



ANNUAL REPORT 2025

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Reflecting on 2025 and Looking Ahead to 2026 Message from the Founder/ Chairperson

Dear Team, Partners, and Community Members,

As we approach the end of 2025, I want to take a moment to reflect on our journey over the past year and share our aspirations for 2026. This year has been pivotal for the Coterie Development Initiative (CDI) as we have made significant strides towards our mission of empowering communities and advancing the Sustainable Development Goals (SDGs).

In 2025, we successfully implemented our Accelerated Collective Action (ACA) approach, mobilizing communities to take charge of their development. We witnessed remarkable achievements, from enhancing food security through sustainable agricultural practices to empowering women and youth with leadership skills and vocational training. Our commitment to inclusivity has allowed us to reach over 20,000 lives across Uganda, making tangible impacts in health, education, and economic empowerment.

As we enter 2026, our focus will be on scaling these successes. We aim to expand our ACA programs into five new communities, train 5,000 women and youth, and strengthen our partnerships with local governments to ensure that community-led initiatives are embedded in policy frameworks. Our fundraising efforts will also intensify, targeting \$100,000 to support these ambitious goals.

Together, let us continue to foster creativity, innovation, and participation in our communities. I am grateful for your dedication and hard work, and I look forward to what we can achieve together in the coming year.

Wishing you all a prosperous and impactful 2026!

Warm regards,

DAISY OWOMUGASHO (PHD),

Founder/ Chairperson

Coterie Development Initiative (CDI)

Introduction

Coterie Development Initiative (CDI) is a dynamic non-governmental organization (NGO) based in Uganda, dedicated to mobilizing and empowering communities to meet the Sustainable Development Goals (SDGs). We believe that through creativity, innovation, and active participation, we can foster growth and development, leading to empowered and thriving communities.

Founded with a vision of creating empowered, creative, and thriving communities, CDI works tirelessly to uplift the lives of the poor and marginalized. We understand that every community faces its own set of challenges and opportunities, and thus, we adopt a holistic and inclusive approach to development. By integrating health, education, economic empowerment, environmental sustainability, and advocacy, we ensure that our initiatives are both comprehensive and impactful.

Our mission is clear, to positively impact lives by fostering opportunities for creativity, innovation, participation, growth, and development. We strive to build a future where every community member can lead a life of plenty, characterized by self-sufficiency, resilience, and prosperity. Through our diverse programs and initiatives, we address the fundamental needs of our communities while also empowering individuals to take charge of their own development.

Our journey is marked by numerous successes and transformative impacts. From providing clean water and sanitation facilities to remote villages, to enabling thousands of individuals to gain literacy and vocational skills, CDI has been a catalyst for positive change. We have supported the establishment of small businesses, promoted sustainable agricultural practices, and led reforestation efforts, all while advocating for the rights and needs of marginalized groups.

Our Mission

To positively impact the lives of the poor and marginalized by creating opportunities for creativity, innovation, participation, growth, and development.

Our Vision

Empowered, Creative, and Thriving Communities leading lives of plenty.

Coterie Objectives

- To strengthen the capacity of community groups and individuals to advocate for their rights and actively participate in policy-making decisions and monitoring.
- To foster a culture that recognizes and values the importance of creativity.
- To create foundational and structural enhancements to increase the capacity of the poor.
- To support the poor in identifying opportunities and undertaking income-generating activities that create positive impacts on their lives.

5 Core Values

5.1 Inclusivity:

We ensure that all community members, especially the poor and marginalized, are included in our initiatives and benefit from our programs.

5.2 Sustainability:

We focus on sustainable practices that ensure long-term benefits and resilience for the communities we serve.

5.3 Innovation:

We encourage and foster creativity and innovation to address the unique challenges faced by our communities.

5.4 Participation:

We believe in the power of community participation and work closely with local populations to co-create solutions.

5.5 Integrity:

We maintain the highest standards of integrity and transparency in all our operations and interactions.

OUR MODEL FOR SUSTAINABLE DEVELOPMENT

At CDI, we believe that the key to long-term change lies within communities themselves. Our unique **Accelerated Collective Action (ACA)** approach is built on **the five interconnected pillars** that activate people, promote inclusive leadership, and align grassroots efforts with institutional systems for lasting impact. Accelerated Collective Action combines facilitated meetings, visioning, mindset change, community capacity building, action planning by households and the community, in order to impact individual livelihoods and creating a sense of social cohesion within the whole communities. Accelerated Collective Action, is a community activation process, whereby communities, households and individuals are brought together to plan and unlock a local capacity for change

◇ PILLAR 1: Community Agency

1.: Empowering individuals and households to lead their own transformation. *When communities reclaim their agency, they generate local solutions—but this energy is magnified when women, who form the majority of grassroots actors, lead the way.* This pillar restores confidence, sparks innovation, and fosters a culture of self-reliance.

Key Activities:

- Mindset change & visioning workshops
- Household & community action plans

- Self-reliance and entrepreneurship training

◇ PILLAR 2: Inclusive Leadership

We prioritize the empowerment of women and marginalized groups by equipping them with leadership skills, economic opportunities, and platforms to influence local development: Elevating women and marginalized groups as drivers of social and economic change. *Empowered women create ripple effects in education, health, and economic well-being. But sustained transformation requires responsive systems—thus, strong partnerships with local government ensure that community voices influence decisions and services . Women and youth are not just beneficiaries—they are drivers of change.*

Key Activities:

- Women's innovation hubs & civic training
- Vocational and entrepreneurship programs
- Gender-inclusive planning processes

◇ PILLAR 3: Institutional Synergy/ Alignment

Building partnerships with government to localize and sustain development goals. *Effective government collaboration is most impactful when communities are organized, gender-inclusive, and forward-looking. When communities and government work together, transformation is sustainable.*

We forge strategic partnerships with local governments and national agencies to ensure that community-led actions are embedded in policy, resourced through public programs, and aligned with Uganda's SDG commitments.

The approach has three interconnected pillars that create an essential path to sustainable development:

To deepen impact and adapt to emerging needs, CDI also integrates:

◇ Pillar 4: Innovation & Knowledge

4. Knowledge and Innovation; : Local solutions through creativity, data, and traditional knowledge. Harnessing local wisdom, data, and technology to co-create context-driven solutions

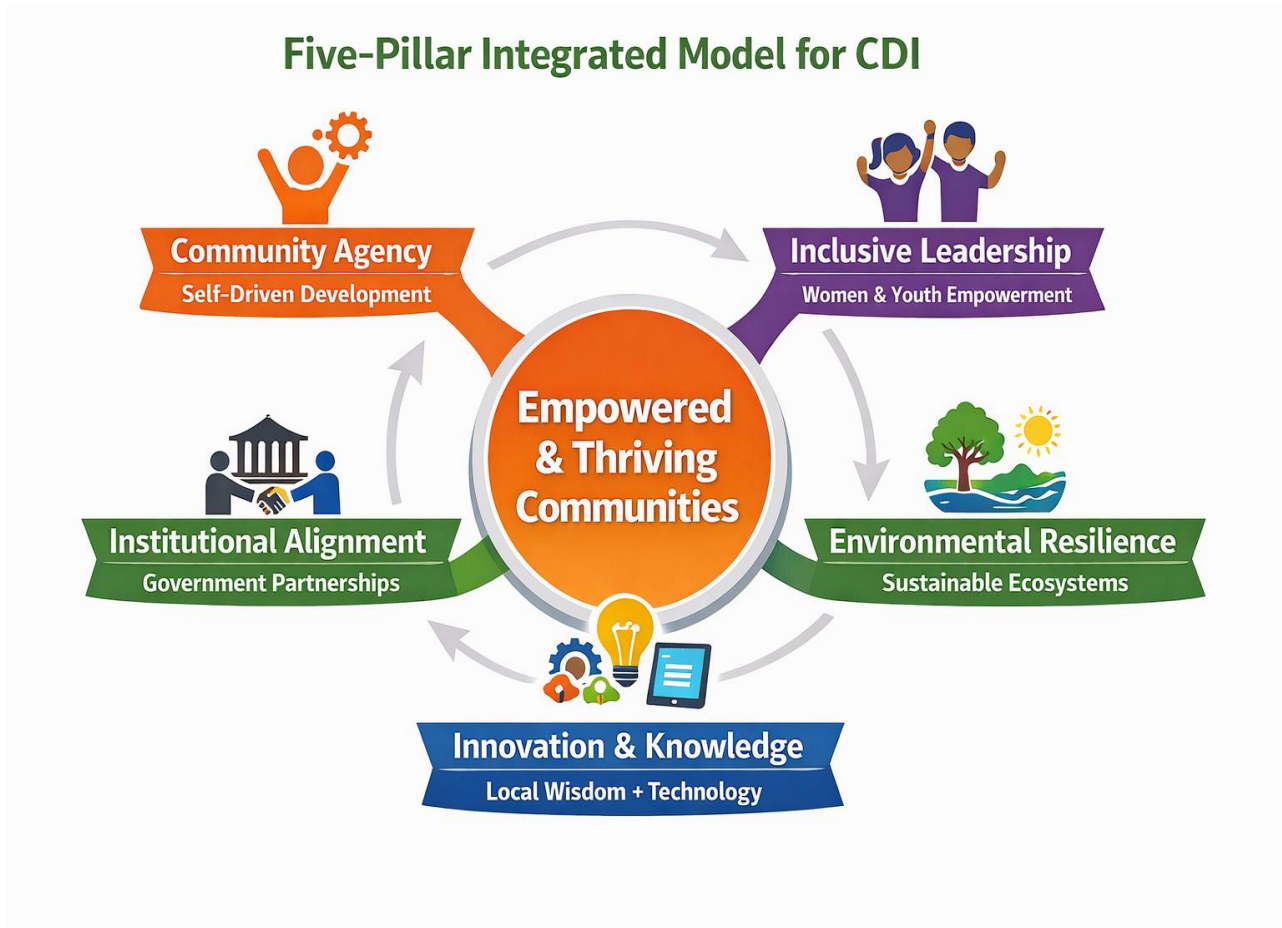
Examples:

- Community Think-tanks
- Use of local data for planning
- Innovation hubs for youth and women

◇ Pillar 5: Environmental Sustainability and Resilience

Promoting climate-smart agriculture, natural resource management, and community-led conservation. Ensuring communities thrive in harmony with nature and can withstand shocks.

- Examples:
 - Climate-smart agriculture
 - Natural resource management
 - Disaster preparedness



In light of this mission, Coterie Development has undertaken and been involved in a number of activities. Throughout the year, we mobilized and supported communities for self-reliant action, encouraging community resilience and innovation, partnerships and fostering the cause of sustainable health and food systems for community development

Strategic Highlights

Side Event: Localizing the SDGs at the ARFSD 11



In partnership with



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At the 11th African Regional Forum for Sustainable Development held in Kampala, Uganda, on April 7-11, 2025, Coterie Development Initiative, In partnership with 2030beyond and The Embassies of Denmark, the Netherlands, Sweden, and Ireland Organized Side Event: Localizing the SDGs: A Youth–Parliamentarian Roundtable at the Majestic Room, Speke Resort, in which they produced an outcome document.

This intergenerational roundtable brought together youth leaders, parliamentarians, and civil society actors from across Africa to co-develop actionable recommendations for localizing the SDGs in alignment with the priorities of ARFSD-11 and the broader frameworks of the *Pact for the Future* and *Agenda 2063*. Through a participatory and co-creative workshop format, the event fostered dynamic exchanges grounded in five key SDGs.

The session was moderated by Kirsten Brosbøl, Founder & CEO of 2030beyond, and included contributions from Hon. Signe Winding Albjerg, Danish Ambassador to Uganda, Hon. Jacqueline Amongin, Member of Parliament of Uganda, Dr. Daisy N. Owomugasho, Executive Director of Coterie Development Initiative. Participants in the workshop included Royal Danish Embassy Youth Sounding Board members, EU Youth Sounding Board members, MPs from Kenya, The Gambia, Nigeria and Uganda, and representatives from youth organizations including Faraja, Restless Development, and SENSITISE.

The session followed an interactive “roundtable meets co-creation” format: to discuss key SDG focus of ARFSD-11:

- SDG 3: Good Health and Well-being
- SDG 5: Gender Equality
- SDG 8: Decent Work and Economic Growth
- SDG 14: Life Below Water
- SDG 17: Partnerships for the Goals

This structure enabled participants to co-create content feeding directly into this outcome document, intended for inclusion in the Forum's final Kampala Declaration.

Recommendations from workshop

SDG 3: Good Health and Well-being

- Fulfill the **Abuja Declaration commitment** of 15% national budget allocation to healthcare, with equitable distribution to underserved areas.
- Invest in **digitized and verifiable health data systems** to improve planning, transparency, and responsiveness.
- Ensure **universal health coverage** for basic services in both public and private health facilities.
- Institutionalize **community accountability tools**, such as health scorecards, to improve trust and service delivery.

SDG 5: Gender Equality

Key Recommendations

- Implement **gender-responsive land reform** frameworks that address cultural barriers and promote equitable access.
- Establish **gender-responsive budgeting** with targeted funding for women's economic participation and tax relief on essential products like sanitary pads.
- Expand **digital literacy and STEM education** for girls and young women, including in rural areas.

Strengthen **affirmative action policies** and introduce leadership term limits to make space for emerging women leaders.



SDG 8: Decent Work and Economic Growth

Key Recommendations

- Align **education systems** with future job markets, especially in tech and AI sectors.
- **Recognize and standardize innovation hubs** and provide certification to enhance employability.
- Ensure **equity in educational infrastructure** between urban and rural areas.
- Promote **entrepreneurial mindsets** through curriculum reform and role models.
- Support **youth-led SMEs** via timely financing, incubation programs, and tax holidays comparable to those given to foreign investors.
- Ensure a livable **minimum wage** and a safe and inclusive working environment for all.

SDG 14: Life Below Water

Key Recommendations

- Enforce the use of **non-degradable fishing nets** and sustainable sand-mining tools.
- Enhance **public awareness** through media partnerships on marine conservation.
- Promote **community-led waste management and recycling** to reduce pollution.
- Create **marine-specific budget allocations** and increase financial support for youth-led blue economy initiatives.
- Support **alternative livelihood strategies**, including artificial fish farming.

SDG 17: Partnerships for the Goals

Key Recommendations

- Provide **unrestricted, flexible funding** for youth- and community-led initiatives.
- Leverage **natural resources and sustainable tourism** as domestic revenue sources.
- Expand **South-South cooperation**, particularly for intra-African mobility and trade.
- Partner with **media organizations** to enhance transparency, accountability, and public engagement.

- Prioritize **locally led solutions** in public-private partnerships.



● Reflections & Next Steps

This roundtable confirmed the importance of **local ownership**, **youth leadership**, and **inclusive governance** for achieving sustainable development. The active engagement of both parliamentarians and young people demonstrated that meaningful dialogue is possible and essential. ARFSD-11 organizers were urged to integrate these outcomes into the **Kampala Declaration**, and call for the institutionalization of intergenerational roundtables at future Forums and regional processes.

Participation in National Water Week

COTERIE participated in the 8th Water Week. The 8th Water Week Meeting, held at the Ministry of Water, focused on addressing critical issues related to water resource management and sustainability. Key stakeholders, including government officials, NGOs, and community representatives, gathered to discuss the progress made in implementing national water policies and the challenges faced in achieving water security.

Key Highlights:

Policy Review: Participants reviewed existing water policies and their effectiveness in promoting sustainable water use, emphasizing the need for updated strategies to address emerging challenges such as climate change and population growth.

Community Engagement: The importance of involving local communities in water management was underscored. Success stories of community-led initiatives were shared, showcasing effective practices in water conservation and management.

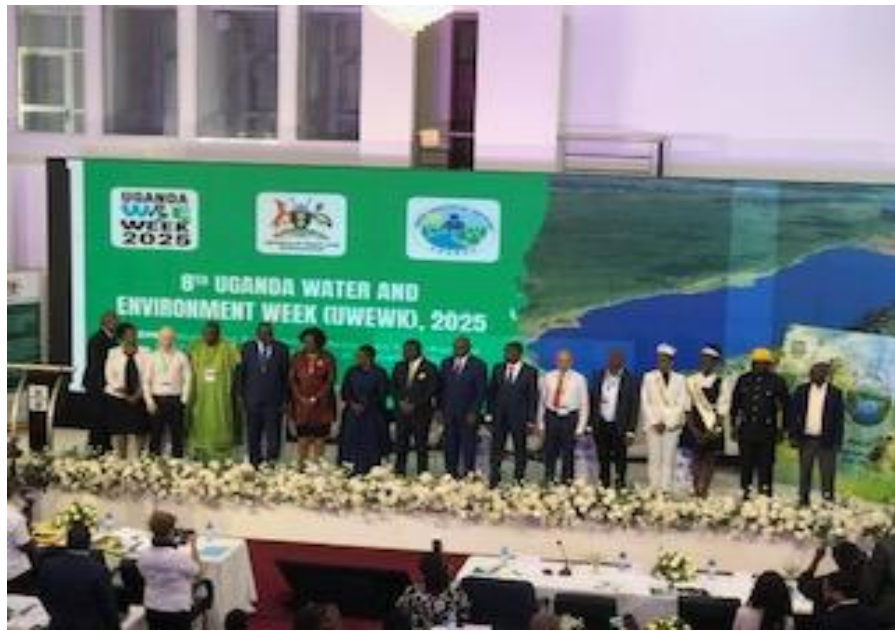
Innovative Solutions: Discussions included innovative technologies and approaches to improve water quality and accessibility. Emphasis was placed on integrating modern technology in monitoring and managing water resources.

Collaboration and Partnerships: The meeting highlighted the need for enhanced collaboration among government agencies, civil society, and international partners to mobilize resources and share knowledge for effective water management.

Future Actions: Participants agreed on several action points, including the establishment of a task force to oversee the implementation of new initiatives and regular follow-up meetings to assess progress.

Overall, the 8th Water Week Meeting served as a platform for dialogue and collaboration, reinforcing the collective commitment to achieving sustainable water management in the country.





Celebrating Young Minds: A Day of Inspiration and Achievement

On a beautiful day filled with excitement and joy, the nursery and primary school students of Mamita Nursery and Primary school gathered to celebrate their hard work and creativity in a remarkable event that showcased their talents. The atmosphere was electric as parents, teachers, and guests came together to honor the achievements of these bright young minds.

Dr. Daisy Owomugasho, a prominent figure in education and community empowerment, graced the occasion as a guest speaker. With a Doctorate in Economics and as the Chairperson of Ambrosolli Think Tank, she shared her insights and encouragement with the students. Dr. Owomugasho expressed her gratitude to the event organizers, particularly Dr. Mauda, for inviting her to be part of such a meaningful celebration.

In her heartfelt speech, Dr. Owomugasho emphasized the incredible possibilities that lie ahead for the students. She reminded them that they are growing up in a world full of opportunities and that their creativity and kindness are essential qualities to nurture. "Today, we celebrate your hard work, your creativity, and your kindness," she said, acknowledging the impressive performances that had already taken place.

Dr. Owomugasho encouraged the students to embrace mistakes as part of their learning journey. "Don't be afraid to try new things, ask questions, and explore the world around you," she advised, reinforcing the idea that curiosity and resilience are key to personal growth.

She also took a moment to appreciate the vital role of teachers and parents in shaping the lives of these young learners. "Your dedication and love make all the difference," she noted, recognizing the collective effort that goes into nurturing the next generation.

To inspire the students further, Dr. Owomugasho shared a powerful quote from Theodore Roosevelt: "Believe you can, and you're halfway there." This message resonated deeply, encouraging the children to have confidence in their abilities and dreams.

As the event concluded, the excitement in the room was palpable. The students were reminded that they are the stars of the day and that their potential is limitless. Dr. Owomugasho's closing remarks echoed with encouragement: "Keep shining, students! The world is yours to conquer."

The celebration not only highlighted the achievements of the students but also reinforced the importance of community support in education. It was a day filled with inspiration, laughter, and a shared commitment to fostering a brighter future for all. Congratulations to the students, teachers, and parents for making this event a resounding success.



President Opens Health Facility in Magere, a Kampala Suburb

On 2nd November 2025, the Chairperson CDI joined a multitude of people in the Official Opening of the Magere Health Facility, by HE the President of Uganda Yoweri Museveni. The event was attended by Local Government Officials, Health Stakeholders, Community Members and Media Representatives.

The event commenced with a ceremonial ribbon-cutting led by the President, symbolizing the official opening of the health facility. The President was welcomed by local leaders and community members, who expressed their gratitude for the new facility.

The Magere Health Facility is to be equipped with modern medical equipment and staffed by qualified healthcare professionals. It aims to provide a range of services, including maternal and child health, outpatient care, and emergency services.

In his speech, the President emphasized the importance of accessible healthcare for all citizens, particularly in rural areas. He highlighted the government's efforts to increase funding for health services and improve infrastructure. The President urged the community to utilize the facility and maintain it for future generations.

Local leaders discussed the anticipated positive impact of the health facility on community health outcomes, particularly in reducing maternal and child mortality rates. The facility is expected to alleviate pressure on nearby hospitals and provide timely medical care to the population. The President announced plans for further investments in health infrastructure and training programs for healthcare workers to ensure high-quality service delivery.

To Coterie, the opening of the Magere Health Facility marks a significant milestone in Uganda's healthcare journey. It reflects the government's commitment to improving health services and enhancing the well-being of its citizens. The facility is poised to play a crucial role in addressing health challenges in the region, and its success will depend on community engagement and support.

The opening emphasised the need for Continuous community awareness programs to encourage the utilization of health services; Regular maintenance and evaluation of existing facilities; and to ensure they meet the healthcare needs of the community.; and s strengthening partnerships between the government, NGOs, and community groups to enhance health service delivery.



Leading Women of Africa: Addressing Debt, Inequality, and the Development Dilemma

On 6TH November 2025, the "Leading Women of Africa" G20 Webinar brought together thought leaders, policymakers, and advocates to discuss pressing issues affecting the African continent. The session featured Dr. Daisy Owomugasho, the Executive Director of Coterie Development Initiative, who delivered an impactful presentation on the intertwined issues of debt, inequality, and the development dilemma facing Africa today.



Dr. Owomugasho opened her remarks by thanking the organizers for the opportunity to address such a vital topic: "The Issue of Debt, Inequality, and the Development Dilemma: Who Pays for Global Justice?" She painted a stark picture of the current global economic landscape, highlighting the alarming reality that the richest 1% hold more wealth than the bottom 95% combined. This disparity, she argued, underscores the urgency of addressing the burdens of debt on developing nations, particularly in Africa.

Drawing from her personal experiences growing up in Uganda, Dr. Owomugasho shared poignant stories that illustrated the devastating impact of debt on families. She recounted the harrowing tale of a woman in Kabale who, unable to repay a loan, disappeared, leaving her seven children behind. This narrative exemplified the broader crisis of debt that not only affects individual families but also reflects systemic issues within nations struggling under the weight of financial obligations.

With around 40% of Africa's population living in poverty, Dr. Owomugasho highlighted the continent's dire economic situation. She noted that Africa's total public debt ranges between \$1.18 trillion and \$1.8 trillion, with many countries facing unsustainable debt-to-GDP ratios. The implications of this crisis are profound,

particularly for marginalized groups such as women and youth, who are disproportionately affected by austerity measures and reduced public spending.

Dr. Owomugasho emphasized that women and youth are often the most vulnerable in times of economic instability. Cuts to essential services like education and healthcare exacerbate existing inequalities, leading to higher dropout rates among girls and limited access to reproductive health services. Youth unemployment continues to rise as governments prioritize debt servicing over job creation and skills development.

As the discussion progressed, Dr. Owomugasho called for meaningful dialogue on global justice. She posed critical questions regarding the role of international financial institutions (IFIs) in perpetuating inequality and the necessity of addressing the crippling debt burdens faced by developing nations. "Who pays for global justice?" she asked, urging participants to consider collective solutions that promote equity and shared prosperity.

Potential Solutions for a More Equitable Global Economic Order

To address the challenges posed by debt and inequality, Dr. Owomugasho presented several potential solutions:

- Debt Relief Initiatives: Implementing comprehensive debt relief programs to alleviate burdens on developing nations, allowing them to redirect resources toward essential services.
- Reforming International Financial Policies: Encouraging IFIs to prioritize social investments and sustainable development over fiscal austerity.
- Promoting Fair Trade Practices: Supporting fair trade to enhance access to global markets for developing nations, ensuring they retain more profits from exports.
- Strengthening Local Economies: Investing in local businesses and empowering communities to create resilient economies less reliant on external borrowing.
- Enhancing Global Cooperation: Fostering collaboration among nations to ensure a more equitable distribution of resources and responsibilities.

In her closing remarks, Dr. Owomugasho reiterated that the debt crisis in Africa is not merely a financial issue but a significant barrier to achieving global justice and equity. She emphasized the importance of embracing sustainable debt management practices, enhancing transparency, and fostering community engagement. By adopting the principles of Ubuntu economics—interconnectedness, community welfare, and shared prosperity—participants were encouraged to rethink global finance and work towards a more just and equitable future.

The webinar concluded with a commitment to ongoing dialogue and collaboration among stakeholders, reinforcing the idea that together, we can create a financial system that prioritizes the well-being of all, ensuring that the question of who pays for global justice becomes a collective endeavor.

As Dr. Owomugasho stated, "Let us actively work towards achieving global justice for everyone." The event served as a powerful reminder of the need for unity and innovative solutions in the face of complex global challenges.

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Musevenomics 2025: Uganda's Economic Future in Focus at Mestil Hotel Conference

Coterie Development Initiative represented by Dr. Owomugasho was privileged to attend the above 2 day conference in Kampala. Stakeholders from government, private sector, academia, and civil society convened at Mestil Hotel & Residences in Kampala on May 29, 2025, for the opening day of the Musevenomics 2025 Conference—a high-level forum designed to interrogate and chart the trajectory of Uganda's homegrown economic philosophy in an era of global disruption.

Organized by the Uganda Development Forum (UDF) under the theme “Sustaining Musevenomics: Navigating Uganda's Economic Future in a Disrupted World,” the two-day conference brought together some of the country's most influential economic minds to reflect on decades of policy experience, assess current challenges, and propose strategies to accelerate inclusive growth (New Vision, 2025; Watchdog Uganda, 2025).

Opening Sessions: Revisiting the Musevenomics Vision

The conference began with opening remarks from key figures including Prof. Augustus Nuwagaba, Deputy Governor of the Bank of Uganda, Hon. Matia Kasajja, Minister of Finance, and Gen. Caleb Akandwanaho (Salim Saleh), UDF Chairperson. Highlighting the historical evolution of Uganda's economic agenda, keynote speakers traced the roots of *Musevenomics* to President Yoweri Kaguta Museveni's 10-Point Programme, emphasizing its focus on grassroots wealth creation, macroeconomic stability, and structural transformation of the economy.

Dr. Fred Muhumuza of Makerere University Business School underscored that *Musevenomics* is “pragmatic, people-centered growth,” aimed at shifting Uganda from a low-income to a competitive middle-income economy—anchored in industrialization, value addition, and inclusive development.

Key Themes and Discussions

Across plenary sessions and panel discussions, participants tackled a range of issues shaping Uganda's economic prospects:

- **Value Addition & Supply Chains:** Experts highlighted the importance of deepening value addition in agricultural and mineral sectors to increase export earnings and rural incomes.
- **Cost of Doing Business:** Participants identified high transport, energy, finance, and regulatory costs as persistent bottlenecks to competitiveness.
- **Regional Integration:** Discussions emphasized Uganda's strategic role in East African markets and the importance of harmonizing trade policies to strengthen intra-regional commerce.

- **Macroeconomic Stability:** Panelists celebrated progress in stabilizing inflation and expanding infrastructure, noting that electricity generation and road networks have grown significantly since the 1980s.



Policy Proposals and Recommendations

The conference generated a set of actionable policy recommendations aimed at reinforcing the *Musevenomics* agenda:

- **Land Tenure Reform:** Calls were made to reform land markets to support

consolidation, unlock credit, and resolve tenure disputes.

- **Strategic Mixed Economy:** Advocates urged co-investment models between the state and private sector in key sectors.
- **Agro-processing Finance:** Participants emphasized impact-oriented financing models to scale local agro-processing enterprises.
- **Education and Skills Development:** Reforms in technical and vocational education were proposed to align skills with market needs.
- **Financial Market Deepening:** Measures to lower the cost of credit and increase domestic capital formation were highlighted.

Government Initiatives and Future Outlook

During the event, Prof. Augustus Nuwagaba reaffirmed that the Bank of Uganda plans to commence gold purchasing initiatives intended to formalize mining operations and support business reserves—a move expected to benefit traders and artisanal miners while bolstering national reserves.

The first day's deliberations set the stage for further discussions on May 30, when President Yoweri Museveni was expected to deliver the closing keynote, outlining bold policy directions aligned with Uganda's Vision 2040 and National Development Plan priorities.

Public Engagement and Reception

Social media engagement during the event reflected vibrant public interest. Observers praised the gathering as a platform for aligning national economic strategies with practical business realities, while commentators highlighted ongoing debates around youth unemployment, systemic reforms, and transparency in implementation.

Sustainability Plan Workshop for Community-Based Organizations at Essela Country Hotel

A Sustainability Planning Workshop for Community-Based Organizations (CBOs) was successfully attended by one of CDI staff at **Essela Country Hotel**, bringing together representatives from diverse grassroots organizations committed to advancing community development. The workshop was designed to strengthen the long-term viability of CBO-led initiatives by equipping participants with practical tools and strategies to sustain programme benefits beyond the lifespan of donor funding.

Workshop Objectives and Focus Areas

The primary objective of the workshop was to address one of the most persistent challenges faced by CBOs: **financial and institutional sustainability**. Many community organizations deliver impactful interventions but struggle to maintain operations once external funding ends. In response, the workshop focused on building internal

capacities that enable organizations to plan, adapt, and mobilize resources independently.

Key thematic areas covered during the workshop included:

Sustainability planning and integration into organizational strategy

Governance and leadership structures for accountability and continuity

Resource mobilization, fundraising, and diversification of income streams

Partnership development and stakeholder engagement

Monitoring, learning, and adaptation for long-term impact

Participatory Learning and Practical Application

The workshop adopted a **highly participatory approach**, combining presentations, group discussions, case studies, and hands-on exercises. Participants were guided through step-by-step processes to assess their organizational strengths, risks, and opportunities for sustainability. This enabled each CBO to contextualize sustainability planning within its mission, target communities, and operational realities.

Through facilitated group work, participants developed **practical sustainability plans** outlining clear actions, responsibilities, timelines, and potential funding sources. Emphasis was placed on realistic planning, encouraging organizations to align their ambitions with available capacities while identifying pathways for growth and innovation.

Strengthening Governance and Fundraising Capacities

A significant component of the workshop focused on **organizational governance**. Participants explored the roles and responsibilities of boards, management teams, and members in ensuring transparency, accountability, and compliance. Strengthened governance was highlighted as a critical foundation for building credibility with donors, partners, and communities.

In addition, sessions on **fundraising and resource mobilization** enhanced participants' understanding of diverse financing options, including grants, community contributions, income-generating activities, and partnerships with the private sector. CBOs were encouraged to move away from overreliance on single donors and adopt more resilient funding models.

Building Partnerships and Peer Learning

The workshop also served as a platform for **networking and peer learning**. Participants shared experiences, challenges, and best practices, fostering collaboration and mutual support among CBOs. These interactions strengthened partnerships and opened opportunities for joint programming, knowledge exchange, and collective advocacy.

Key Outcomes

By the end of the workshop, the following outcomes were achieved:

Development of **context-specific sustainability plans** by participating CBOs

Improved understanding of **organizational governance and leadership practices**

Enhanced **fundraising and resource mobilization skills**

Strengthened **partnerships and collaboration** among CBOs

Increased confidence among participants to sustain programmes beyond donor support



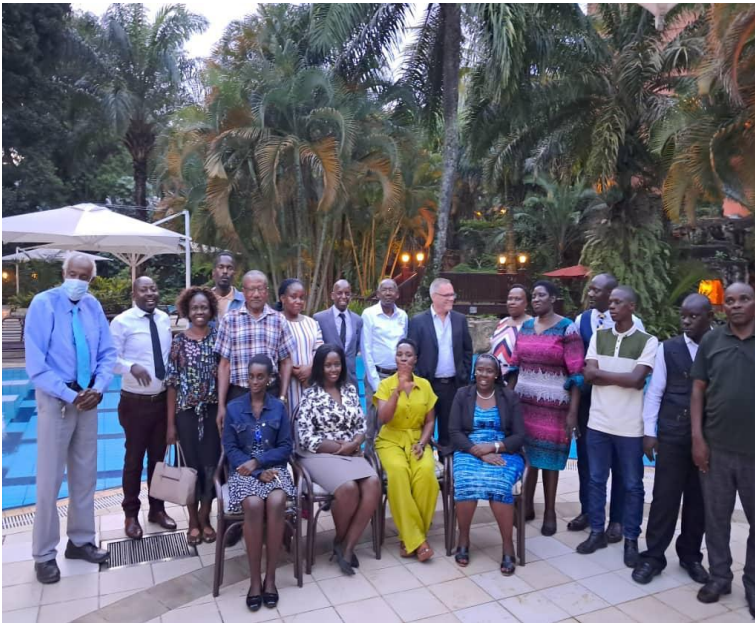
The Sustainability Planning Workshop at Essela Country Hotel marked an important step toward strengthening the resilience and effectiveness of Community-Based Organizations. By investing in sustainability planning, governance, and partnerships, the workshop contributed to building stronger institutions capable of delivering lasting impact in their communities. Continued capacity-building efforts and follow-up support will be essential to ensure that the sustainability plans developed translate into tangible, long-term results.

Chairing Ambrosoli Think Tank Activities

Achieving sustainable development in Uganda requires collaborative partnerships between local communities, government agencies, non-governmental organizations, and other stakeholders. By fostering these partnerships, it becomes possible to leverage collective resources, expertise, and knowledge to address complex development issues. When communities, government bodies, and organizations work together towards common goals, the impact of their efforts is amplified, leading to meaningful and lasting change. Coterie Development Initiative has been collaborating with Ambrosoli Think Tank for the past 3 years. Dr. Owomugasho is the current Chairperson of the Think Tank

Dr. Owomugasho interacting with the Nigerian Ambassador to Uganda in one of the Think Tank Meetings





A Journey Beyond the Office: Team Building at Lake Mbuoro National Park

Sometimes, the most meaningful teamwork is built far away from boardrooms and deadlines. This was the spirit that guided our team as we set off for a team-building retreat to **Lake Mbuoro National Park**, nestled in the heart of Western Uganda.

The Journey West: Setting the Tone

The journey itself marked the beginning of transformation. As the team traveled through rolling hills, open savannahs, and pastoral landscapes, conversations flowed easily, laughter replaced routine stress, and anticipation grew. The long drive became a shared experience—an early reminder that collaboration begins with connection.

Upon arrival at Lake Mbuoro, the scenery immediately worked its magic. The vast plains, acacia trees, and fresh air created a calm yet energizing atmosphere—perfect for reflection, bonding, and renewal.

Into the Wild: Learning from Nature

One of the highlights of the retreat was the **game drive through the park**, where the team encountered zebras, impalas, buffaloes, and other wildlife moving freely in their natural habitat. Watching animals coexist in balance offered a quiet but powerful lesson in adaptability, cooperation, and resilience.

As cameras clicked and smiles widened, the team experienced moments of awe and curiosity—moments that brought everyone fully into the present. Nature became both a classroom and a catalyst for deeper conversations about teamwork, leadership, and shared purpose.

Team Building Beyond Activities

Beyond the wildlife encounters, the retreat created space for **intentional team-building activities**, group discussions, and informal interactions. Whether gathered outdoors, walking together, or sharing meals, team members engaged in open dialogue, strengthening trust and understanding across roles and responsibilities. The relaxed setting encouraged authenticity. Titles faded, hierarchies softened, and genuine connections formed. Team members listened, learned, and laughed together—building bonds that extend well beyond the retreat.

Reflection, Renewal, and Reconnection

As the sun set over Lake Mbuoro, moments of reflection emerged naturally. The team paused to appreciate the journey, the environment, and one another. The retreat served as a reminder that productivity is deeply connected to well-being, and that strong teams are built not only through work—but through shared experiences. The natural beauty of the park offered clarity and inspiration, reinforcing the importance of balance, collaboration, and collective vision.

Returning Stronger

The Lake Mbuoro team-building experience was more than a getaway—it was an investment in people. The team returned refreshed, reconnected, and re-energized, carrying forward renewed commitment, strengthened relationships, and a shared sense of purpose.

As the photos capture, this journey was filled with smiles, movement, learning, and togetherness—a powerful reminder that when teams step away from routine and into nature, they often come back stronger.





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