

# 2021

## Annual Report Performance Review



**United Asia Charity**



# Message from the Chairperson of the Board

Dear Stakeholders,

On behalf of the Board of Directors, I am honored to present to you the Annual Report for the year 2021. This report reflects the resilience, dedication, and unity of The Rockies Organization family during one of the most challenging years in our history.

The COVID-19 pandemic brought disruptions that tested every sector of society. For us, it meant long school closures, restrictions on cultural performances, and increased demands for member care. Yet, despite these difficulties, our organization demonstrated remarkable strength. We were able to keep all 35 members safe, nourished, and supported, ensuring access to education, healthcare, and a nurturing environment.

We also celebrate the continuity of our cultural mission through the Bantu Cultural Troupe. The three online shows held during lockdown stand as a testament to our commitment to safeguarding and promoting our heritage, even in the most restrictive of circumstances. Equally important were the infrastructure investments made in 2021, which have greatly improved the living and working environment for our members and set the stage for sustainable growth in the years ahead.

As a Board, we are proud of the management team's commitment, the members' resilience, and the unwavering support of our partners and friends. Together, we turned a difficult year into a story of perseverance and progress.

We look to the future encouraged by what has been achieved and committed to guiding the Organization towards greater sustainability and greater impact, as we continue raising "A Generation of Talented and Self-driven Young People Transforming Societies".

With gratitude,

Dr. Sylvia Tumuheirwe Alinaitwe  
Chairperson, Board of Directors



# Message from the Team Leader

Dear Friends, Partners, and  
Well-Wishers,

The year 2021 will remain etched in our memories as a period of both trials and resilience. Uganda, like the rest of the world, continued to grapple with the devastating effects of the COVID-19 pandemic. Schools were closed for most of the year, only reopening for two shortened terms, while public gatherings remained restricted. For us, this meant that our cultural troupe could not perform physically, cutting off an important source of both income and public engagement.

Despite these challenges, we held firmly to our mission. We ensured that our 35 members, including 18 girls, were well cared for in residence. This included providing accommodation, feeding, medical care, and continued education support wherever possible. Out of these, 22 members—12 of whom were girls—attended school. We are particularly proud that we were able to sustain learners across all levels: 5 in Primary, 16 in Secondary, and 1 at tertiary level.

Our cultural troupe, though restricted, stayed alive through innovation. We managed to stage 3 online shows, keeping our audiences entertained and our members creatively and physically engaged even in lockdown.

Additionally, we invested significantly in infrastructure to improve the quality of life at our Centre. Renovations of the boys' dormitory, the construction of a new rehearsal and meeting space, landscaping and beautification of the compound, drilling of an underground well, and installation of a water reservoir were all major milestones that strengthened our organization.

The year was not without difficulties: reduced income, interrupted education schedules, and uncertainty around programming tested us deeply. Yet, the solidarity of our board, the resilience of our members, and the generosity of our supporters enabled us to overcome.

We enter the coming years with gratitude for what we accomplished and renewed determination to grow stronger and more sustainable.

Sincerely,

SSOZI BRIAN ANDREW  
Team Leader



# About Us

Founded in 2012 and officially registered in 2014, Rockies Organization is a grassroots non-profit dedicated to delivering quality education and performing arts programs for children and youth in Uganda. Our core initiatives include the Bantu Arts Academy for creative and performing arts, an education sponsorship program covering all levels of learning, and cultural performances by the Bantu Cultural Troupe.

We operate a hybrid model where the Troupe serves as a social enterprise that generates income to support education, healthcare, and living expenses for our members. Through this approach, we recruit talented young people—from primary school through university—empowering them to leverage their artistic skills to finance their education and foster a self-sustaining cycle of empowerment. In addition, the Troupe provides hands-on training opportunities for Academy trainees, creating alternative employment pathways for Ugandan youth.



## Our Vision

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



## Mission

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



## Values

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



# THE BOARD OF **DIRECTORS**



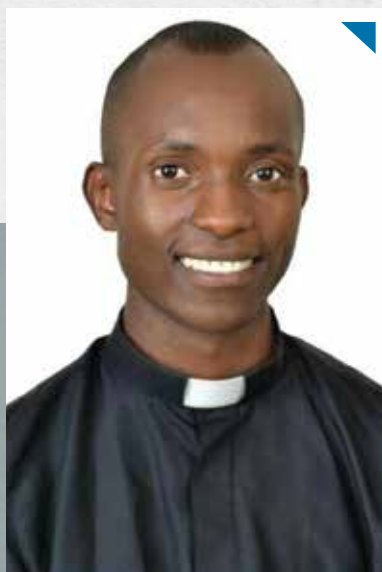
**Dr. Sylvia Tumuheirwe Alinaitwe**  
– Chairperson



**Rev. Fr. John Joseph Ssenkaali**  
– Member



**Patrick Jude Mugisha**  
– Member



**Rev. Fr. Martin Sserunkuuma**  
– Member



**Ssozi Brian Andrew**  
– Secretary

# Major Highlights / Achievements in 2021

## **Maintained full residential care for all the 35 members throughout the year**

Rockies Organization ensured that all 35 members, including 18 girls, remained safely housed, fed, and supported. Residential care included not only accommodation and meals but also medical services, counseling, and overall wellbeing support. The holistic care model ensured that all members remained stable, safe, healthy, and nurtured despite the global uncertainties brought by the COVID-19 pandemic.

## **Education Sustained Amidst Lockdowns**

Despite prolonged school closures, Rockies Organization met the educational needs of 22 members across Primary, Secondary, and Tertiary education. School fees, scholastic materials, uniforms, and transport were provided, ensuring that none of our learners were left behind academically. This commitment kept our young people focused, nurtured, and motivated during a difficult year.

## **Innovation in Cultural Expression**

With physical shows impossible due to the restrictions on public gathering, Bantu Cultural Troupe pivoted to digital platforms, organizing and streaming three online performances. While these did not generate income, they played an important role in maintaining the troupe's visibility, boosting the morale of members, and keeping cultural expression alive during the lockdown. These shows kept us connected to audiences and introduced us to new followers.

## **Completed five key infrastructure projects**

In 2021, Rockies Organization achieved remarkable progress in infrastructure development. 5 key projects were undertaken, significantly improved the living and working environment at the Centre, while greatly contributing to long-term organizational sustainability.

## **Financial Resilience**

Despite reduced income from performances and limited external funding, Rockies survived through prudent management, internal contributions, and unwavering dedication to prioritizing member welfare.

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These achievements reflect the resilience and adaptability of Rockies Organization in the face of adversity. They also laid a strong foundation for future growth, showing that even in a year dominated by crisis, significant and lasting progress was made.

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# Program Performance



## EDUCATION SPONSORSHIP PROGRAM

Even when normal school programs were suspended during COVID-19, education remained at the heart of our work. Once schools reopened for two shortened terms, Rockies ensured all 22 sponsored learners (12 girls and 10 boys) returned to school. These students were spread across different levels of education with 5 in Primary school, 16 in Secondary and 1 in Tertiary education.

Although students only studied for two shortened terms due to the COVID lockdowns, the Organization met all requirements for school fees, scholastic materials, transport, and uniforms. This ensured that our children did not lag behind in their studies and were able to adapt well to the new, abridged curriculum.



## BANTU CULTURAL TROUPE

The Bantu Cultural Troupe, our flagship social enterprise, was deeply affected by restrictions on public gatherings. The troupe, normally a vibrant source of income and community engagement, found itself grounded. Nonetheless, creativity prevailed. The troupe transitioned to online cultural performances, producing and streaming three high-quality shows.

These digital performances not only kept our mission alive during the lockdown but also gave our members valuable exposure to new ways of cultural expression and audience engagement. As such, the troupe not only maintained audience engagement but also introduced our art to new online communities. Though there was no revenue from online shows, the visibility and relevance gained positioned the troupe for a strong comeback post-pandemic.



## MEMBER CARE & MENTORSHIP

Rockies maintained full residential care for its 35 members, ensuring that daily needs – food, accommodation, clothing, and medical support – were met despite resource limitations. Structured mentorship sessions focused on personal growth, resilience, and creativity, helping members stay engaged and hopeful throughout the year. Individual mentorship sessions provided additional psychosocial support, helping our members adjust to uncertainties and remain academically focused.

In a year when strong immunity and good health became more important than ever, we faced rising feeding costs. Yet, we chose to invest in balanced, vitamin-rich meals for our members, knowing their well-being depended on it. Though this required significant financial investment, the results were deeply rewarding, with members maintaining improved health levels at a time when widespread vulnerability was anticipated.



# Infrastructure DEVELOPMENT

In 2021, significant investments were made to improve living conditions at the Centre and strengthen its long-term sustainability:

- **Dormitory Renovation:** The boys' dormitory underwent a major upgrade to enhance safety and comfort. Wooden doors and windows were replaced with durable metallic ones, ceilings were installed, and walls repainted to create a brighter and more secure living environment.
- **New Rehearsal/Meeting Room:** A dedicated open-air hut was constructed to serve as a rehearsal, meeting, mentorship, and prayer space. The hut, designed with floor tiles and a thatched roof, was intentionally built to remain cool and comfortable during intense rehearsals while also adding aesthetic value to the Centre.
- **Compound Landscaping & Beautification:** Part of the Centre compound was landscaped to add aesthetic value and foster a sense of pride among members. Pavers were installed in front of the boys' dormitory, while trees, flowers, and grass were planted around the dormitory, transforming the grounds into a welcoming, relaxing and inspiring environment.
- **Underground Water Well and Reservoir Installation:** To guarantee a sustainable and reliable water supply, an underground well was drilled and constructed. Additionally, a water reservoir was installed to provide secure storage, ensuring consistent availability of clean water for daily use and improved hygiene.

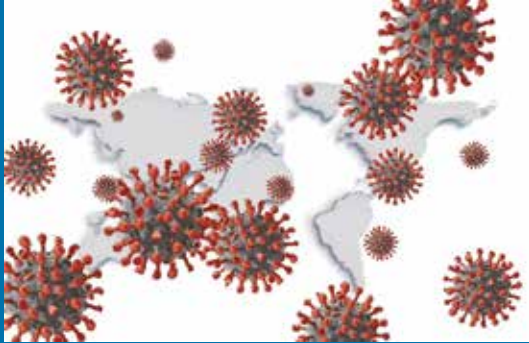
These infrastructure projects not only improved the immediate welfare of members but also laid a solid foundation for the organization's long-term growth and resilience.





# Challenges

Rockies Organization faced a number of obstacles in 2021, most of which were tied to the ongoing impact of the COVID-19 pandemic:



## **i) Disruption of Education**

The prolonged COVID-19 lockdowns in Uganda led to school closures for most of the year. Students only attended two shortened terms, which disrupted the learning calendar and created anxiety and uncertainty among our members.

## **ii) Suspension of Cultural Performances and Reduced Income**

Cultural performances which is the backbone of our social enterprise and a major source of our income, were suspended due to restrictions on public gatherings. With only three free online shows streamed throughout the year, the troupe struggled to maintain visibility and generate income. This not only limited artistic expression but also constrained the financial resources needed to sustain other critical programs.

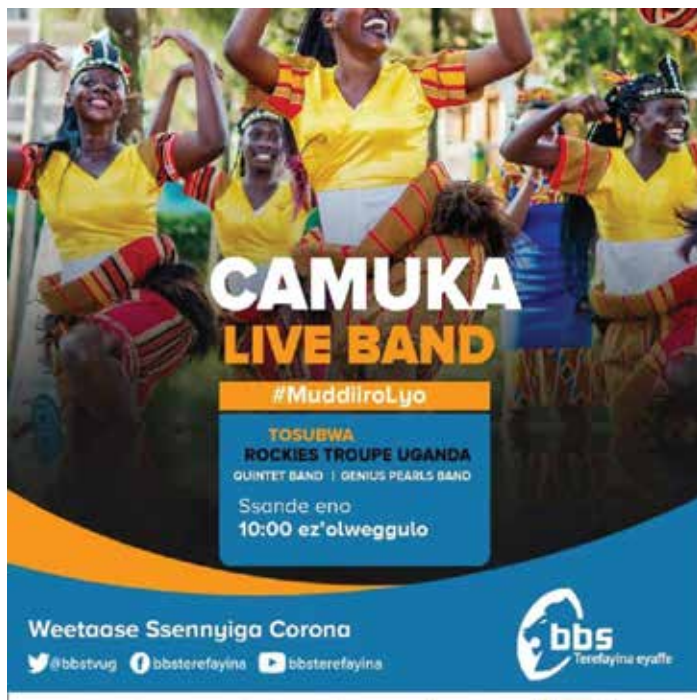
## **iii) Increased costs for member care amidst reduced revenues**

Despite the decline in income streams, Rockies Organization remained responsible for the full residential care of its 35 members. Ensuring consistent provision of food, accommodation, healthcare, and education during a time of rising prices placed an added financial strain. The pandemic also created increased demand for medical care and preventive measures, further escalating costs.

## **iv) Shortage of Human Resources**

The effects of the 2020 staff layoffs were greatly felt throughout 2021. With only a small core team remaining, staff were required to shoulder multiple responsibilities to sustain essential operations and support the operations of the organization. This limited human resource base affected the Organization's ability to fully implement programs.





# Lessons Learned

The year 2021 taught Rockies Organization valuable lessons that will shape our strategies and operations going forward:

- i) **Adaptability is key in times of crisis:** The ability to shift quickly from physical performances to online cultural shows underscored the importance of flexibility and innovation. While the online shows had limitations, they demonstrated that cultural expression can continue in alternative formats when traditional platforms are unavailable. Our timely adaptation ensured continued relevance and visibility, reinforcing our bond with longstanding audiences while simultaneously broadening our reach to new audiences.
- ii) **Holistic care ensures resilience of members:** By providing not only education but also accommodation, feeding, and medical support, Rockies kept members safe and stable despite the broader uncertainties caused by COVID-19. Comprehensive support proved critical to maintaining both morale and focus among our members.
- iii) **Diversification of income sources is essential:** Heavy reliance on internal contributions during the pandemic revealed the vulnerability of depending on a narrow set of funding sources. Future sustainability will require expanded partnerships, innovative fundraising, and income-generating activities that can withstand external shocks.
- iv) **Community and teamwork strengthen survival:** The solidarity of board members, staff, and members was a major factor in sustaining operations through 2021. The year highlighted that collective commitment and collaboration are not only strengths but also lifelines during times of crisis.





Building on the resilience of 2021, Rockies Organization will:

- Diversify funding streams to reduce dependence on board contributions.
- Expand the Education Sponsorship Program to reach more vulnerable children.
- Invest in digital infrastructure to enhance online cultural performances and revenue generation.
- Strengthen partnerships to build sustainability and resilience for future shocks.

## Conclusion



The year 2021 tested our resilience but also highlighted the strength of community, creativity, and commitment. While COVID-19 restrictions brought unprecedented challenges, Rockies Organization not only continued to support its members in education, culture and holistic care, but also made long-term investments in infrastructure. We look to the future with confidence, inspired by the achievements of a difficult year and determined to build an even stronger organization.





### Connect With Us!

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