



# 2022 ANNUAL REPORT





# Message from the **BOARD CHAIRPERSON**

On behalf of the Board of Directors, I am delighted to present the Rockies Organization Annual Report for 2022.

This year marked a significant transition from the challenges of the COVID-19 pandemic to a period of renewal and growth. Whereas 2021 was characterized by restrictions and limitations, 2022 allowed us to re-open, re-engage, and reassert our presence in the community.

We take pride in the fact that the Organization not only sustained its core mandate of caring for and educating its members but also revived its cultural enterprise with impressive results. The resumption of live cultural performances through the Bantu Cultural Troupe—delivering 86 shows in a single year—is a testimony to the resilience, creativity, and dedication of our members and leadership team.

The Board commends the management team for ensuring that 25 of our young people accessed education at all levels, from primary to tertiary, while also upholding residential care, welfare, and mentorship. The growth in tertiary-level learners is particularly promising, as it demonstrates progress toward higher learning and the cultivation of future professionals.

As a Board, we remain deeply committed to providing oversight, mobilizing resources, and guiding the Organization's strategic direction. We are grateful to all stakeholders—supporters, audiences, and partners—whose unwavering encouragement made 2022 a year of triumph and renewal.

Signed,

Dr. Sylvia Tumuheirwe Alinaitwe  
Chairperson, Board of Directors



Dear Friends and Partners,

I am very delighted to share with you a report about a year that proved to be one of recovery. This year was one of restoration and renewed activity after the prolonged disruptions caused by COVID-19. For much of 2020 and 2021, our cultural troupe's work was limited to a few online shows, and our education program operated under strict adjustments. In 2022, however, the lifting of lockdown restrictions in Uganda gave us the opportunity to return fully to our work, and we embraced it wholeheartedly.

We cared for 31 resident members, including 15 girls, ensuring their holistic well-being through accommodation, feeding, healthcare, and mentorship. Our Education Sponsorship Program supported 25 learners (13 of them girls), spread across 4 in Primary, 18 in Secondary, and 3 in Tertiary institutions. This represents a significant step forward, as more of our young people progressed to advanced levels of education.

The Bantu Cultural Troupe experienced a powerful revival, staging 86 live shows throughout the year. These performances re-established our presence in communities, restored our income-generating capacity, and strengthened the troupe's role as a beacon of cultural preservation and social enterprise.

The achievements of 2022 remind us that while challenges may slow us down, resilience, commitment, and faith in our mission keep us moving forward. Looking ahead, our focus will be on consolidating these gains, strengthening our talent development program, education sponsorship program, and expanding our social enterprise.

To our partners, supporters, and audiences—we thank you sincerely for standing with us.

In service,  
SSOZI BRIAN ANDREW  
Team Leader



## Message from the **Team Leader**

# About **ROCKIES ORGANIZATION**

Founded in 2012 and registered in 2014, Rockies Organization is a grassroots non-profit in Uganda dedicated to education and performing arts for children and youth. Through our hybrid model, the Bantu Cultural Troupe sustains education sponsorships, healthcare, and living support, while also offering practical training and employment pathways for young artists. Our vision is to integrate formal education with conservatory-style arts training, nurturing well-rounded Ugandan citizens equipped for both creative and professional excellence.



## **Our Vision**

A Generation  
of Talented  
and Self-driven  
Young People  
Transforming  
Societies.



## **Our Mission**

Nurturing talents  
and developing skills  
of young people  
through performing  
and creative arts and  
education programs  
in Africa



## **Our Core Values**

- Talent and Good Character
- Creativity / Innovation
- Team Work and Partnership
- Patience & Persistence

## **The Board of Directors**

Dr. Sylvia Tumuheirwe Alinaitwe – Chairperson

Rev. Fr. John Joseph Ssenkaali – Member

Patrick Jude Mugisha – Member

Rev. Fr. Martin Sserunkuma – Member

Ssozi Brian Andrew – Secretary

# Major Highlights / Achievements in 2022

## 1. Maintained a community of 31 resident members with holistic care

In 2022, still recovering from the impacts of the COVID-19 pandemic, Rockies Organization sustained a vibrant community of 31 young people, including 15 girls. Beyond simply providing a safe home, Rockies ensured comprehensive care which included meals, healthcare, mentorship and psychosocial support. This nurturing environment enabled members to focus on their education, and artistic growth.

## 2. Supported 25 learners to access quality education

Education remained central to our mission. In 2022, 25 learners received sponsorship support, representing an increase from 22 learners in 2021. Notably, the number of tertiary-level students increased from 1 in 2021 to 3 in 2022, marking a significant milestone in Rockies' long-term investment in education sponsorship.

## 3. Successfully staged 86 cultural performances, reviving the troupe after two years of limited activity

The Bantu Cultural Troupe made a remarkable comeback in 2022, performing 86 live shows across communities and venues after nearly two years of restricted activity due to COVID-19. Performances included corporate events, public shows, and community engagements, reconnecting the troupe with loyal audiences while attracting new admirers.

## 4. Financial recovery strengthened organizational sustainability

The resumption of live performances generated renewed income streams, bolstering Rockies Organization's financial stability. This recovery enabled the Organization to support both programmatic and operational costs with reduced dependence on external donations, ensuring long-term sustainability.

ANDA ANNUAL  
G CONFERENCE

2022  
16th - 17th June

BUILDING EFFECTIVE MODELS TO  
ACCELERATE THE SDGS IN THE  
POST COVID-19 ERA

Serena Conference Centre, Kampala



UNITED  
NATIONS  
ANDA



# Program Performance

Rockies Organization implements core program areas that together nurture talents, support education, and enhance personal growth of our members. 2022 was a year of revival and steady growth, following the disruptions caused by COVID-19 in the previous two years. Program performance in 2022 reflects a strong resurgence across all program areas. Education sponsorship expanded, the cultural troupe regained its vibrancy and income-generating power, and the welfare and mentorship systems continued to anchor the holistic development of members.

## Holistic Care and Welfare of Members

Holistic care remained central to Rockies Organization's work in 2022. For members to successfully meet both their educational goals and the rigorous demands of artistic growth within the Bantu Cultural Troupe, it is essential that they live in a supportive environment where their basic and psychosocial needs are fully met. The Organization therefore places great emphasis on providing comprehensive care that ensures members stay together, eat nutritious and balanced meals, and remain physically strong and healthy at all times.

During the year, all 31 members (15 girls) were accommodated at the Organization's facilities in Nakawuka, where they received safe housing with adequate space and amenities, nutritious daily feeding, semi-annual medical checkups and access to preventive and curative healthcare. This nurturing environment enabled members to focus on their studies, personal growth and artistic development while enjoying a strong sense of family and stability.

## Education Sponsorship Program

Access to quality education remains at the heart of Rockies Organization's mission. In 2022, the Organization supported 25 learners (13 of them girls) across various levels of education. This represented a steady increase from the previous year and signaled encouraging progression, particularly to tertiary institutions. Of the 25 learners, 4 were enrolled in primary school, 18 were in secondary schools and lastly, 3 were enrolled in tertiary institutions. The growth in tertiary-level learners reflects the long-term impact of sustained sponsorship and mentorship over the years.



Beyond tuition, the sponsorship program provided career guidance, scholastic materials, and all school requirements the learners needed. This ensured that learners could concentrate on their studies without any restraints. Throughout the year, academic follow-up was conducted to monitor learner progress, address challenges, and offer guidance. The mentorship component remained essential in supporting discipline, resilience, and personal growth.



included government events, corporate events, introductions and wedding ceremonies, and family shows in reputable Hitels such as Protea Hotel, Jinja Nile Resort and Pope Paul Memorial Hotel.

The return to live performances helped restore the troupe's visibility, reconnecting with its loyal audiences while attracting new supporters. Through dance, music, theatre, and storytelling, the troupe continued to preserve and promote Uganda's rich cultural heritage. This further revitalized Rockies' financial base, enabling continued education sponsorships, welfare, and operational support.

## Bantu Cultural Troupe

Bantu Cultural Troupe experienced a powerful comeback in 2022 after two years of no commercial performances. With the easing of COVID-19 restrictions, the troupe resumed full operations and became a driving force for both promotion of the diversity of cultural expression and organizational sustainability.

Eighty six (86) shows were staged throughout the year in various communities and venues. The range of events we performed at ranged



## Mentorship and Personal Development

Beyond formal education and artistic training, Rockies Organization places strong emphasis on character formation and life skills. In 2022, regular structured mentorship sessions were held, focusing on personal discipline and responsibility, teamwork and leadership, cultural values and identity, as well as future planning and career guidance. Senior members and alumni actively contributed to these sessions, mentoring younger members and fostering a supportive

intergenerational community that reflects the Organization's vision of nurturing talented and self-driven young people.

# Comparative Overview: 2021 vs. 2022

The transition from 2021 to 2022 reflects Rockies' resilience and growth following the disruptions of COVID-19. While 2021 was marked by restrictions, online adaptations, and survival-focused strategies, 2022 saw the revival of full operations, increased educational engagement, and strengthened cultural programming.

Area	2021 Highlights	2022 Highlights	Progress/Change
Membership	35 members ( - 18 girls - 17 boys)	31 members - 15 girls - 16 boys	- Stable membership - Continued gender balance
Holistic Care & Welfare of Members	- Accommodation - Feeding - Healthcare - Mentorship	Same level of care maintained with added stability	Consistent holistic support for members
Education Sponsorship	22 learners supported - 5 Primary - 16 Secondary - 1 Tertiary)	25 learners supported - 4 Primary - 18 Secondary - 3 Tertiary)	- Growth in total learners - More learners progressing to tertiary level
Cultural Troupe	3 online shows during lockdown	86 live performances after reopening	- Strong troupe revival - More income generated in 2022 through the 86 live performance
Infrastructure	- Boys' dormitory renovated - New rehearsal space - Underground well and water reservoir	Maintenance of existing infrastructure	In 2022, we focused on usage and consolidation

# Challenges in 2022

While 2022 marked a year of recovery and renewed activity, Rockies Organization encountered several challenges that shaped its operations and priorities.

## i) **Rising cost of member care**

The rising cost of care was driven by nationwide inflation and economic pressures following the easing of COVID-19 restrictions. Prices of essential commodities increased significantly, straining the Organization's budget. Maintaining holistic care for 31 members required careful financial management and prioritization to ensure that the quality of care was not compromised.

## ii) **Limited resources to match the growing educational needs**

As more learners progressed to higher levels of education, particularly tertiary institutions, the costs of tuition, scholastic materials, and related expenses increased. Although the Education Sponsorship Program supported 25 learners in 2022, expanding this support further proved difficult in the absence of diversified funding streams.

## iii) **Financial sustainability remained a key concern**

While the resumption of cultural performances generated much-needed income, the Organization lost some funders at the beginning of the year. This, coupled with fluctuations in performance bookings and flexible performance rates, highlighted the need for strategic resource mobilization and diversified funding partnerships.

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iv)

#### **Operational challenges during transition post-lockdown**

The shift from lockdown to full operations required significant organizational adjustments. This involved re-establishing internal routines, re-engaging partners, and rebuilding program momentum after nearly two years of restricted activity. While the team adapted effectively, the transition demanded substantial effort, flexibility, and coordination from both staff and members.

v)

#### **Limited human resources**

The Organization continued to experience human resource constraints following staff layoffs during the 2020/2021 COVID-19 lockdown. With a lean team in place, staff members were required to take on multiple roles to sustain program delivery, administration, and member support. This overstretched capacity affected the pace of implementation and limited the Organization's ability to fully seize emerging opportunities as activities resumed.

Despite these challenges, Rockies demonstrated resilience, maintaining its core programs and setting the stage for further growth in 2023.



# LESSONS LEARNT

The experience of 2022 offered valuable insights that will shape future programming and organizational development. Key lessons included:

i) **The Importance of Organizational Resilience**

The transition from lockdown to full operations highlighted the need for flexible systems and adaptive leadership. Clear structures, regular communication, and a shared sense of purpose enabled the Organization to navigate uncertainties effectively.

ii) **Holistic Support Enhances Member Performance**

Providing accommodation, feeding, healthcare, and mentorship created a stable environment where young people could focus on both education and artistic development. This reinforced the idea that welfare is not peripheral but central to talent development.

iii) **Investing in character formation yields long-term benefits**

Regular mentorship and life skills sessions helped instill discipline, teamwork, and responsibility among members. These non-academic interventions strengthened the community's cohesion and improved overall performance.

iv) **Partnerships and community goodwill are strategic assets**

Collaborations with schools, cultural institutions, performance venues and well-wishers were instrumental in sustaining programs during the recovery phase. This affirmed the value of cultivating and maintaining strong networks.

v) **Human resource gaps affect program delivery**

Operating with a lean team due to previous staff layoffs revealed the importance of workforce stability. Program expansion and quality assurance requires deliberate investment in staff recruitment, training, and retention.



[www.rockiesug.org](http://www.rockiesug.org)

# WAY FORWARD

To consolidate the gains made in 2022 and address emerging gaps, Rockies Organization will focus on the following strategic actions:

- i) Rebuild and strengthen the workforce  
Priority will be placed on recruiting additional staff, offering capacity-building opportunities, and establishing clearer roles to enhance efficiency and program delivery.
- ii) Enhance resource mobilization and sustainability  
The Organization will explore new fundraising avenues, strengthen its social enterprise model, and develop partnerships with private and public stakeholders to ensure reliable funding for core programs.
- iii) Improve program planning, monitoring, and documentation  
Emphasis will be placed on strengthening internal systems for planning, tracking activities, and documenting progress to support learning, accountability, and reporting.
- iv) Deepen artistic training and expand opportunities  
Through the Bantu Cultural Troupe, Rockies will continue to offer high-quality cultural and creative arts training while seeking more platforms for performances, exchanges, and collaborations.
- v) Strengthen community engagement and partnerships  
Continued collaboration with schools, cultural networks, and community structures will be prioritized to expand reach and build stronger support systems for members.
- vi) Leverage technology and innovation  
The Organization will explore digital tools for learning, marketing, and documentation to enhance program visibility and operational efficiency.

## Conclusion

2022 was a year of renewal and rebuilding. Through collective effort, resilience, and commitment, Rockies Organization successfully transitioned back to full operations while continuing to support its members' education, welfare, and artistic growth. The lessons and gains made during this period provide a strong Organization for future growth, setting the stage for more structured, sustainable, and impactful programming in the years ahead.





### **ROCKIES ORGANIZATION**

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