

# SSENDI SAMUEL

FOR DEPUTY CHAIRPERSON, MUBASA

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## RESULTS. NO RHETORIC.

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### ELECTION MANIFESTO 2026 – 2028

#### A Message to Every MUBASA Member

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MUBASA has a good foundation. The work done by those who have served before me in this association has kept it standing and given it credibility. I am building on that, not starting from scratch. What I bring is a specific combination of things: knowledge of the policies that govern our work, experience in institutional governance and systems, and a practical orientation toward getting things done rather than talking about them. The Deputy Chairperson role is an operational one. My job is to support delivery, follow through on commitments, and make sure every member of this association, at every rank, in every faculty, feels represented.

Four pillars. Realistic commitments. Honest reporting back to members.

#### About Me

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I am an academic and researcher at MUBS. My research applies machine learning to public health challenges in Uganda. Beyond the classroom, I have worked in cybersecurity consulting, systems development, and large-scale national ICT training. I hold international professional certifications at advanced levels and am a Fellow of a competitive international leadership programme.

I have served in leadership roles within MUBS institutional structures, been involved in constitutional governance, electoral administration, and deploying systems that are in active use. I understand how institutions work, and I know how to see things through.

#### PILLAR 01 **UNITY**

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MUBASA is strongest when its members move as one body. That means every faculty, every rank, every campus. Main campus, Arua, Mbarara, Jinja, Mbale. Teaching Assistants, Lecturers, Senior Lecturers, Associate Professors, Professors. All of us, represented equally.

#### Collective Voice

- Strengthen MUBASA's formal engagement with management so that staff positions are presented collectively, documented, and followed up on the record.
- Represent members individually when navigating promotion processes, classification concerns, or workplace issues, so no colleague handles these alone.
- Maintain the collaborative relationship MUBASA has built with management and continue engaging FASPU to ensure MUBS staff benefit from national-level advocacy alongside other public university associations.

#### No Member Left Behind

- Extend MUBASA communication and activities meaningfully to regional campuses, not just Nakawa.
- Ensure every member regardless of rank or faculty knows their rights under the HR Manual, the Universities Act, and the Public Service Standing Orders.
- Any member who faces workplace intimidation or harassment will have MUBASA formally and actively behind them, through the grievance procedures that already exist in our policies.

## PILLAR 02 WELFARE

Progress has been made on staff welfare and that deserves acknowledgement. Salary harmonisation moved significantly in 2024. The RBS contribution was reinstated. Medical insurance has been announced. MUBASA's role now is to push for these gains to go further and faster, and to address the gaps that remain.

### Salary Equity

- Continue advocating through FASPU for the remaining salary enhancement for mid-level academic staff, Senior Lecturers, Lecturers, and Assistant Lecturers, who have not yet received 100% of the approved harmonisation target.
- Address the science vs arts salary classification anomaly at MUBS. Staff who hold STEM qualifications and work under equivalent terms of reference to science-scale colleagues but receive arts-scale pay deserve correct classification. This is not a new salary demand. It is a correction using the government's own structure.
- Ensure RBS and NSSF contributions are remitted consistently and on time so staff savings attract the interest they are entitled to.

### Healthcare

The announced medical insurance policy is the right step. The priority now is fast, comprehensive implementation.

- Push for the insurance policy to be operationalised quickly. Delayed implementation has real consequences for staff and their families.
- Advocate for coverage that includes staff and dependants, with inpatient, outpatient, dental, and ante-natal care, benchmarked against what comparable public universities already provide for their staff.
- Support the digitisation of the MUBS Health Centre so staff access services more easily and health records are properly managed.
- Push for mental health support to be part of the welfare package. Heavy teaching loads and research demands are real pressures that our current framework does not address.

### Working Environment

- Work with management to formalise and improve staff transport for official activities such as institutional events, field engagements, and staff welfare occasions, building on the efforts already made in this direction.
- Advocate for adequate office space for academic staff at all ranks and reliable internet infrastructure across all staff work areas.

## PILLAR 03 GROWTH

Staff growth is directly tied to MUBS's own Strategic Plan 2025-2030, which commits to strategic staff development and succession planning under its Human Capital pillar. MUBASA's job is to make sure that commitment translates into real opportunity for every member.

### Promotions That Move

- Advocate for a published annual promotions calendar with clear timelines, so eligible staff can plan applications on the basis of known dates rather than informal information.

- Push for a transparent process where eligible applicants are not held back informally while meeting every published criterion under the HR Manual.
- Support access to a fair review process for staff who have concerns about how their promotion applications were evaluated.

### **Research and Academic Development**

- Advocate for equitable access to research funding and opportunities across all faculties, not just those with established infrastructure.
- Push for structured mentorship linking junior and mid-career staff with senior researchers within MUBS, so building a publication record is a supported process.
- Ensure study leave processes are transparent and timely, and that bonding terms do not discourage staff from pursuing higher qualifications that benefit the institution.

### **A Digital Home for MUBASA Members**

- Develop a MUBASA member platform where staff can access association documents, welfare information, event updates, opportunities, and key policy summaries in one place, so every member stays informed regardless of whether they can attend a meeting.

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## **PILLAR 04 SUSTAINABILITY**

MUBASA has been here for years and will be here long after this term. Sustainability means making sure the association that future members inherit is stronger, better organised, and more trusted than the one we have today. That is not a criticism of what has come before. It is the natural goal of any institution that takes itself seriously.

### **An Association That Works All Year**

- Hold scheduled general meetings consistently and publish minutes and follow-up actions to all members within two weeks.
- Maintain a member feedback channel so any staff member at any rank can raise an issue with MUBASA without having to attend a physical meeting.
- Document MUBASA's ongoing engagements, commitments, and correspondence so that incoming executives always have a full working brief.

### **Financial Accountability**

- Ensure that financial statements are presented clearly at annual general meetings.
- Account transparently for every expenditure so members can see their subscriptions are being used in their interest.

### **Aligned with the MUBS Strategic Plan**

- Position MUBASA as a constructive partner in the delivery of the MUBS Strategic Plan 2025-2030, particularly the Human Capital and Sustainability pillar, so that staff development commitments made by management are actively monitored and supported by the association.
- Engage the next generation of MUBASA members so that interest and participation in the association grows across all ranks and faculties.

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## **My Commitment**

I am not here to reinvent MUBASA. I am here to make it work better for every member. The policies are in place. The strategic plan is on the table. The management has shown willingness to engage. What is needed now is an association that follows through, keeps records, and reports back honestly. That is the job. I am ready for it.

I humbly ask for your vote.

# RESULTS. NO RHETORIC.

**Vote Ssendi Samuel | Deputy Chairperson, MUBASA 2026–2028**

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Grounded in: MUBS HR Manual 2024 | Universities and Other Tertiary Institutions Act, Cap 210 | Public Service Standing Orders 2021 | MUBS Strategic Plan 2025–2030