



20 | ANNUAL 25 | REPORT



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Message from the Chairperson of the Board

Dear Friends and Partners,

On behalf of the Board of Directors of Rockies Organization, I am pleased to present our 2025 Annual Report. The year has reaffirmed both our purpose and the strength of the sustainable model we continue to build together.

As a Board, we are encouraged by the steady maturation of our hybrid approach. We have long believed that meaningful social impact must rest on institutional resilience, sound governance, and financial discipline. The performance of our social enterprise – Bantu Cultural Troupe – demonstrates that this belief is translating into measurable results.

In 2025, approximately half of the organization's total expenditure was financed internally through enterprise revenue. This demonstrates that when culture is professionally structured and strategically managed, it can serve as a dependable engine for education and youth empowerment.

At the heart of this progress are the 48 young people whose education, leadership growth, and welfare were supported throughout the year. Their advancement reflects the strength of an ecosystem where talent is nurtured, responsibility is cultivated, and opportunity is sustained.

Looking ahead, the Board remains focused on strengthening governance systems, deepening enterprise sustainability, and expanding access to education for vulnerable youth across Uganda. We are committed to ensuring that Rockies continues to grow not only in reach, but in institutional integrity and long-term stability.

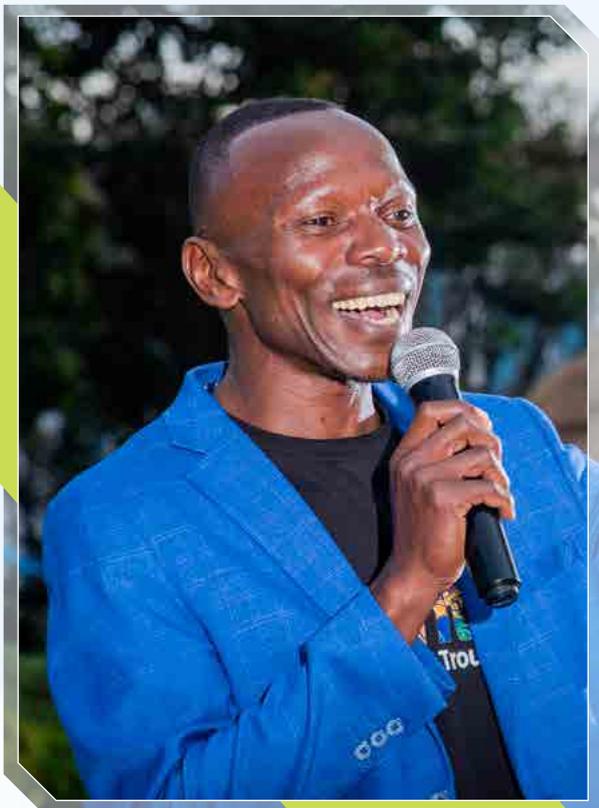


We extend our sincere appreciation to our partners, clients, staff, volunteers, and beneficiaries. Your trust and commitment make this work possible.

Rockies Organization continues to evolve from a passionate initiative into a resilient institution where talent powers education, and education transforms lives. We look forward to building the next chapter together.

DR. SYLVIA TUMUHEIRWE ALINAITWE
Chairperson, Board of Directors
Rockies Organization

Communication from the **Team Leader**



Dear Partners, Clients, and Supporters,

As we reflect on 2025, we do so with gratitude and renewed determination. The year has been marked by disciplined growth, operational focus, resilience, and strengthened alignment between enterprise performance and social impact.

Our work is guided by a clear conviction: young people possess immense talent, and when that talent is nurtured, professionalized, and supported with opportunity, it becomes a foundation for sustainable transformation.

Through the expansion and consistent performance of the Bantu Cultural Troupe, we increased revenue compared

to 2024 while maintaining nationwide engagement. During the year, we delivered 157 performances and reached over 24,000 audience members. Most importantly, this revenue financed school fees, accommodation, healthcare, and welfare support for 48 direct beneficiaries.

Beyond performance metrics, we witnessed leadership emerging from within. Young people under our sponsorship stepped into structured organizational roles, strengthening departments and demonstrating ownership of the very institution that supports them. This internal leadership pipeline is one of our proudest achievements.

We also navigated significant challenges such as insufficient resources, rising living costs, transport pressures, and the need to review pricing within the enterprise. These realities strengthened our resolve to strengthen resource mobilization, improve efficiency, refine systems, and position the organization for long-term stability.

As we look toward 2026 and beyond, our priorities remain clear:

- ◆ Consolidate enterprise growth
- ◆ Enhance program quality and accountability
- ◆ Strengthen infrastructure and institutional systems
- ◆ Expand strategic partnerships

We remain committed to building a model where cultural performances generate possibility, and possibility creates futures. Thank you to every supporter, client, partner, and team member who continues to walk this journey with us.

SSOZI BRIAN ANDREW
Team Leader, Rockies Organization

About **Rockies Organization**

Rockies Organization is a youth-centered social impact institution based in Uganda, built on an integrated model that combines cultural enterprise, education sponsorship, and skills development.

Founded on the belief that talent can unlock opportunity, Rockies identifies and develops young people with potential in performing arts and leadership, professionalizes that talent through structured training and performance, and channels the value generated into education and long-term empowerment.

At the core of this model is Bantu Cultural Troupe – a professional cultural enterprise that generates revenue through high-quality performances for corporate, institutional, development, hospitality, and community clients. The income generated sustains education sponsorship, welfare support, and organizational operations.

Our work focuses on three interconnected pillars:

- ◆ **Education Sponsorship** – Ensuring vulnerable and high-potential youth access and complete formal education.
- ◆ **Skills and Leadership Development** – Equipping young people with practical skills, responsibility, and professional exposure.
- ◆ **Social Enterprise Sustainability** – Using cultural performance as a self-financing engine for impact.

By integrating enterprise with education, Rockies reduces dependency on external funding while building a self-reinforcing ecosystem where talent powers education and education transforms lives.

In 2025, Rockies directly supported 48 beneficiaries across multiple regions of Uganda, reinforcing our commitment to national inclusion and long-term opportunity creation.



Our Vision

We envision a generation of talented, skilled and self-driven young people transforming society.



Our Mission

To nurture talent and develop skills of young people by building the capacity of schools to deliver holistic education through quality performing and creative arts programs.

2025 At a Glance

The year 2025 marked continued growth, institutional strengthening, and enterprise expansion for Rockies Organization.

Bantu Cultural Troupe Performance & Sustainability

- ◆ 157 performances delivered nationwide
- ◆ 24,000+ audience members reached
- ◆ Over 50% of total organizational expenditure financed internally through enterprise



Student Welfare

- ◆ 48 direct beneficiaries supported
- ◆ 44 students (23 of which are girls) were accommodated at the Bantu Cultural Village i
- ◆ 45,000+ meals served throughout the year.
- ◆ 100% of students received healthcare (including hygienic supplies) and counseling services.
- ◆ All girls received menstrual health kits throughout the year.



Education & Youth Development

- ◆ 42 students sponsored across primary, secondary, vocational, and university levels
- ◆ 100% pass-rate and progression to the next classes.
- ◆ 12 Students transitioned to upper levels of education (2 transitioned to secondary school, 2 transitioned to Advanced Level, 4 joined Vocational School for Diploma courses, and 4 are in S.6 Vacation waiting for their results.)



Leadership & Institutional Development

- ◆ 16 students underwent leadership capacity development.
- ◆ 7 students who were appointed to Leadership positions

Geographic Reach

- ◆ Beneficiaries represented Central, Eastern, Northern, Western, and West Nile regions
- ◆ Bantu Cultural Troupe maintained strong Central Region presence while expanding reach in Eastern and Western Uganda



Our Sustainable Impact Model in Action

Rockies Organization operates on a hybrid sustainability impact model that integrates social enterprise with direct social impact programming. Rather than relying solely on external donor funding, we generate a significant share of our own resources through performing arts.

Our model is simple but transformative:

Cultural practice creates value (generates income). The income funds education and other programs. Education transforms lives.

In 2025, this model continued to prove both viable and impactful. The social enterprise arm financed a significant portion of operational and program costs, while education and skills development programs ensured that disadvantaged young people access school and acquire leadership and livelihood skills.



Social Enterprise: Bantu Cultural Troupe

At the heart of our sustainability model is Bantu Cultural Troupe – a professional cultural enterprise that blends cultural preservation with social transformation.

The Troupe is not merely a performance group. It is:

- ◆ A revenue-generating enterprise
- ◆ A training ground for young artists
- ◆ A leadership development platform
- ◆ A bridge between culture and education

In 2025, the enterprise expanded its market reach, increased revenue compared to 2024, and contributed **55% of the organization's total expenditure** – directly financing education sponsorships, welfare, and operational stability.

The sections below outline the enterprise's performance, youth development contribution, and financial impact.



Enterprise Growth & Market Expansion

In 2025, Bantu Cultural Troupe continued to strengthen its position as a leading cultural enterprise in Uganda. Over the course of the year, the troupe delivered 157 performances nationwide, reaching an estimated audience of more than 24,000 people.

Approximately 80% of performances were held within the Central Region, while engagements in Eastern and Western Uganda expanded our national footprint. This sustained geographic mobility enabled the troupe to retain existing markets while gradually strengthening its presence in new regions. However, nationwide operations also increased logistical costs, particularly in transporting performers and equipment.

Building on the momentum established in 2024, enterprise revenue grew in 2025 – a clear indicator of increased market confidence and client retention.

Our Key Clients in 2025

Through consistent professionalism and high-quality performances, we retained major institutional and corporate clients including

Food and Agricultural Organization (FAO), Electricity Regulatory Authority (ERA), Uganda National NGO Forum, African Field Epidemiology Network (AFENET), MADA Hotels Uganda and Protea Hotels.

In addition, we expanded our market to include new development and corporate partners including The US Exchange Alumni Network (USEA), Opportunity International, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), Hunger Project, The Regional University Forum for Capacity Building in Africa (RUFORUM), and other emerging institutional clients.

This continued trust affirms our reputation as a troupe of choice for organizations seeking culturally authentic, professional, and impactful performances in Uganda.

Our Service Portfolio

The competitive advantage of the Bantu Cultural Troupe lies in its structured, market-responsive service portfolio designed to deliver value to community, corporate, institutional, and hospitality markets.



In 2025, the Troupe offered:

- ◆ **Mujaguzo Royal Drums Performance** for welcoming processions at high-level ceremonies and official events.
- ◆ **Cultural Dance and Music Productions (15+ dances)** representing Ugandan and selected African cultures.
- ◆ **Professional Live Band Performances** integrating indigenous and contemporary instrumentation
- ◆ **Development Communication Performances** using creative expression to deliver any messaging as required by our clients.

This diversified offering enables the Troupe to serve varied audience segments, strengthens client retention, strengthens revenue prospects, and positions the Troupe as a reliable cultural solutions partner within Uganda's creative economy.

Skills Transfer & Youth Employability

Beyond performance delivery, the troupe remained a powerful platform for youth empowerment. In 2025, our members actively participated in rehearsals, performance leadership, artistic direction,

and production management.

Through rotational leadership roles during rehearsals and live performances, senior students gained hands-on experience in team coordination, artistic direction, stage management, client engagement, and professional discipline.

These responsibilities strengthened confidence, accountability, and employability among members. This was a clear indication that the troupe does not only entertain; it prepares young people for professional life beyond the stage.

Revenue Contribution to Programs

Bantu Cultural Troupe remains the lifeblood of Rockies Organization's sustainability model. In 2025, the enterprise contributed over 50% of the organization's total expenditure, directly supporting education sponsorships, student welfare, and operational costs. This contribution demonstrates the viability of our hybrid model, where cultural enterprise drives educational access and long-term opportunity. In this approach, every performance translates into tangible investment in a young person's future.



Program Impact

In 2025, Rockies Organization continued to translate enterprise revenue into measurable social impact. Through structured education sponsorship, leadership mentoring, and holistic welfare support, we advanced our commitment to ensuring that vulnerable talented young people not only progress in talent development, but also access quality education.

The outcomes below reflect both academic advancement and the strengthening of long-term opportunity pathways.

Education Sponsorship Program

In 2025, Rockies Organization sponsored 42 students across multiple levels of education:

- ◆ 9 in Primary School
- ◆ 23 in Secondary School
- ◆ 10 in Tertiary Institutions, including vocational schools and universities

Academic progression during the year was encouraging since all our sponsored students progressed to higher classes. Notably, four primary pupils sat for the Primary Leaving Examinations (PLE) and passed in Second Grade. Two students successfully completed the Uganda

Certificate of Education (UCE), while two others completed the Uganda Advanced Certificate of Education (UACE).

Transition to higher education remained a key milestone. Four students who completed UACE in 2024 transitioned to vocational diploma programs in 2025, enrolling at Copenhagen International School of Catering to pursue Diplomas in Catering and Hotel Management. This transition reflects the program's focus on equipping our students with hands-on skills to strengthen their employability and practical career pathways.

Welfare of Sponsored student

Education sponsorship at Rockies goes far beyond the payment of tuition. Our approach integrates academic support with structured welfare services designed to promote stability, health, dignity, and long-term personal development.

In 2025, 44 students (23 of which are girls) were accommodated at the Bantu Cultural Village in Nakawuka, where they received safe housing and daily care. Each student was provided with three meals per day, resulting in over 45,000 meals served throughout the year.

In addition, beneficiaries received comprehensive healthcare support, mentorship, and counseling services to ensure their physical, emotional, and social well-being. All girls were given menstrual health kits and all students were provided with toiletries and hygienic items they needed.

This holistic framework strengthened academic retention while fostering personal growth, healthy living, and resilience.

Skills Development Programs

In 2025, the Skills Development Program placed greater emphasis on leadership development among the older students.

16 students at the Advanced Level of education and above underwent structured capacity development to strengthen their leadership competencies. They were assigned rotational leadership roles during rehearsals and performances to build activity coordination and people management skills.

Several students who demonstrated exceptional capabilities and commitment were appointed in voluntary and probationary roles within the organization, including Finance and Administration Manager, Education Sponsorship & Community Partnerships Officer, Welfare Officer, Stores Management Officer, Costumes and Makeup Officer, Performer Training Lead and Assistant Welfare Officer.

These appointments strengthened internal systems while preparing young leaders for future professional responsibility.

Additionally, ongoing skills development continued in other areas including Poultry and animal husbandry (4 students), Sound engineering (4 students), and Hairdressing (3 students). Through this blended approach of leadership exposure and skills training, Rockies continues to nurture self-reliant and employable young people.

Bantu Arts Academy

Bantu Arts Academy continued to serve as the training arm of Rockies Organization, providing professional instruction in

performing and creative arts to young people seeking to develop their artistic potential or prepare for integration into the Bantu Cultural Troupe.

The Academy strengthened technical proficiency in dance, music, and performance discipline while instilling professionalism, teamwork, and creative confidence. Beyond internal talent development, it also extended training opportunities to the wider community, positioning Rockies as both a cultural producer and a cultural educator.

Community Empowerment & Outreach

In December 2025, Rockies Organization co-financed and delivered a major community performance at St. Joseph's Schools, Nakawuka – one of our long-standing partner institutions. The event reached over 250 community members, creating a platform to promote the value of cultural expression, talent development, and their complementary role in advancing education.

Beyond performance, the engagement served as a space for dialogue and awareness, reinforcing the message that culture can be both an economic asset and a pathway to opportunity for young people. This outreach initiative deepened our partnership with the community while extending the role of performing arts beyond entertainment.



Infrastructure Development & Institutional Strengthening

In 2025, Rockies Organization continued to invest in infrastructure improvements aimed at improving the overall environment at the Bantu Cultural Village. A key milestone during the year was the installation of a main access gate at the Village, strengthening site security and enabling controlled entry and exit. This upgrade has contributed to a safer, more structured learning and residential environment for the young people under our care.

These infrastructure enhancements reflect our ongoing commitment to building not only programs, but a stable and secure institutional foundation that supports long-term impact.



Challenges Encountered in 2025

While 2025 recorded encouraging progress in both enterprise performance and program delivery, the organization also faced several challenges. These included rising welfare and transport costs, enterprise pricing constraints, and infrastructure limitations. Rockies responded by implementing practical mitigation measures while developing forward-looking strategies to address them more sustainably in the years ahead. The table below summarizes these challenges and the actions taken to address them.

Challenge	Impact on Operations	Mitigation Measures Implemented in 2025	Forward Strategy (2026+)
High Transport Costs due to distance between Bantu Cultural Village in Nakawuka and tertiary institutions in Kampala.	Increased operational expenditure.	Coordinated shared travel schedules, and strengthened cost monitoring	Explore enrolling the affected students in boarding or hostels near their schools.
Rising Food Prices across Uganda	Increased welfare expenditure for over 40 resident students receiving three daily meals	Pursued bulk purchasing arrangements	Explore longer-term supplier agreements to stabilize costs
Enterprise Pricing Constraints despite increased performance volume	Limited revenue margins and reduced profitability	Initiated strategic pricing review and product differentiation discussions	Implement revised pricing structure, reposition premium offerings, and strengthen contract negotiation frameworks
Infrastructure Gaps including insufficient office space, enclosed training facilities, girls' hostel, and dining hall	Reduced operational efficiency and limited expansion capacity	Began phased planning and prioritization of infrastructure needs	Mobilize capital funding, develop phased construction plan, and pursue infrastructure-focused partnerships

Looking Ahead: 2026 and Beyond

As we enter 2026, Rockies Organization is focused not merely on growth, but on consolidation and institutional strengthening.

Our priorities for the coming period include:

- 1. Enterprise Consolidation:** We will implement a refined pricing strategy, strengthen brand positioning, and expand higher-value client segments to increase enterprise margins and sustainability.
- 2. Infrastructure Development:** We aim to mobilize resources for phased infrastructure expansion, beginning with enclosed training spaces and improved residential facilities to enhance safety, dignity, and operational efficiency.
- 3. Program Quality & Retention:** Maintaining high academic retention and progression rates remains central. Greater emphasis will be placed on structured mentorship, performance monitoring, and leadership development among beneficiaries.
- 4. Strategic Partnerships:** We will pursue deeper collaborations with corporate, development, and philanthropic partners to complement enterprise revenue and accelerate infrastructure and program expansion.
- 5. Institutional Systems Strengthening:** Investments in governance, financial management systems, and monitoring frameworks will ensure that growth remains accountable, transparent, and impact-driven.





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