Tororo, Swedish Embassy, Norway Embassy, American Embassy, Egyptian Embassy, Ministry of Works and Transport, Ministry of Education and Sports, East African, Community Affairs, Shell Tororo, DOTT Services Ltd, Crown Beverages, Hima Cement, National Cement, Century Bottling Company, Total Tororo, New life pharmacy, Sege hardware, TLT, East FM, Rock mambo, Tan distributors, shire Uganda Ltd, Eminent heights, Golf course, Hon.SanJay Tana, Hon. Oboth Oboth, Hon.Sarah Achieng Opendi, Hon.Apollo Yeri, East sun, Indian community, St peters church, Sacred heart, Stabex Malaba Rock Hotel, Hope of joy enterprises, member universities, etc.

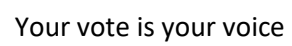
Once voted president, I promise to have a an AUUS partners database and have member participation and subscription fees reduced



Dr. Baluka having good time with Deans of Students during the FEAUS symposium.



Certificate of appreciation offered to the American Embassy



3.1.6 SPORTS ADMINISTRATOR; NDEJJE UNIVERSITY NUSF GAMES 2011

Ndejje University became the national sports champion in 2011, two years after I joined the University in 2009 upon my advise of the university using sports as the University's niche during their strategic plan process for 2011 – 2015.

As an administrator, I organized the technical delegates' meetings and activities in the 14th edition of the National University Games (NUSF) that took place at Ndejje University in 2011. I was also the secretary for the Technical Sub-Committee of the Local Organizing Committee (LOC). I coordinated the entire organization and running of the games, I took all the minutes for the Local Organising Committee (LOC) meetings, mobilized all the Technical Delegates, prepared and circulated reports to all the participants and organizers, advised the various sub-committee heads on all technical matters and above all, I planned and coordinated all technical programmes and activities of the National University games and the general Ndejje Sports activities despite the fights within the organisation. The games ended successfully and were remarkable.

After organizing this remarkable event, the university had international standard sports facilities that were constructed upon my advise as the secretary technical committee. The Ministry of Education and Sports (MoES, Physical Education department) requested me for a copy of my research Dissertation on "Challenges affecting re-instatement of Physical Education (P.E) in Primary Schools" to help implement Physical Education in schools.

I taught life skills and sports values (core course) where I ensured general life etiquette for both students and staff and so I am ready to extend this advocate of sports for health to the general AUUS family. I contributed in designing the dietary menu for the last National University Sports Competitions and ensured overall welfare for over 3000 participants. I have written a number of reports for the various university activities including workshops, conferences and ceremonies.

3.1.7 SECRETARY GENERAL; UGANDA SOCIETY FOR SPORTS, SPORTS SCIENCE AND PHYSICAL EDUCATION (USSSPE) (2016 TO DATE)

I organized athletics coaching clinics for the Society members. I am a trained kids athletics coach and I have used these skills to conduct Physical Education lessons in different primary schools within the country. I participated in the initial drafting and editing the organization's constitution to completion.

As a general secretary, I registered the Association with URSB where I reserved the name. with the help of Mr. Bamweyana Douglas, the current president of the society, we completed the society registration process. I always called general assemblies and the turn up was always satisfactory. I chaired a number of meetings in absence of the president and Vice presidents. The society changed the sports culture of the country. Numerous seminars have

been conducted to get Sports moving in the country. I drafted the annual work plans and strategic plans of the society in liaison with my committee heads. We were consulted by the Ministry of Education and Sports in the initial drafting of the sports bill which is now the National Sports policy.

3.1.8 CURRICULUM DESIGN CONSULTANT

I specialized in curriculum design, administration and management at my Masters of Education with the purpose of helping develop, design, review and assess Sports Science and Physical Education curricular for universities and schools.

Being among the pioneers of Sports Science course at Makerere University (4th lot), I observed that many universities had not ventured in the field of Sports Science, so I wrote proposals and attached the draft curricular to Ndejje University and Busitema University to start up the courses too. Which are currently running in these universities.

I am always consulted by many universities to help develop, design, review and assess Sports Science and Physical Education curricular and sports policies. I was part of the consultants by National Curriculum Development Centre (NCDC) to participate in designing the Physical Education and Sports curriculum for primary and secondary schools together with other sports scientists within the country.

3.1.9 SUDANESE GOSPEL MISSION 2007-2008

I organized a workshop on “peace, Conflict resolution and Health” which was funded by the Netherlands Government to help resettle Southern Sudanese from Adjumani Refugee camps back into Sudan. The major sport was athletics where I coached the different athletics events within the refugee camps. We had programs like sports for health nutrition where sports activities were replaced with meal times like break and lunch because there was no enough food for the children in the camps. Sports was used to occupy the children and there were no complaints of hunger. People had one meal a day and life continued with sports activities.

I preached the Gospel of Jesus Christ to the people in Sudan putting emphasis on the value of life and engagement in sports. I supervised construction of the Sudanese Gospel Mission church and health center in Loa (Southern Sudan). I did charity, helped encourage orphans in Southern Sudan and took them to school with the help of funding from the “PACKHRIS”, (Holland Charity Organization).

3.1.10 TASLY AFRICA UGANDA LTD 2007-2008

I helped in registering the Chinese herbal medicines company with the various Government Authority bodies including National Drug Authority, carried out administrative roles and offered customer care services. This gave me vast knowledge with multi-level marketing. I helped in the supervision of infrastructure during the construction of the company offices in

Uganda and Kenya. This involved handling finances, paying workers and managing resources.

3.1.11 UGANDA JUNIOR LEAGUE (UJL) 2007-2008

As an administrator of ULJ, I introduced athletics events in UJL adding on the only Soccer that they had and this helped the organization get more customers. I therefore had to train athletics coaches who assisted me coach the children. Other games introduced were badminton which contributed to growing sports talent within the country.

In UJL, we taught Physical Education in Kampala parents, Kampala Junior and Kaboja Junior schools. This gave me a vast experience in working with children. I got a nick name of Ms. Adidas because I always put on an adidas tracksuit. My students from those schools call me Ms. Adidas.

3.1.12 ASIATIC SPORTS CENTER & CLUB 5 MAKERERE 2005-2007

I was in charge of healthy programs and I helped clients lose weight, gain weight and maintain weight using athletics events and aerobics. I advised customers on the best Sports equipment to purchase so as to meet their desired needs.

I participated in a number of sports championships throughout my life.



Employment opportunities

As a doctor of philosophy and a sports science consultant, I am at a stage of employing others. I capitalise on peoples strengths than their weaknesses. This has enabled me to work with people. I am currently offering over 180 job opportunities to both youths and adults in my private organisations and projects. I also supervise over 20 staff of Busitema university sports directorate. I plan to create more job opportunities in AUUS on top of the two existing administrative staff



4.0 PUBLICATIONS

i) Agnes Baluka Masajja, Nsibirano Ruth , Nankwanga Annet, (2020), “Men want to understand for us”: The gender Dynamics in Sports Organisations’ Leadership in Uganda.", IJRAR - International Journal of Research and Analytical Reviews (IJRAR), E-ISSN 2348-1269, P- ISSN 2349-5138, Volume.7, Issue 3, Page No pp.337-348, August 2020, Available at : <http://www.ijrar.org/IJRAR19S1533.pdf> _

<https://journalissues.org/irjpeh/abstract/theoretical-and-conceptual-framework-for-gender-analysis-of-the-power-gender-dynamics-that-influence-womens-participation-in-sports-leadership-in-uganda/>

ii) Agnes Baluka Masajja, Nankwanga Annet, Nsibirano Ruth, (2021), Theoretical and conceptual framework for gender analysis of the power gender dynamics that influence women’s participation in sports leadership in Uganda.
<https://doi.org/10.15739/irjpeh.20.008>

iii) <https://people.busitema.ac.ug/staff/administrative-staff/agnes-baluka-masajja>

iv) <https://events.mak.ac.ug/events/2023/12/11/263>

v) <https://voiceofbugerere.com/busitema-university-hosts-2nd-edition-of-feaus-boot-camp-targets-improvement-in-students-leadership-skills/>

vi) <https://kawowo.com/2024/11/04/busitema-university-shocks-holders-nkumba-university-2024-2025-university-football-league/>
<https://www.tororogirlsschool.sc.ug/news/math-run-sparks-enthusiasm-at-tororo-girls-school>

PROJECTS RUN

I write and win sports related projects base on research. A few are stated below

1. Prevention of violence extremism through sports.



2. Eastern Region Staff Corporate Projects on safe births for mothers where Over 54 corporate clubs contribute to procure hospital birth beds for delivering mothers.



3. Football Peoples week on no discrimination



4. World Changers



5. Sports Acceptance and Girls' Education (SAGE Founding Director)



6. Integration of East African Community through sports



7. University anti-sexual harassment APP development



8. Community outreach project on keeping children in school



Donation of desks to Busitema Primary school



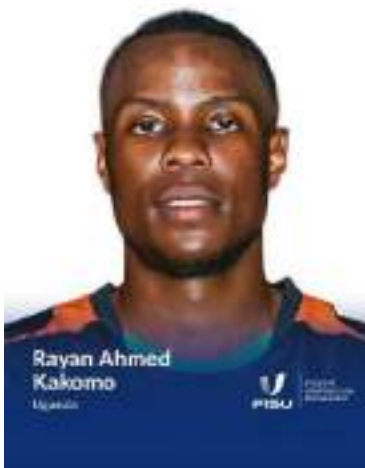
Dr. Baluka Lobbies for scholastic materials for primary school children

9. BUSHPA Project (Improving staff performance through sports)





10. Mentorship of sports leaders



11. Using sports to sensitize communities on prevention on malaria



Former Vice President Dr. Specioza Wabdera Kazibwe trains political leaders on Malaria prevention sensitization 2025

12. Empowering women through sports and entrepreneurship skills, 2018



13. Exercises for Pregnant women towards safe births



14. Community Aerobics sessions for community health



Community Aerobics sessions

In summary, **Dr. Baluka Agnes Masajja's vision for AUUS is;**

- **Strengthening the AUUS Community:**

Agnes aims to build a stronger, more unified AUUS by fostering members' cooperation and partnerships between local, private sector, public sector, national, continental, and international bodies. Allowing freedom of speech of the general assembly from time

- **Innovation and Technology:**

Avantgarde approach includes embracing new technologies and event formats to enhance the entertainment value of university sports and engage a wider global audience.



Embrace Online General Assemblies to embrace AI

- **Education and Career Development:**

A core pillar of her vision is combining university sport events with meaningful education and career development opportunities for student-athletes and AUUS stakeholders.

- **Athlete Empowerment:**

The goal is to empower universities to nurture student-athletes while maintaining academic excellence and to facilitate national and international friendships within similar fields of study during AUUS Games.

- **Sustainability:**

Agnes is dedicated to the long-term, sustainable growth of AUUS, ensuring a bright future for student-athletes and the wider movement.

- **Gender Equality, Equity and Inclusivity:**

Empowerment of everybody; men, women and youth are projects I always write and win grants for. My taking on PhD studies where I analysed the gender dynamics in

sports leadership shows the passion for equity, equality and inclusivity. Fairness, fight for equal opportunities and having a voice for the minority are things I live for.

- **Promoting Core Values:**

The vision is underpinned by AUUS' core values of Professionalism, Fairplay, Integrity and Teamwork (PFIT).

Goals

My goal is to foster a supportive and inclusive environment where all AUUS members' voices are heard, respected and valued. I will strive to enhance excellence and professionalism by promoting effective communication between AUUS members and the AUUS Executive committee, ensuring that concerns are addressed promptly and equitably. Transparency and accountability will be the cornerstones. I strive to maintain open channels of communication, providing regular updates on AUUS affairs and seeking feedback from AUUS members to inform decision-making processes. I will work to maintain the affordable AUUS forums. In collaboration with the AUUS stakeholders, I will advocate for resources and opportunities that empower all AUUS members to thrive in sports, socially, and professionally through a culture that celebrates diversity, fosters innovation, and supports the holistic development of every AUUS member.

If I am elected to be the President to this gallant Association, I will;

1. Respect all AUUS stakeholders (DOS and students) by bring them on board and win back their trust by being transparent and accountable.
2. Work on lobbying for funding from government and other sources so that we reduce on the high AUUS membership subscription fees and participation fees.
3. Write grants for AUUS activities to support members.
4. Construct a permanent home for AUUS to reduce on the high rent costs we incur currently.
5. Enable all members to host by making hosting AUUS games rotational in regions.
6. Empower the AUUS committees and make them functional by facilitating them financially.
7. Offer financial support to members who host AUUS events.

8. Use government funds to fund students for international sports events like FISU games other than straining member universities.
9. Strengthen the relationship between AUUS, MoES and National Council of sports.
10. Create job opportunities for Ugandans.

PURSuing EXCELLENCE REGARDLESS

“Where Sporting and Academic Excellence Blend”

FOR GOD AND MY COUNTRY



MUM'S CARE JUNIOR SCHOOL

Day & Boarding

Wishes you a happy 2023

For Any Enquiries feel free to reach us on

0783217350

0707512 338

