



**The
Emerging
Leaders Program**

Awakening a Generation for Values-Driven Leadership

Annual Report 2025



Table of Contents

3	Foreword	19	Objective 3
4	Impact Story	20	Objective 4
5	Executive Summary	22	Objective 5
8	The Challenge	23	Objective 6
11	Stories From The Lecturers	26	Medical Engagement as a Gateway to Trust
12	Strategic Framework	26	Impact Story 3
13	Strategic Pillar Performance	29	Collaboration That Multiplies Impact
13	Objective 1	31	ELP Income and Expenditure 2025
14	Objective 2	33	Looking Ahead: Jan–May, 2026
15	Impact Story 2	34	Conclusion
16	SAFE Clubs		

Foreword

In every generation, there comes a moment when a nation must pause and ask itself a difficult question: Are we producing graduates, or are we forming leaders?

The Emerging Leaders Program (ELP), launched under the visionary leadership of the First Lady and Minister of Education and Sports, **Hon. Janet Kataaha Museveni**, was born out of that question. It recognised a growing gap in our universities, brilliant minds rising, yet too often without the moral grounding, clarity of purpose, and resilience required to navigate an increasingly complex world.

ELP exists to restore balance. To remind us that character is not a soft add-on to education; it is its backbone. That integrity, service, discipline, and responsibility are not abstract ideals, but practical tools for nation-building.

The year 2025 marked a decisive shift for the program. What began as a pilot at Makerere University is now taking root more firmly, with expansion to Makerere University Business School (MUBS) and deeper engagement across faculties, student platforms, and leadership structures. Through structured curriculum development, faculty and student training, SAFE Clubs, Kyōto conversations, orientation outreach, mentorship, and digital engagement, thousands of students have been reached, and many more meaningfully engaged.

Encouragingly, ownership is growing. Lecturers are creating space for values-based dialogue in their classrooms. Students are leading peer initiatives. Partnerships with the university leadership and national stakeholders are strengthening the case for institutionalising character formation within higher education itself.

This report captures not only activities, but learning. It reflects progress, challenges, and a clear resolve to scale responsibly. The



work ahead requires sustained collaboration, fundraising, credible systems, and thoughtful integration within university frameworks. But the foundation has been laid.

ELP is more than a program. It is a long-term commitment to shaping leaders who carry both competence and conscience. As we look ahead, our conviction remains steady: Uganda's future depends not only on what our graduates know, but on who they become.

Barbara Kaija
Co-Chair
Emerging Leaders Program (ELP)



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Impact Story 1: From Awareness to Action

Following an ELP engagement on addiction and responsible decision-making, a student leader authored an article on gambling addiction, that sparked overwhelming response from peers seeking help. Working with the ELP Secretariat, the student is now linking affected colleagues to qualified partner organisations for support. ELP is increasingly becoming a trusted point of first response, for students navigating complex life challenges.





ELP engages student leaders at MUBS

Executive Summary

2025 at a Glance

2025 was the year the Emerging Leaders Program (ELP) moved from promise to proof.

What began as a pilot at Makerere University matured into a credible, values-based leadership platform with measurable reach, stronger institutional partnerships, and a clearer pathway to scale.

During the year, ELP engaged **over 25,000 students directly, with more than 4,000 students actively participating** in deeper programming. Seven Kyōto fireside conversations drew **2,449 students physically**, while an additional **4,306 engaged online**, demonstrating the strength of ELP's hybrid engagement model. Orientation Week activities alone reached more than **17,300 first-year students**, while integrated medical



Importantly, engagement moved beyond awareness into ownership. SAFE Clubs were piloted and formalised at Makerere University, with expansion initiated at MUBS.



outreach services supported **851 students**, reinforcing the program’s holistic approach to wellbeing and leadership formation.

Importantly, engagement moved beyond awareness into ownership. SAFE Clubs were piloted and formalised at Makerere University, with expansion initiated at MUBS. Students began leading peer conversations, digital campaigns, and advocacy efforts grounded in the SAFE pillars - *Sexually Fortified, Addiction Free, Financially Faithful, and Education Focused*.

Institutionally, 2025 marked major progress toward sustainability.

- **17 lecturers were trained and engaged** in aligning the ELP course (adapted from *Life at the Crossroads*) to Makerere University’s standards.
- A Curriculum Facilitators’ Retreat refined a five-module, university-ready course framework.
- Governance and compliance milestones were achieved, including TIN acquisition,

bank account establishment, and with compliance to URSB documentation.

- Partnerships with national media, health providers, the Global leadership Summit, and private sector actors increased visibility and lowered delivery costs.

ELP’s expansion into Makerere University Business School (MUBS) tested and strengthened its adaptability within a more entrepreneurial and variedly paced student environment, confirming that values-based leadership formation is relevant across diverse academic contexts.

Above all, 2025 confirmed a simple but powerful truth: when students are trusted, equipped, and guided by values, they rise to the occasion.

As ELP transitions from pilot to scale-readiness, the focus ahead is not only growth, but depth, institutional integration, financial sustainability, and national influence within Uganda’s higher education landscape.

Table 1: 2025 Impact Highlights

Metric	Result
Universities Engaged	2 (Makerere University, MUBS)
Students Reached (Direct)	25,000+
Students Actively Engaged	4,000+
Fireside Conversations (Kyōtos)	7
Physical Attendance	2,449
Livestream & Online Reach	4,306+
Lecturers Trained	17
SAFE Clubs Established	1 (Makerere University)
Students Supported to GLS	60
Media Features	New Vision, UBC, NTV, NBS, TikTok

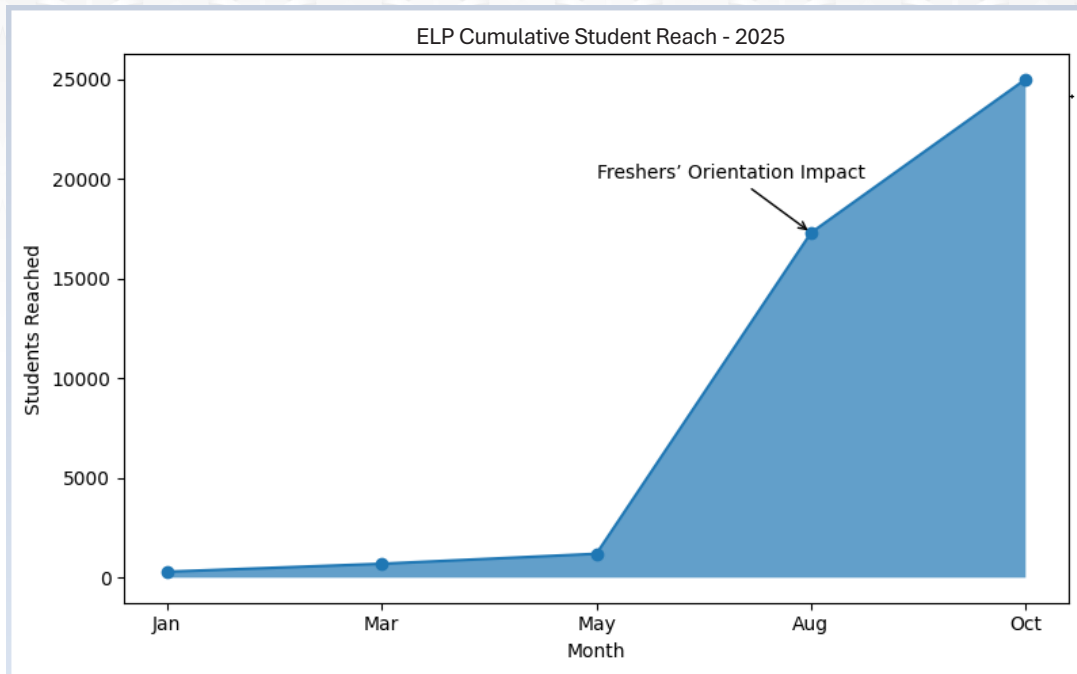


Figure 1: *Growth in cumulative student reach across 2025, with a significant acceleration following university-wide Freshers' Orientation activities. Strategic institutional moments such as Freshers' Orientation unlock exponential reach for values-based programming.*

Student Reach and Engagement Trends

The student reach trend illustrates a steady build-up of engagement in the first half of 2025, followed by a sharp increase during the August–September period. This growth coincides with Freshers' Orientation activities at MUBS, confirming the orientation week as a catalytic moment for large-scale student mobilisation.

The sustained upward trajectory beyond orientation demonstrates that ELP's engagement model is not limited to one-off events, but continues to attract students through structured programming. These trends validate ELP's strategy of combining institutional entry points, with ongoing student-led platforms to maintain momentum.

ELP combines institutional access with student-led platforms to achieve both scale and depth.

The Challenge



Students at Makerere University sign up for ELP activity

Why Values-Driven Leadership Matters Now

Universities today are producing highly skilled graduates, yet many young people face profound challenges related to identity, moral decision-making, wellbeing, addiction, financial pressure, and leadership ethics. Recognising this gap, the Emerging Leaders Program commissioned and utilised a **baseline study** to ground its strategy in evidence rather than assumption.

The baseline findings revealed troubling trends affecting student wellbeing, academic completion, and long-term leadership outcomes. These realities underscored the urgency of repositioning **values and character formation**, as central—not peripheral—to higher education.

ELP was therefore designed not as a stand-alone project, but as a **values-based leadership response embedded within university life**, addressing root causes rather than symptoms.

Baseline Study – Key Findings

- High levels of early sexual exposure among university students
- Median age of first sexual experience: **19 years**
- Significant student dropout before completion
- High levels of financial stress and mental health pressure
- Widespread vulnerability during transition into university life

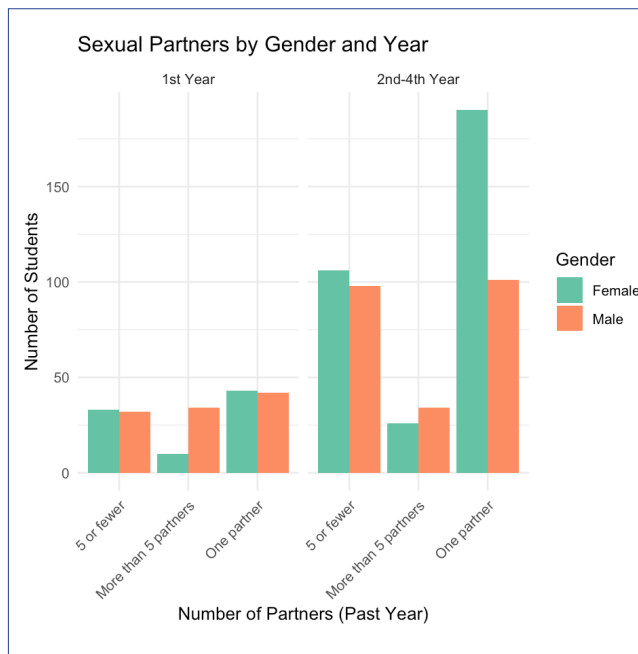
Baseline evidence informed ELP's design, focus areas, and delivery strategy.

Prevalent Sexual Behaviour at Mak, 2023

Amongst first year students, Males more likely than females to report more than 5 partners (17.5% vs 5.2%).

Amongst continuing students,

- males are more likely to report 5+ partners (6.1% vs. 4.6%).
- 5.7% reported having ten or more partners in the last year.



Our Response

From Concern to Action: The ELP Model

In November 2025, the Emerging Leaders Program consolidated its learning and formally adopted a **home-grown operating and growth framework**, the **5E's Model**, to guide implementation, scale, and sustainability.

The **5E's Framework** reflects ELP's belief that leadership formation is a **journey**, not an event. It provides a structured yet flexible pathway through which students, faculty, and institutions move from awareness to ownership.

The ELP 5E's Operating and Growth Framework

Framework Explanation

- **Engage** – Awareness, mobilisation, and entry points (orientation, Kyōtos, media)
- **Equip** – Curriculum, skills training, mentorship, and faculty development
- **Empower** – Student-led SAFE Clubs, ambassadors, peer leadership

ELP was therefore designed not as a stand-alone project, but as a values-based leadership response embedded within university life, addressing root causes rather than symptoms.



Leadership orientation for SAFE Club leaders

- **Elevate** – Public influence, media visibility, leadership platforms, Global Leadership Summit (GLS)
- **Endure** – Institutionalisation, policy alignment, systems, sustainability

The 5E's model enables ELP to scale impact without losing depth, integrity, or institutional ownership.

Current Footprint

- Makerere University
- Makerere University Business School (MUBS)

National Target



Values-based leadership initiative to reach all

65 Universities



Touch the lives of young Ugandans over

250,000

Stories From The Lecturers

A Quiet Revolution

Across campuses and communities, a quiet revolution is unfolding.

Thirty-three lecturers trained through the Emerging Leaders Program are not waiting for final course approvals or perfect schedules. They are finding space at orientations, in classrooms, and even beyond campus to begin conversations about character, responsibility, and purpose.

In a season marked by addiction, mental health strain, digital overload, and quiet confusion about values, these moments matter. Leadership, they are proving, does not start with position. It starts with presence.

Holding the Glass Balls of Life – Dr. Barbra Neriima

Graduate students arrived for orientation expecting timelines and procedures. Instead, Dr. Barbra Neriima gave them a metaphor that lingered.

Life, she told them, is a juggling act, but not everything is equal. Some things are *glass balls*: faith, health, family, integrity, purpose. When they fall, they shatter. Others are *rubber balls*, important, but recoverable.

Graduate school, she reminded them, sits at a crowded intersection of career, relationships, finances, and personal growth. The key is not doing everything, but protecting what must never break.

In a culture obsessed with business, she quietly redefined success: guard the glass balls.

Five Hours, One Village – Dr. Sarah Nakijoba

ELP is no longer confined to university lecture halls.

In Wabinyonyi Seed School in Nakasongola, Dr. Sarah Nakijoba spent nearly five hours

engaging students and teachers on self-awareness, decision-making, character, and relationships. The conversations spilled into breaks. Questions became personal. Reflection became shared.

The session closed with the “Wheel of Life” exercise, a mirror for balance and growth. Two Makerere students joined her, answering questions from lived experience rather than theory.

The room came alive with possibility. Leadership, the students realised, is not something you wait for. It is something you begin right where you are.

When Unlimited Internet, Unlimited Freedom means Unlimited Risk?

By Dr. Perpetra Akite

The first month at university can quietly determine the next three years.

In a candid three-hour session with over 100 first-year students, Dr. Perpetra Akite addressed two realities many fear to name: unchecked freedom and unlimited internet access. Using learning tools like the Five Dimensions of a Person and the “Spending Your Life” exercise drawn from the ELP course, she invited students to examine how today’s habits shape tomorrow’s outcomes.

What followed was honest. Some admitted they were already struggling. Many had missed orientation and welcomed a second chance to reflect.

Because the space felt safe, the conversation went deeper.

Her takeaway was simple: students need more than academic instruction. They need regular, intentional conversations that anchor freedom in responsibility.

Strategic Framework

Guided by insights from the baseline study and lessons from the pilot phase, ELP refined its six-objective strategic framework in 2025 to balance scale with depth. The strategy integrates academic curriculum, student-led movements, media engagement, health interventions, and policy advocacy into a single ecosystem for values formation. In November 2025, ELP further advanced this strategy by adopting a homegrown 5E's Operating and Growth Framework, Engage, Equip, Empower, Elevate, and Endure—to guide implementation, learning, and sustainability. This framework now anchors planning cycles, resource allocation, and monitoring across all program pillars.



Strategic Pillar Performance

The activities of the Emerging Leaders Program in 2025 were guided by six strategic objectives that frame the program's planning, implementation, and reporting. These are: (1) Building a team of lecturers and staff who model and promote values among students; (2) Developing and empowering a critical mass of students to champion values driven lifestyles and transform campus culture; (3) Equipping students with life skills for economic empowerment and positive character; (4) Encouraging the responsible use of social media to positively influence morality, health, and livelihoods; (5) Strengthening structures and systems for effective program leadership and management; and (6) Advocating for policies that promote positive values within tertiary institutions. The sections that follow highlight progress made under each of these strategic pillars.

Objective 1: Faculty Champions for Values-Based Leadership

Embedding values where learning happens

One of the most important lessons from ELP's early journey has been this: values-based leadership cannot thrive on the margins of academic life. It must live where students already are—in lecture rooms, coursework, and conversations guided by trusted lecturers.

In 2025, ELP took deliberate steps to move from stand-alone programming toward academic integration. A committed group of 17 lecturers from Makerere University, worked closely with the ELP team to adapt the *Life at the Crossroads* curriculum, into a university-

ready course aligned with Makerere's Development Studies programme. Through a residential curriculum alignment retreat held in Jinja, facilitators reviewed content, refined learning outcomes, and ensured relevance to the realities facing university students today.

These engagements did more than improve content; they built ownership. Faculty began to see ELP not as an external project, but as a complementary tool that strengthens the University's mandate, to produce graduates who are not only competent, but ethical, reflective, and socially responsible.

Key Achievements

- **17 lecturers** trained to align *Life at the Crossroads* with Makerere's mandatory Development Studies.
- Curriculum alignment retreat held in **Jinja (July 2025)**.
- Ongoing integration discussions targeting College of Natural Sciences (CONAS) and the School of Psychology.
- Strong guidance from university leadership to embed ELP within mandatory curricula.

Lesson Learned

Optional values-based courses significantly limit uptake; **institutional integration is essential for scale and sustainability.**

Way Forward

In the coming phase, ELP will focus on training Faculty Champions, piloting the course in selected colleges, and deepening engagement with academic leadership. The goal is clear: to ensure values-based leadership education is institutionally embedded, academically credible, and sustainable beyond individual champions.



Students participate at ELP event

Objective 2: Student Leaders Transforming Campus Culture

Where values move from theory to lived experience

Students remain at the heart of the Emerging Leaders Program. In 2025, ELP doubled down on peer-led approaches that invite students not just to attend sessions, but to take ownership of their growth and campus culture.

Growing Into Makerere University Business School

Building on momentum at Makerere University main campus, ELP successfully expanded into Makerere University Business School (MUBS) in 2025. Engagement during Freshers' Orientation introduced SAFE values to thousands of new students, while medical outreach, faculty collaboration, and student leadership engagement, laid the groundwork for sustained presence as detailed later in the report. Entry into MUBS represents a strategic step toward multi-campus implementation, allowing ELP to test adaptation across different academic cultures while maintaining the integrity of the Program.

Impact Story 2: From the halls of Makerere University to the frontlines of public service

From the halls of Makerere University to the frontlines of public service, the journey of Emerging Leaders Program alumni is becoming a story of courage, character, and conviction. In the recent political season, two familiar names stood out—**Dangote Lawrence Alionzi**, elected Mayor of Arua City on the NRM ticket, and **Robert Maseruka**, elected Member of Parliament for Mukono South on the NUP ticket. Though they emerged on different political platforms, their paths are united by a shared grounding in values-based leadership shaped through ELP. Their rise into leadership reflects more than electoral success; it tells a deeper story of preparation anchored in integrity, service, and responsibility. In their leadership journeys, ELP's vision is made visible—raising leaders equipped to serve Uganda faithfully, guided not by party lines alone, but by enduring values and character.



SAFE Clubs

SAFE Clubs, anchored in the ELP's SAFE Campaign on being; **S**exually Fortified, **A**ddiction Free, **F**inancially Faithful, and **E**ducation Focused, emerged as a central vehicle for this transformation. With a constitution developed and approved at Makerere University, pioneer students tested a model that combines peer support, leadership development, and community engagement. At the same time, Fireside Conversations, locally known as Kyōtos, continued to serve as powerful spaces for honest dialogue. These sessions tackled real issues students face: identity, addiction, relationships, integrity, justice, and decision-making under pressure.

- SAFE Club constitution developed, vetted, and **officially registered at Makerere University**.
- 50 pioneer students tested the SAFE Club model.
- Expansion to MUBS actualised, while growth to Kyambogo is put on hold.

Fireside Conversations (Kyotos): Attendance and Online Reach 2025

Across seven Kyōtos held in 2025, thousands of students engaged both physically and online. Testimony-driven sessions consistently attracted the widest reach, affirming that young people respond most deeply to authentic stories rather than lectures.

The diversity of speakers, including entrepreneurs, recovered addicts, justice-system survivors, faith leaders, university administrators, and youth role models, enhanced credibility and relevance. This approach ensured that values education was not abstract, but grounded in lived experience. The data confirms that Kyōtos serve as effective gateways into deeper engagement through SAFE Clubs, mentorship, and the Emerging Leaders Course.

The Kyōto attendance and online reach charts show consistent physical attendance across all sessions held in 2025, complemented by strong online participation. While in-person attendance remained stable, online reach spiked significantly during testimony-driven and values-intensive conversations, particularly those addressing identity, addiction recovery, masculinity, justice, and moral decision-making.

This pattern highlights the dual strength of the Kyōto model:

- **Physical spaces** foster depth, trust, and dialogue
- **Digital platforms** enable scale, multi-campus participation, and national reach

Cumulatively, the Kyōto's reached approximately **5,442 students** through combined physical and live stream engagement, reinforcing their role as a cornerstone of ELP's values transformation strategy.

Table 2: Kyōto/Fireside Conversations – Impact Table

Date (2025)	Topic	Speaker(s)	Physical Attendance	Livestream
1 Mar	Building healthy relationships & navigating personal boundaries	Stephen Langa, Beatrice Langa	300	—
5 Apr	Who says you can't be the next big thing in Uganda's business scene	Stephen Asiimwe	402	236
26 Apr	Who is a real man?	James Magara	511	1,100
10 May	My winding road from addiction to recovery	Bernard Ngoboka & 6 recovered youth	404	245
8 Aug	Success does not require selling one's soul	Hannah Karema (Miss Uganda 2023/24)	320	118
6 Sept	Trapped by choices: My journey from death row to purpose	Shadrach Magara	212	646
25 Oct	Why I would never let you date or marry my child	Prof. John Kitayimbwa & Dr. Lydia Kitayimbwa	300	648

What This Mapping Shows Clearly

- Testimony-driven Kyōtos generate the highest online reach
- Identity & morality topics outperform purely informational themes
- Hybrid (physical + digital) Kyōtos are essential for multi-campus scale
- Consistent attendance even during academic pressure periods



ELP health partners listen to student at MUBS

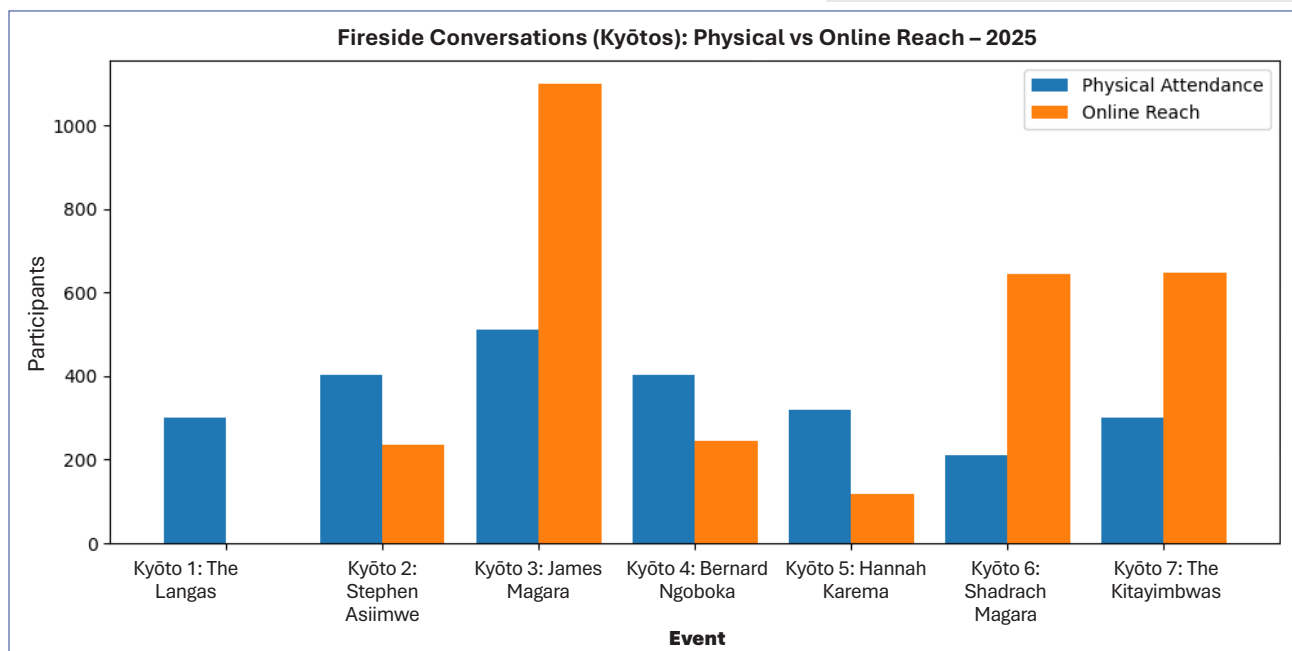


Figure 2: *Comparison of physical attendance and online participation across ELP Fireside Conversations (Kyōtos) in 2025. Emotion-driven storytelling increases online reach beyond physical attendance.*

Way Forward

The focus ahead is on sustaining momentum beyond events. ELP will expand SAFE Clubs, introduce Student Ambassadors, and strengthen follow-up pathways, through mentorship circles and peer-led initiatives—ensuring that inspiration translates into lasting culture change.

Objective 3: Life Skills for Purpose, Character, and Economic Empowerment

Preparing students for life beyond the lecture hall

Leadership is tested not only in moments of visibility, but in everyday decisions—how one manages money, responds to pressure, treats others, and navigates uncertainty. Recognising this, ELP intentionally integrated life skills and mentorship into its programming.

Through career-focused Kyōtos, leadership forums, and mentorship conversations, students engaged with professionals, entrepreneurs, and alumni, who shared real-world lessons about resilience, ethical decision-making, and purpose-driven success. The five-module Emerging Leaders Course further reinforced these competencies, blending character formation with practical life and career skills.

A highlight of the year was supporting 60 students to attend the GLS, exposing them to global perspectives on leadership, while grounding them in the theme *“Lead Where You Are.”*

Key Achievements

- Five-module Emerging Leaders Course finalized.
- Career and entrepreneurship Kyōtos reached 2,500+ students.
- Mentorship and role-model storytelling integrated with character education.
- ELP Representative addressed 250 Makerere University class leaders.

Global Leadership Summit (GLS)

- In November 60 ELP students were supported to attend the GLS 2025 (39 Girls, 21 Boys)
- Theme: “Lead Where You Are”
- Strengthened global perspective on leadership, and local responsibility mindset.

Way Forward

Moving forward, ELP will strengthen partnerships for internships, work readiness, and entrepreneurship training, to align values formation with tangible economic empowerment opportunities.



Making a point at the Global Leadership Summit



A student making a point

Objective 4: Harnessing Social Media for Positive Influence

Changing the conversation, one story at a time

In a digital world, narratives shape norms. ELP recognised early that values-based leadership must be visible, relatable, and present in the spaces where students already engage.

In 2025, the SAFE Campaign gained national visibility through features in the *New Vision*, *UBC*, *NTV*, *NBS*, and across social media platforms including TikTok and X. Six events were livestreamed, extending participation beyond physical campuses and enabling robust national conversations around ethics, wellbeing, and leadership.

Importantly, students themselves became content creators, sharing reflections, highlights, and advocacy messages that amplified ELP's reach organically.

Media Reach

- 5 New Vision articles and podcasts
- 5 UBC TV bulletins (including UBC Tonight)
- Coverage on NTV, NBS, TikTok
- 6 livestreamed events

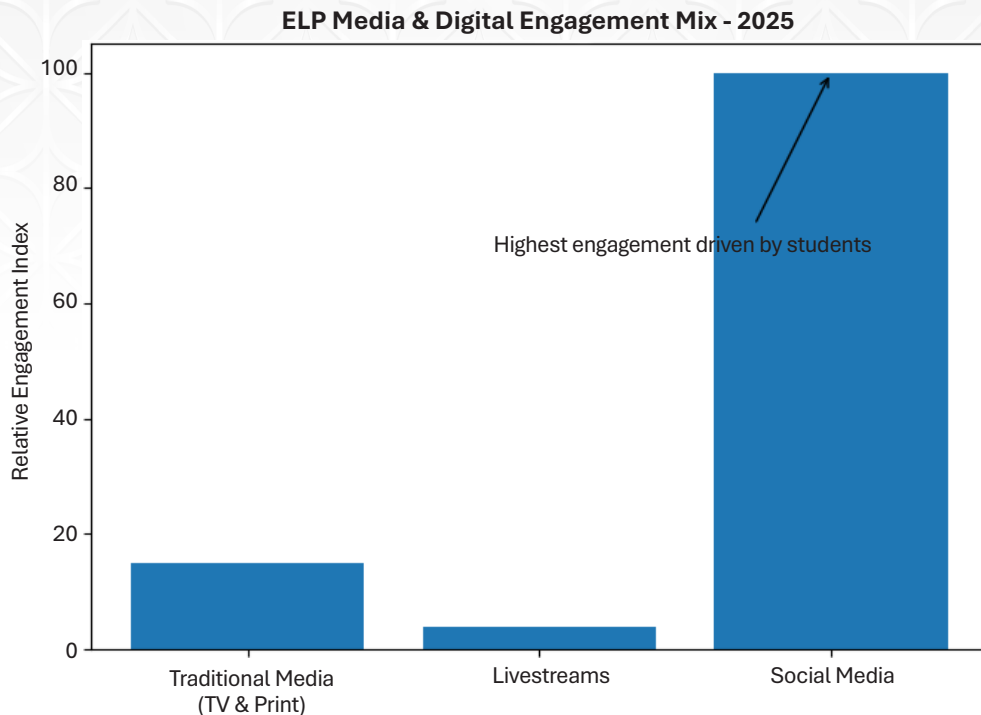


Figure 3: *Relative engagement levels across ELP media channels, highlighting the dominance of student-led social media platforms. Students are ELP’s strongest media channel.*

Digital Lessons

- Students are eager co-creators, not passive consumers
- Short-form video and X Spaces outperform long formats
- Central analytics tools are required for scale

Website Development

To support growth, visibility, and better coordination, ELP took an important step in 2025 by beginning the development of a dedicated program website, working with Refactory and guided by the Uganda Communications Commission. The platform is envisioned as a central home for learning resources, student engagement, partner visibility, and tracking the program’s growing reach.

While solid progress was made on planning the site’s design and overall structure,

development timelines were slowed by delays in the release of funds. This experience was a valuable learning moment, underscoring just how critical predictable investment in digital infrastructure is for national, multi-campus programs like ELP.

Even so, the vision remains clear. The website continues to be a top priority as ELP looks to 2026, serving as a key enabler for connecting various campuses, telling student stories at scale, strengthening accountability, and supporting data-driven growth as the program expands nationwide.

Way Forward

ELP will invest further in digital infrastructure, analytics, and student-led campaigns—strengthening its online presence while ensuring messaging remains authentic, ethical, and youth-driven.

Objective 5: Strong Systems for Sustainable ELP Leadership

Building foundations for scale

Behind every visible program is invisible work. In 2025, ELP focused on strengthening the systems required for credibility, accountability, and growth.

Governance structures were formalised through regular Secretariat and Task Force meetings. Key administrative milestones, including acquiring a TIN, opening a program bank account, and correcting compliance to URSB documentation requirements positioned ELP for compliance and long-term sustainability. Recruitment of a Program Director and administrative support further strengthened delivery capacity.

2025 Milestones

- Secretariat & Task Force meetings institutionalized.
- Program Director and Admin Coordinator recruited.
- TIN acquired & bank account opened (May 2025).
- URSB documentation corrected.
- Office space application submitted at Makerere.

Key Risk

Current governance structures are sufficient for pilots, but not for national scale without expansion.

Fundraising

In preparation for long-term sustainability, ELP undertook structured fundraising planning in 2025, including collaboration with the Private

Sector Foundation Uganda (PSFU) toward a high-profile fundraising engagement. While the proposed event was postponed due to timing considerations, the process strengthened ELP's readiness for donor engagement, clarified value propositions, and informed future fundraising approaches. Moving forward, ELP is prioritising diversified resource mobilisation through partnerships, grants, and institutional outreaches.

ELP extends its gratitude to the Private Sector Foundation and Stanbic Bank for their financial contributions to some leadership activities.

Way Forward

As ELP prepares for national expansion, priority will be placed on securing office space, strengthening monitoring and evaluation systems, and progressing toward full NGO registration—ensuring that growth is matched by institutional resilience.

Moving forward, ELP is prioritising diversified resource mobilisation through partnerships, grants, and institutional outreaches.

Objective 6: Advancing Values Through Policy and Advocacy

From campus conversations to national influence

ELP's vision extends beyond individual universities. In 2025, a baseline study provided critical evidence on student attitudes and behaviours, informing both program design and advocacy efforts. Engagements with SAFE-aligned organisations and university leadership helped position ELP as a credible contributor to national conversations on youth development.

These efforts underscore a growing recognition: values-based leadership is not a “soft issue,” but a strategic imperative for higher education and national development.

Achievements

- Baseline study completed and shared.
- Engagements with 13 SAFE-aligned organizations.
- Early positioning of ELP as a national values-based model.

Meeting Students Where They Are

During orientation week, ELP took a deliberately multi-channel approach to reaching first-year students at Makerere University—meeting them not just in lecture rooms, but across the many spaces where student life actually happens. Academic presentations at colleges and schools provided the broadest reach, introducing ELP's values-based message to large numbers of freshers at once. At the same time, medical outreach, faith-site engagements, and social activities such as the movie night offered more personal and trusted entry points.

This mix mattered. Rather than relying on a single intervention, ELP reinforced its message through repeated exposure across academic, social, health, and spiritual contexts. All-freshers and college-level presentations accounted for nearly three-quarters of total reach, confirming that decentralised academic platforms remain the most effective way to engage students at scale. Yet it was the smaller, more relational platforms like medical camps, faith spaces, and social events that helped build trust, deepen connection, and move students from awareness to genuine engagement. Together, these channels reflect ELP's holistic orientation strategy: wide enough to reach many, yet deep enough to matter.

All-freshers and college-level presentations accounted for the largest share of engagement, reaching approximately **75.9%** of students, underscoring the effectiveness of decentralised academic platforms in delivering values-based messaging at scale.

Medical outreach constituted **4.4%** of total engagement, serving **537 students**, and emerged as a critical trust-building entry point, particularly for students seeking immediate health support during transition into university life. Faith-site engagements contributed **16.3%**, reinforcing the role of spiritual and moral spaces in values formation, while social events such as the movie night accounted for **3.4%**, offering reflective and relational platforms for deeper connection.

Together, these engagement channels demonstrate ELP's holistic orientation strategy, combining academic, health, social, and faith-based platforms to ensure both breadth of reach and depth of impact among new students.

Entry Point	Students Engaged
Academic Presentations	17,300
Faith-Site Engagements	2,000
Medical Outreach	844
Social Events (Movie Night)	415

Number of Students reached by ELP per engagement entry point during ELP orientation week activities.

Distribution of ELP engagement platforms used during orientation week at Makerere University.

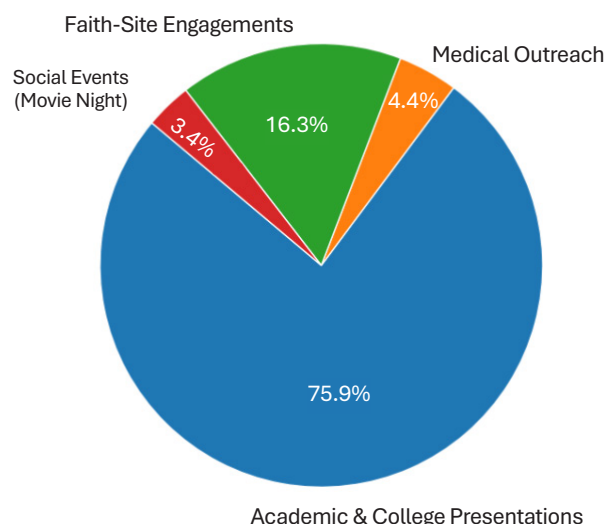
Decentralised college-level engagement proved to be the most effective channel for reaching first-year students.

Platform	Share
All-Freshers and College Presentations	75.9%
Faith-Site Presentations	16.3%
Medical Outreach	4.4%
Movie Night	3.4%

Decentralised academic platforms generate the widest reach, while medical and social engagements deepen trust and retention.

Decentralised academic platforms generate the widest reach, while medical and social engagements deepen trust and retention. This justifies a multi-channel orientation strategy.

Orientation Engagement Platforms - Makerere University (Revised)



Orientation Week: Reach and Conversion

Orientation week engagement statistics reveal a strong contrast between mass reach and deeper conversion. While over **17,300 students** were reached through academic presentations across Makerere University and MUBS, **1,346 students** took the additional step of registering interest in ELP activities.

This conversion gap underscores the importance of structured follow-up mechanisms after orientation. It also highlights the effectiveness of decentralised, college-based presentations, which proved more impactful than single mass events. These insights are shaping ELP's 2026 strategy to strengthen post-orientation follow-up through SAFE Clubs, student ambassadors, and digital tracking tools.



Recognising student leaders at the Global Leadership Summit

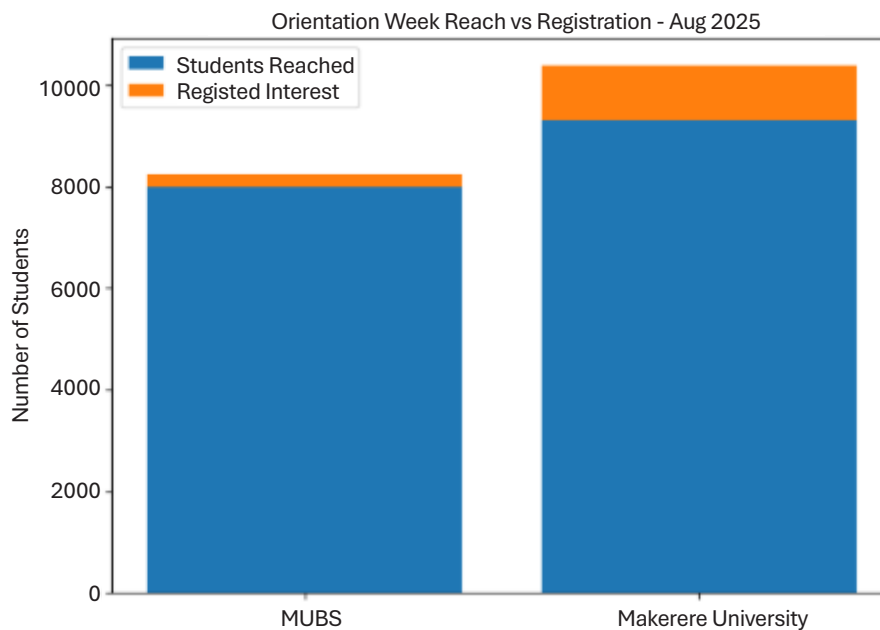


Figure 4: *Comparison of students reached during orientation week versus those who formally registered interest to participate in ELP activities at MUBS and Makerere University.*

Large-scale orientation platforms are effective awareness channels, while deeper engagement requires structured follow-up mechanisms.

Medical Engagement as a Gateway to Trust

Impact Story 3: Health as a Gateway to Hope

During orientation week, one first-year student accessed free medical services through ELP-supported outreach and was found to be HIV positive. Through immediate counselling and referral, the student was enrolled into early treatment and psychosocial support. This intervention not only protected the student's health, but restored hope at a critical transition point. This story reflects ELP's commitment to holistic care, addressing immediate needs while reinforcing values of self-worth, responsibility, and resilience.



Medical outreach data from orientation week shows that **over 850 students** accessed free health services, with Makerere University accounting for the majority of beneficiaries. Gender-disaggregated data indicates higher uptake among female students, underscoring the importance of integrating health services into student engagement strategies.

Medical engagement emerged as a high-trust entry point, enabling ELP to address immediate student needs while reinforcing messages around responsible living, self-care, and values-based decision-making. This holistic approach strengthened student trust and increased receptiveness to ELP’s broader leadership and character formation objectives.

Medical outreach served **851 students**, reinforcing ELP’s holistic approach.

Students accessing medical services during orientation week

- Makerere University: 537
- MUBS: 314

Students Accessing Medical Services - Orientation Week 2025

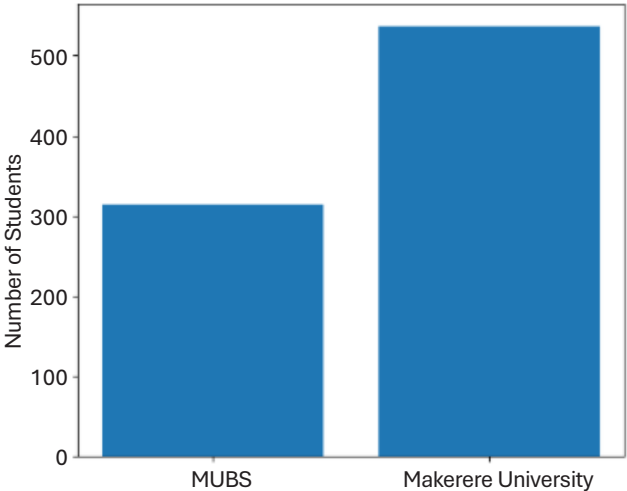


Figure 5: Number of students accessing free medical services during orientation week at Makerere University and MUBS.

The chart shows

- Makerere University: 537 students
- MUBS: 314 students
- Total students served: 851

Medical outreach proved to be a high-trust entry point for first-year student engagement, particularly on the main campus.

This validates ELP’s holistic model, addressing health as a foundation for values-based leadership.

Medical Services Contribution by Partner

Multi-partner health collaboration significantly expanded reach while lowering per-student delivery costs. Shared ownership amplified both scale and credibility.

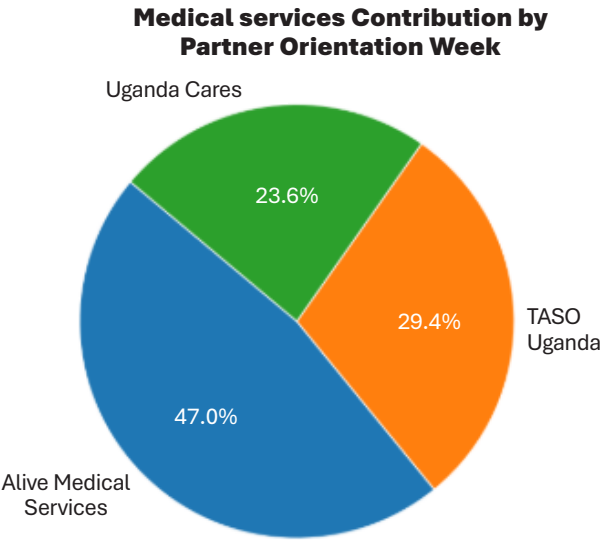


Figure 6: Proportional contribution of medical partners to student health services during orientation week.



Roundtables to discuss leadership insights

Distribution of Students Accessing Medical Services

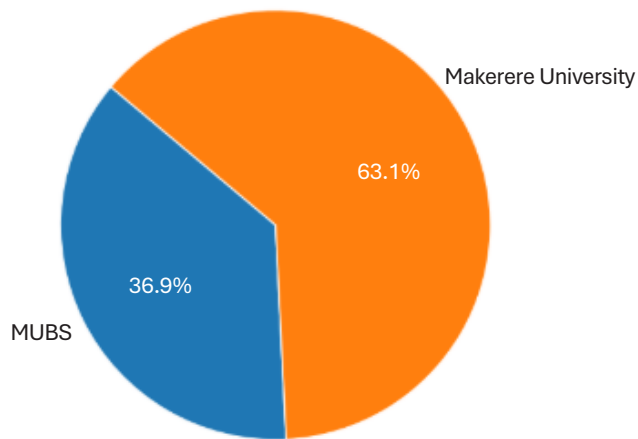


Figure 7: *Distribution of students accessing free medical services during ELP-supported orientation activities.*

Health outreach remains a powerful entry point for engaging first-year students in values-based programming.

Gender Distribution of Medical Services Beneficiaries

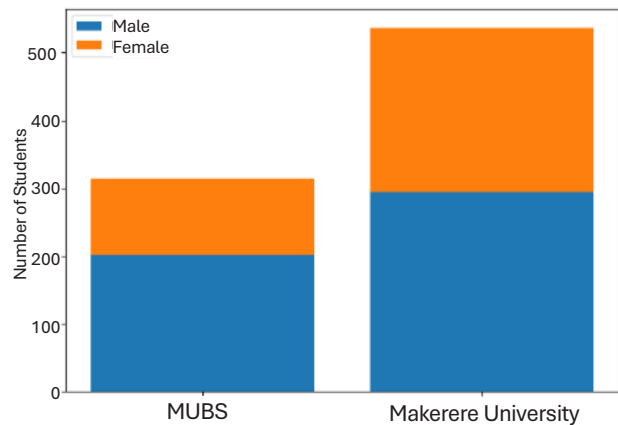


Figure 8: *Gender distribution of students who accessed medical services during orientation week at MUBS and Makerere University. Orientation health interventions offer an opportunity to reach young women early with holistic support services.*

What stands out

Female students accessed medical services more than male students at both institutions. This confirms the importance of gender-responsive programming during transition periods.

Collaboration That Multiplies Impact

ELP's orientation success did not happen in isolation. It was the product of strong collaboration across the university ecosystem. University management provided legitimacy and access, while student volunteers drove mobilisation through peer trust and energy. Guild leaders, faculty members, health partners, and media collaborators all played vital roles in extending reach and reinforcing credibility.

This coalition-based approach made it possible to do more with less—reducing costs, improving coordination, and ensuring that values-based messaging was delivered through voices students already trusted. The experience confirmed a core lesson of ELP's model: the program works best not as a stand-alone initiative, but as a convening platform that brings together diverse actors around a shared commitment to student wellbeing and leadership development.



Figure 9: *Relative strength of stakeholder collaboration supporting ELP orientation activities at Makerere University and MUBS.*

The bar chart demonstrates the **depth and breadth of collaboration** that made ELP's orientation activities possible.

Highest collaboration levels

- **University Management** – approvals, access, legitimacy
- **Student Volunteers** – mobilisation, peer trust, execution

Strong collaboration

- Guild Leadership
- Faculty and Lecturers

Targeted collaboration

- Health NGOs
- Media Partners

ELP's orientation success was driven by strong institutional ownership combined with active student leadership. This coalition-based model reduced costs, enhanced credibility, and amplified reach.

Why Orientation Week Matters

Orientation week represents ELP's **largest annual touchpoint** with first-year students—setting the tone for values, leadership, and responsible decision-making.

Stewardship With an Eye on the Future

Behind the scenes, ELP's 2025 financial story is one of careful stewardship and strategic choice. Investments in consultation and facilitation reflected a conscious decision to prioritise leadership, expertise, and quality delivery. Significant resources were also directed toward student engagement and digital infrastructure, signalling a long-term commitment to sustainability and scale.

Support for student participation in the Global Leadership Summit highlighted ELP's belief in investing deeply in high-potential leaders and exposing them to global perspectives. Importantly, even with expanded programming, ELP closed the year with a healthy cash balance as at 30 December 2025, placing the program in a strong position to deepen impact and expand confidently in 2026.

Overall Interpretation and Strategic Implications

Taken together, the charts and illustrations tell a coherent story of growth, credibility, and learning. ELP's 2025 data confirms that:

- Orientation week is a critical mobilisation window
- Values-based storytelling drives engagement
- Health services deepen trust and participation
- Partnerships multiply impact
- Financial discipline supports sustainability

These insights are directly informing ELP's transition from pilot to scale, guiding curriculum rollout, SAFE Club expansion, digital investment, and institutionalisation efforts in 2026.

Awakening a Generation for Values-Driven Leadership

Highlights

- Grand ELP & SAFE Launch – MUBS
- College Principals & NCHE Engagement Meeting
- Showcasing ELP at Makerere Graduation – Feb 2026
- Monthly Fireside Conversations (MUK & MUBS)
- Official rollout of **ELP Course – March 2026**
- Student-led SAFE Leadership Projects – April
- Leadership & SAFE Impact Symposium – May
- Alumni Network Launch & Sustainability Planning

Opportunities Ahead

- Dedicated ELP web portal
- Multi-campus digital Kyōtos
- GLS coaching and mentorship clinics
- National policy briefs
- Internship & work-readiness partnerships
- NGO registration completion

ELP Income and Expenditure 2025

Narrative On ELP Expenditure 2025

ELP Expenditure Breakdown – 2025

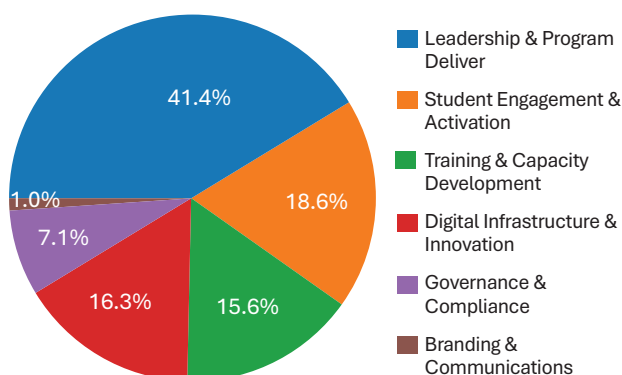


Figure 1: ELP income composition for 2025, highlighting the catalytic contribution from the First Lady's Office

Leadership & Program Delivery (41.4%)

The largest proportion of expenditure reflects deliberate investment in leadership, facilitation, and operational capacity. ELP prioritised quality delivery and program oversight to ensure integrity and consistency during transition from pilot to scale-readiness.

Student Engagement & Activation (18.6%)

Nearly one fifth of expenditure directly supported student-facing activities, including Kyōtos and Orientation engagements at Makerere University and MUBS. This underscores ELP's commitment to grassroots mobilisation and values activation.

Training & Capacity Development (15.6%)

Significant investment was made in preparing facilitators, hosting retreats, and supporting participation in the Global Leadership

Summit. This reflects ELP's belief that sustainable transformation begins with equipping educators and student leaders.

Digital Infrastructure & Innovation (16.3%)

Funds set aside for website development signal strategic foresight toward national coordination, alumni engagement, learning resource hosting, and long-term sustainability.

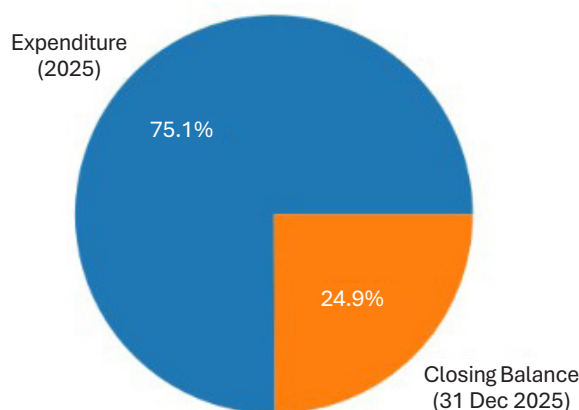
Governance & Compliance (7.1%)

Compliance expenditure ensured legal credibility, tax obligations, and institutional strengthening—critical for stakeholder confidence and scale.

Branding & Communications (1.0%)

Lean investment in media and branding demonstrates cost-conscious operations while maintaining sufficient visibility and documentation of impact.

ELP Uses of Funds - 31 December 2025



Even after accommodating additional programmatic costs, ELP closed 2025 with a healthy cash balance, ensuring continuity into the 2026 implementation cycle.

Income Summary	
Source	Amount (UGX)
Balance b/f (Opening)	96,496,079
Contribution from First Lady	475,061,000
Total Income	571,557,079

Expenditure Summary		
Category	Description	Amount (UGX)
Consulting, Facilitation Fees	Prog Consultant, Admin Officer, WHT Incl	177,600,000
Byooto	01/03, 05/04, 26/04, 10/05, 25/10	40,926,000
Training, Workshops, Retreats	Planning, ELP Facilitator Retreat(s), GLS	66,811,440
Freshers Orientation	MUK&MUBS Freshers Orientation & 2 Byooto	38,740,000
Compliance and Legal	URSB Corrections, URA Tin, Stanbic Acc	611,955
Brand, Design and Printing	Flyers, narrative booklets, profile, banner repairs	3,287,000
Media, Video Productions	Pitch Video, Video Coverage	950,000
Communications and Airtime	Mobilisation, Coordination Airtime	210,000
Website Development	Set aside for website devt initial phase	70,000,000
Withholding Tax	6% WHT on expenses over 1m Jul 22 to Jun 24	30,000,000
Total Expenditure		429,136,395

Cash Balance	
Description	Amount (UGX)
Income	571,557,079
Expenditure	429,136,395
Balance as at December 31, 2025	142,420,000



Looking Ahead: Jan–May, 2026

As we step into the January–May 2026 semester, the Emerging Leaders Program enters a new chapter, defined not just by growth, but by intention. The months ahead build directly on the foundations laid in 2025: strong student ownership, growing institutional trust, and a clear sense of what works. This next phase is about deepening impact, widening reach, and anchoring values-based leadership more firmly within university life.

From the official launch of ELP and the SAFE Campaign at Makerere University Business School, to the rollout of the ELP course, monthly fireside conversations, and student-led leadership projects, the semester ahead is designed to move students from inspiration to action. It is also a season of visibility and

influence, engaging university leadership, national stakeholders, and the wider public through graduation platforms, policy conversations, and impact showcases.

Equally important, this period looks beyond activities to sustainability. With plans to strengthen alumni networks, expand digital platforms, deepen mentorship, and pursue strategic partnerships, ELP is positioning itself for endurance and ensuring that the values being cultivated today continue to shape leaders and institutions long into the future.

What follows is not simply a calendar of events, but a shared invitation: to students, faculty, partners, and policymakers to walk together in awakening a generation for values-driven leadership.



Student leaders take the stage at ELP events

Conclusion

The story of the Emerging Leaders Program in 2025 is not simply one of numbers reached or activities delivered. It is a story of conversations started, perspectives shifted, and young people choosing to take responsibility for their lives and their communities.

From curriculum rooms to fireside dialogues, from medical outreach tents to digital platforms, ELP consistently returned to one core belief: leadership begins with character. In a time when Uganda's universities are navigating complex social, economic, and moral pressures, ELP offers a practical reminder that values formation is not an optional extra. It is foundational.

As the program looks ahead to 2026 and beyond, the journey continues with clarity and conviction. The task now is to deepen institutional integration, expand student-led platforms like SAFE Clubs, strengthen mentorship pathways, and partner more deliberately with policymakers and higher education leaders to embed values-based leadership within the fabric of university life.

ELP's work is far from finished. But the direction is clear. The seeds planted in 2025 are already bearing fruit and with sustained collaboration, thoughtful scale, and shared ownership, they hold the promise of shaping a generation of leaders equipped not only to succeed, but to serve.



It is a story of conversations started, perspectives shifted, and young people choosing to take responsibility for their lives and their communities.



The First Cohort of the **Emerging Leaders Programme (ELP)** Graduating During the 76th Graduation Ceremony



Kanyesigye Julian
Bachelor of Science in Quantitative Economics (COBAMS)



Emojong Kisaija
Bachelor of Biomedical Lab Technology (COVAB)



Mwebaze Bruce
Bachelor of Science in Petroleum Geoscience and Production (CONAS)



Kato Collins
Bachelor of Fine Art (CEDAT)



Tyobo Harriet Yake
Bachelor of Science in Biomedical Engineering (CHS)



Haguma Fredrick
Bachelor of Medicine and Surgery (CHS)



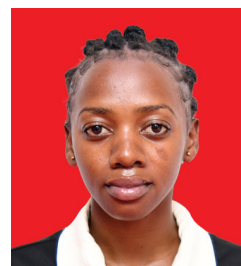
Ssemenda Isaac
Bachelor of Medicine and Surgery (CHS)



Ahonesa Dorcas Wamimbi
Bachelor of Medicine and Surgery (CHS)



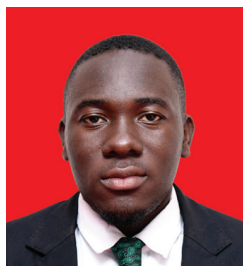
Wakayiya Lenard
Bachelor of Veterinary Medicine (COVAB)



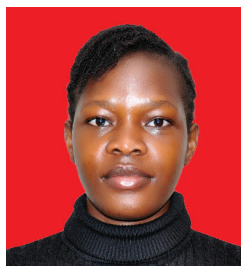
Namatovu Brenda Fancy
Bachelor of Statistics (COBAMS)



Musime Abias
Bachelor of Arts with Education (CEES)



Ssekandi Paul
Bachelor of Social Work (CHUSS)



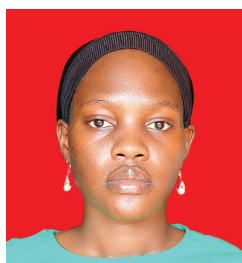
Nagudi Racheal Belinda
Bachelor of Food Science and Technology (CAES)



Taranta Martha
Bachelor of Fine Art (CEDAT)



Mugisha Edgar Stuart
Bachelor of Pharmacy (CHS)



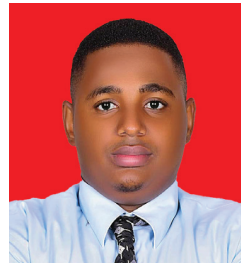
Nambasa Jemimah
Bachelor of Adult and Community Education (CEES)



Ssegawa Trevor Mathias
Bachelor of Law (SoL)



Niwasima Hellenah
Bachelors of Journalism and Communications (CHUSS)



Gramusen Sulaiman
Bachelor of Social Sciences (CHUSS)



Nakajubi Mary Gloria
Bachelor of Veterinary Medicine (COVAB)



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