



WATOTO WASOKA

ANNUAL REPORT 2024





TABLE OF CONTENTS

Message from the Board Chair.....	4
Message from the Executive Director.	5
ABOUT US.....	6
OUR COMMUNITY.....	8
Who we serve.....	8
The Challenge.....	8
OUR APPROACH.....	9
Key Statistics.....	10
Why Football?.....	11
WHAT WE DO.....	12
Health and well-being.....	13
Education and Leadership.....	15
Cross cutting issues.....	17
WORK DONE IN 2024.....	19
FAILURES, CHALLENGES AND LESSONS LEARNED.....	32
FINANCIAL OVERVIEW.....	33
GOVERNANCE AND ORGANISATIONAL DEVELOPMENT.....	35
PARTNERSHIP AND COLLABORATION.....	37
LOOKING AHEAD.....	39



Message from the Board Chair

Dear Partners and Supporters,

As Chair of the Board of Directors at Watoto Wasoka, I am honoured to share the progress we have made in advancing our mission to mobilise, educate, and empower children through football for development.

Let me begin by warmly welcoming our newly appointed Board members: Vivienne Mulema, Sheila von Hoerner, Henk van Stokkom, and Francis Mugoya. Together, they bring an extraordinary breadth of experience in health, finance, fundraising, and business development. I am proud to be working alongside such a dedicated and diverse team of professionals, united by a shared commitment to transforming the lives of children through football for development.

Over the past year, we have made meaningful strides in strengthening our governance, refining our strategic programming, and enhancing our operational capacity. We developed new policies to reinforce transparency, deepen accountability, and ensure that all our work remains rooted in the mission and values we hold dear. Looking ahead, our strategy is clear: to deepen our impact by integrating football into broader development outcomes; in health and education. Football remains at the heart of everything we do, whether through structured training for girls and boys, hosting big tournaments like the Slums Derby and the Christmas Camp, or transformative initiatives like Football 4 WASH, Building Resilience through Football (BUREF), and Play to Learn. Notably, our teams continue to offer pathways to academic opportunity and personal growth, with over 200 children accessing education through football-linked scholarships. Our 2024 Christmas Camp welcomed over 3,000 participants for a powerful week of sport, learning, and joy. We remain especially committed to expanding girls' participation through tailored events and safe spaces like the Women's Derby and the Girls' Christmas Camp.

We are humbled and proud that Watoto Wasoka received the 2023 Sport Impact Award for Best Sports and Health Initiative, a recognition of our commitment to improving youth mental health in Uganda's urban slums through our BUREF model.

In the years to come, we will continue to invest in strong partnerships with schools, community leaders, and global allies. Together, we can unlock the full potential of football as a tool for dignity, development, and inclusion.

Thank you for standing with us, for your belief, your partnership, and your enduring support.

Saumya Kailasapathy
Chair, Board of Directors

Message from the Executive Director



In my line of work, I am privileged to witness the joy of thousands of children each year. Children who want nothing more than to play. Many come from deeply underprivileged backgrounds, unaware of the incredible potential their passion holds to transform their lives.

Every day, my team and I set out with a shared purpose: to mobilise, educate, and empower underserved children in Uganda through the power of play. We believe, wholeheartedly, that play has the power to help young people lead healthier, more educated, and more productive lives. And every single day, we commit our time, energy, and resources to making that vision a reality.

I'm proud to reflect on what we achieved together in 2024. This was a year of bold experimentation, meaningful growth, and important lessons. We piloted play-based learning approaches in schools and deepened our mental health outreach across slum communities. Our signature events: the Women's Derby, the Slums Derby, and the Christmas Camp, continued to offer fun, friendship, and football for thousands of children.

A major milestone this year was the decision to host separate boys' and girls' Christmas Camps after five years of combined editions. The impact was immediate: more girls attended, reported feeling safer, and expressed strong enthusiasm to return. It was a powerful reminder that inclusion requires intentional design.

Of course, the year was not without its challenges. We faced significant resource constraints, especially in funding. But those limitations also became opportunities; to reflect, streamline, and refocus on what delivers the greatest impact. We embraced a "quality over quantity" mindset, knowing that to serve more children in the long run, we must first serve a few exceptionally well.

As we look ahead to 2025, our focus is clear: we will invest in strengthening our systems, deepening our impact, and accelerating organisational development. In that spirit, I am especially proud to welcome our newly appointed Board of Directors; a group of passionate and experienced individuals who will help guide our next chapter. I am honoured and humbled to serve alongside them.

To everyone who makes this work possible; our coaches, parents, supporters, donors, local leaders, partners, volunteers, and teachers; thank you! Your belief in our mission is the cushion of support that carries us forward.

And to the heart of our organisation, our staff at Watoto Wasoka, you are the reason this journey continues to be as inspiring as it is impactful. I am deeply humbled to lead this extraordinary team.

Francis Mugoya
Executive Director



About Us

Vision

A world where every child is empowered to lead healthy, educated, and productive lives, through the power of play.

Mission

To improve health and learning for underserved children in Uganda through the power of football.

Who we are

We are a youth-led Sport-for-Development (S4D) organisation based in Uganda. We envision a world where every child is empowered to learn and thrive through play. To achieve this, we create intentional opportunities for young people to live, play, and learn in safe and supportive environments.

Our core approach involves designing and implementing adapted football games, known as “drills”, to promote health and learning outcomes. We train and empower community coaches and teachers to serve as facilitators of these play-based sessions, which are led by children themselves. This is crucial for building local capacity, fostering community ownership, and ensuring long-term sustainability. Through this child-centred approach, we nurture safe, inclusive spaces where children gain confidence, leadership skills, and a strong sense of agency.

In addition to our play-based programming, we support access to education through our scholarship scheme and a range of physical education initiatives in local schools.

We also host some of the biggest youth football events in East Africa, if not the continent. Our recent Slums Derby brought together over 2,100 children, while the last Christmas Camp welcomed nearly 3,000 boys and girls from across Uganda.



Our Values



PEOPLE

Prioritising the development of every participant and team member.



INTEGRITY

Acting with honesty, transparency with participants and partners.



RESPECT

Upholding a culture of fair play, inclusion, and equality on and off the field.



FUN

Ensuring fun and enjoyment are at the heart of everything we do.

Our Community

Who we serve

We serve underserved children, ages 8 to 17 years, in low-income communities and urban slums in Uganda. These children face challenges in accessing education, healthcare, and social opportunities. We provide them with the opportunity to develop through play-based interventions that focus on health, education, and life skills to overcome these barriers and thrive.



The Challenge

Many children in the slums face significant barriers that hinder their growth and development ranging from physical and mental health, access to education and gender inequality. This significantly hinders children's development, with long-term impacts on their futures and communities.



Education barriers

About 34% of girls in Uganda are married before 18 and 25% face teenage pregnancy, leading to school dropouts¹. Cultural norms and financial pressures further hinder school attendance, especially for girls.

1 UNICEF Uganda (2022). National Strategy to End Child Marriage and Teenage Pregnancy.



Mental health challenges

Globally, 1 in 5 children experience anxiety or depression, with limited access to mental health care in Uganda, just 1 psychiatrist per 1,000,000 people.¹



Health and sanitation risks

In Uganda, 15% of children suffer from preventable diseases like typhoid and diarrhoea due to poor sanitation and unsafe water. Diarrhoeal diseases cause 20% of child deaths, with 33 children dying daily from preventable waterborne illnesses².



Gender inequality in sports

Fewer than 1 in 5 girls participate in sports due to cultural restrictions and lack of safe spaces, limiting their development and leadership opportunities.³

1 WHO (2022). World Mental Health Report

2 UNICEF Uganda (2022). WASH Programme Brief

3 UNICEF Uganda (2017). C4D Strategy for Adolescent Girls.

Our Approach

We use a play-based, peer-led development model, centred on football and play, to address the challenges facing children in Uganda's urban slums. Through football, we create a fun, engaging environment that fosters learning, personal growth, and social cohesion. Our programs are designed to:



Promote education

Offering school-based Play 2 Learn (P2L) sessions on literacy and numeracy, mentorship, and scholarships to improve learning outcomes.



Support mental health

Using the Building Resilience through Football (BUREF) programme to teach emotional regulation and coping skills.



Enhance health and hygiene

Integrating WASH and SRHR education into football drills to promote better sanitation and health practices.



Empower through play

Creating safe spaces for both boys and girls, breaking gender stereotypes, and encouraging leadership and teamwork.

Over **30,000** children impacted through football-based programs since 2016.



350+ local coaches and teachers have been trained in our play-based, peer-led model.



63% of participants report improved health, education, and life skills.



Independent evaluation shows that children are up to **7x** more able to take up health messages through our fun-filled, play-based approach than the related approaches.



At least **1,000** boys and girls have accessed education opportunities through various sports scholarships schemes and our WYLA Scholarship Scheme.



Key Statistics

Why Football?

Football is at the heart of everything we do, not just because it's a game loved by millions, but because it is a uniquely powerful tool for creating change in underserved communities. Here's why we use football to mobilise, educate, and empower children:



Low Cost

Minimal equipment, easy to play anywhere.

In low-income communities where access to formal sports infrastructure is limited, football offers a practical solution. A single ball can bring dozens of children together, and the game can be played with improvised goals or even barefoot. This simplicity allows us to reach more children at minimal cost, making football a scalable and sustainable platform for education, health, and social change.



Accessibility

Played in streets and open spaces, no facilities needed.

Football naturally fits into the environment where many of our participants live. From narrow lanes to dusty fields, the game adapts to the space available.

This means children don't need to travel far or pay to participate, they can engage right in their communities. That accessibility makes it ideal for delivering community-based programs like BUREF and Football 4 WASH, directly where the children



Identity

Builds teamwork and a sense of community.

Beyond the physical activity, football teaches life skills, cooperation, discipline, respect, and leadership. Children learn to win with humility, lose with grace, and work together toward common goals. These lessons are at the core of our play-based learning approach, helping young people develop the confidence, resilience, and identity they need to thrive both on and off the pitch.

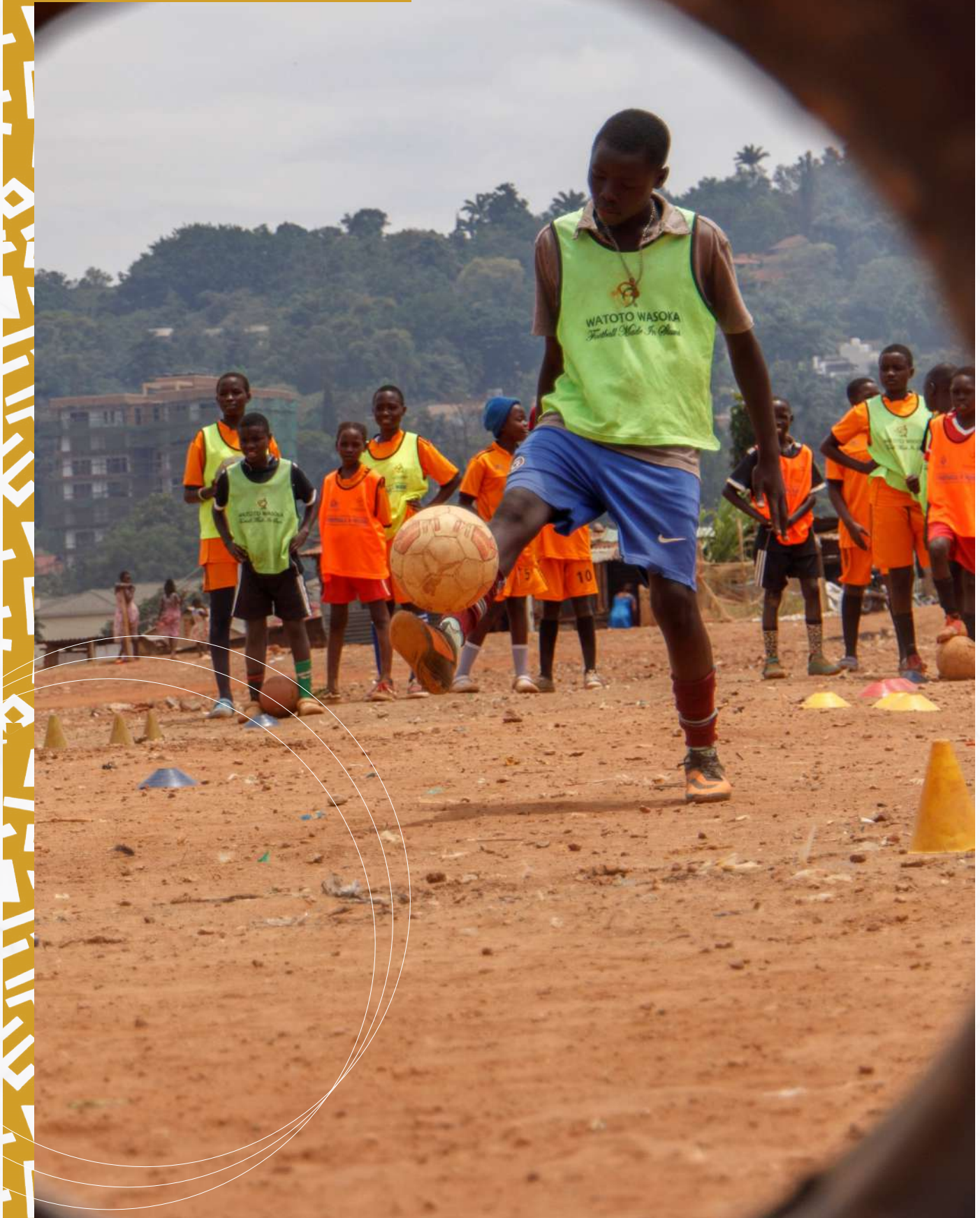


Popularity

Uganda's most popular sport, uniting communities.

Football is deeply embedded in Ugandan culture. It captures attention, inspires passion, and brings people together like nothing else. By using a sport that already resonates with children and adults alike, we are able to build trust quickly and engage communities effectively, whether through local leagues, school events, or mass gatherings like the Slums Derby and Christmas Camp.

What we do



Football 4 WASH (F4W)



Health & Well-being

Football 4 WASH uses football to create fun, engaging spaces for promoting Water, Sanitation, and Hygiene (**WASH**) education. Co-developed with **Viva con Agua**, it empowers young people to adopt healthy behaviours through play.

How it Works

Training of Trainers (ToTs): Coaches and teachers are trained to deliver **WASH** education sustainably.

Play-based workshops: Peer-led football sessions teach key **WASH** practices in an interactive way.

Menstrual health education: Sessions support girls with knowledge and resources to manage menstrual health confidently.

Community clean-ups: Youth-led initiatives foster sanitation, pride, and responsibility in communities.

Competitions: Football leagues promote **WASH** awareness, teamwork, and youth engagement.

BUREF (Building Resilience through Football)



Health & Well-being

BUREF tackles mental health challenges among vulnerable children in Uganda's slums by using football as a platform for learning resilience, coping strategies, and peer support. It de-stigmatises mental health and promotes community-driven solutions.

What makes BUREF unique?

By blending mental health education with sport, BUREF overcomes stigma and creates accessible, sustainable support systems within communities.

How it Works

Football as a platform: Mental health lessons are woven into football drills, making learning fun and relatable.

Play-based, peer-led sessions: Young leaders guide sessions on emotional regulation, stress management, and peer support.

Peer support networks: Safe spaces encourage children to share experiences and build emotional resilience.

Coaches and mentors: Trained community coaches double as mental health mentors, providing ongoing support and guidance.

WYLA (Wasoka Young Leadership Awards)



Education

WYLA Scholarships provide vital tuition support to children from Uganda's slums, helping them stay in school and pursue their dreams.

How it Works

Targeted support: Scholarships are awarded based on financial need and active participation in our health and football programs.

Community-led selection: Trusted community coaches identify and recommend deserving candidates.

Leadership focus: **WYLA** recognises students who show academic promise, leadership potential, and commitment to healthy living.

Impact:

WYLA breaks barriers to education, empowering young leaders to build brighter futures and break the cycle of poverty.

Play to Learn (P2L)



Education

At **Watoto Wasoka**, we use play-based Physical Education to boost learning outcomes, health, and life skills among vulnerable children.

Why P2L matters?

Children in underserved communities face barriers to education and physical activity. Our P2L programme uses fun, active sessions to enhance concentration, memory, and academic performance while encouraging school attendance.

How it Works

Safe and inclusive spaces: Activities are age-appropriate, inclusive, and gender-equal.

Holistic development: Sessions build physical fitness, leadership, teamwork, and resilience.

Structured PE sessions: Regular, school-based sessions integrate numeracy and literacy into play.

Training and evaluation: We train teachers and coaches, and monitor health, fitness, and learning outcomes to improve impact.

Gender equality and inclusion



Cross cutting issues

We champion gender equality by promoting equal opportunities for girls in football and education, challenging traditional norms, and empowering female participants.

How it Works

Girls' team: Over 60 girls in Lungujja participate in football and character development activities under our Sparta 09 girls' teams.

Girls' tournaments: Events like the Women's Derby and Girls' Christmas Camp, led by female coaches, break barriers to girls' participation.

Women's Derby: Launched in 2021, the Women's Derby is an annual football tournament celebrating International Women's Day. It brings together over 500 girls, coaches, and supporters to promote gender equality, showcase talent, and inspire societal change through football.

Access to Sport



Cross cutting issues

Our access to sport activities use football to inspire and develop youth, fostering leadership, social cohesion, and education.

How it Works

Sparta 09 Teams: With U-9 to U-17 teams, Sparta 09 builds champions on and off the pitch, producing alumni who represent Uganda at the national level. Founded in 2002, we focus on talent development, education, and career progression.

Christmas Camp: Uganda's largest youth football festival, bringing together 3,000+ children for a week of competition, workshops, and celebrations.

Slums Derby: A major football event held every May in Kampala's slums, uniting 2,000+ children for football, community, and fun.

Watoto Wasoka Leagues: Annual football league for boys aged 12–15, promoting social cohesion, community engagement, and health. Part of our health programs and WYLA.

Our Reach in 2024



3,186 children participated in our Christmas Camps



2,000+ children united through Slums Derby



720 youth supported with mental health through BUREF



Delivered Football 4 WASH in schools and communities



Launched our first-ever Girls' Christmas Camp with 410 participants

Major Highlights



Updated the BUREF mental health manual



Piloted play-based PE with KCCA Busega Community Primary School



Reached 20% more girls through intentional design of separate football events



Expanded training for 40 community coaches as peer facilitators



Strengthened governance with a new, expert-led Board of Directors

Learning Opportunities



Limited funding led to scaled-back programs

Monitoring and evaluation systems need further development

Growing demand tested our capacity, prompting a shift to “quality over quantity”

Looking Ahead to 2025



Launch therapy-informed BUREF model

Expand WYLA scholarships and Girls’ Football programs

Pilot the play-based learning model in more schools

Enhance MEAL systems and digitise operations

Strengthen local partnerships and diversify funding

Changing the game for Mental Health!

Mental health matters, especially for young people growing up in vulnerable communities!

⚽ This year, we trained 40 community coaches from 24 slum communities across Kampala and Wakiso through a Training of Trainers (ToT) program focused on mental health education through football. The training combined classroom sessions with on-field, play-based learning using the BUREF methodology.

⚽ We revised and strengthened our BUREF Training Manual: adding new drills, removing outdated ones, and incorporating additional resources to better support coaches and young people in their communities.

⚽ The updated BUREF Manual empowers coaches to deliver structured, play-based sessions that foster safe spaces for discussing mental health. Through every drill and every game, we are breaking stigma, building resilience, and transforming lives.

⚽ Already in use across communities, the BUREF Manual is enabling coaches to deliver peer-led mental health sessions that equip young people with practical tools to build confidence, resilience, and emotional well-being.

⚽ Impact:

720 young people aged 12–18 reached.

107 BUREF sessions delivered across communities.

78% of participants reported increased knowledge of mental health and greater confidence in handling life challenges.

Piloting play-based learning in Busega

Physical Education (P.E.) is a powerful tool for children's development in Ugandan schools, especially in Kampala. P.E. improves physical health, fosters teamwork, builds communication skills, and even boosts academic performance by enhancing memory and concentration.

In 2024, we piloted P.E. sessions at KCCA Community School in Busega, reaching over 200 students through 10 fun-filled, play-based life skills sessions, delivered together with lower primary teachers.

In 2025, we will work more intentionally with teachers to design sessions that strengthen numeracy and literacy skills through play.

Primary Schools League

Launched in 2016, the **Primary Schools League** engaged schools nationwide to offer sports scholarships and bursaries through football.

After the **8th edition** in 2024, we made the difficult decision to pause the league. Despite its success, growing numbers created challenges in screening, scheduling, impact verification, and finances, which affected our ability to maintain quality.

We sincerely thank all participating schools for their incredible support, especially the 96 schools that joined us in the 2024 season.



Womens Derby 2024



474 girls
(10 - 15 years)



34 girls' teams



180 goals scored



61 games played



In celebration of girls' football and International Women's Day 2024, in Busega:

WATOTO WASOKA

Coaching for Change

"As a grassroots coach, I've witnessed first-hand the transformative impact of **Watoto Wasoka's** programs from the Camps, Slums Derby, to the **Women's Derby**. These competitions have greatly boosted the performance and exposure of both my girls and boys, helping them sharpen their skills and grow in confidence. Because of these platforms, several of my players have earned bursaries to quality schools, while others have benefited from much-needed football attire like jerseys and bibs. The Wasoka Young Leaders Awards (**WYLA**) scholarship scheme has been a lifeline enabling many of my players to continue their education without financial strain.

Through the Life Skills Training Program with **ISA** where **Watoto Wasoka** recommended me to participate, I gained valuable knowledge and practical tools that have sharpened my ability to work more effectively with young children. The training equipped me with skills in communication, mentorship, emotional intelligence, and child-centered coaching approaches. It has strengthened my confidence as a coach and mentor, enabling me to create safer, more engaging, and supportive spaces where children can grow both on and off the pitch.

I'm especially excited about what's coming in 2025, particularly the expansion of health-focused initiatives like **BUREF** and **Football 4 WASH**. With such programs, we're not just shaping athletes we're raising healthier, more informed, and empowered young leaders in our **communities**."



Kagere Joan Eseri Mutebi – "Coach Joan"

1

Slums Derby 2024



32 girls' teams



96 boys' teams



2,013 children
participated (24% girls)



Sparta 09 (Boys U-13)
Dream Girls (Girls U-14)



From Kosovo to St. Noa , A Dream in Motion

For **Kilabila Angel Shalom**, affectionately known as “**Kibanda**,” the journey from the narrow streets of Kosovo to the gates of St. Noa Girls Secondary School, one of Uganda’s top institutions is nothing short of remarkable. Raised in a humble background, Kibanda’s passion and talent for football opened doors education alone could not.

Through the support of **Watoto Wasoka** and **Sparta 09**, she earned a full scholarship that now allows her to pursue both academic excellence and her football dreams in an empowering environment. A gifted midfielder with relentless determination, Kibanda is already making waves both on and off the pitch.

“It’s been quite a journey. I’m so thankful for this opportunity, I’ll keep pushing forward in both my education and football, Am happy to have also represented the school at the **CAF** schools championships in **Ghana**.” She Says With confidence.

Kibanda’s story is a powerful reminder of how sport can **change** lives, and why investing in girls’ potential remains at the heart of our mission.



Kilabila Angel Shalom “Kibanda”

2

Christmas Camp 2024/25

Our biggest and best camp yet! Over 800 children and 3,186 participants.

From thrilling matches to life-changing workshops, hearty meals, and even a camp disco, this year's camp was unforgettable!

Thank you to our incredible supporters, volunteers, and most of all, the amazing children who inspire us every day.



Alex Wafula – Learning, Leading, and Scoring Big!

*In the heart of Kampala's underserved communities, young leaders are emerging—not just with talent, but with vision. One such leader is Alex Wafula, a 14-year-old participant in **Watoto Wasoka's** programs who exemplifies the power of play-based learning to transform lives. In 2024, Alex stood out in more ways than one.*

*Academically, he was recognised as the **Best S.1 Student** at Mackay College, a testament to his dedication, discipline, and the positive reinforcement he receives through our education-support initiatives. While many children in urban slums struggle to stay in school, Alex's achievement is a powerful reminder that, with the right support, academic excellence is possible.*

*On the pitch, Alex had an unforgettable year. During the 2024 Christmas Camp in Jinja, he scored an astonishing **14 goals**, helping his team, **Sparta 09**, retain the U-15 trophy. His performance earned him the **Top Scorer** title and admiration from coaches and peers alike. But what sets Alex apart is not just his performance; it's his character.*

*In 2024, he volunteered at the **Slums Derby** in Buziga, helping organise games, mentor younger players, and ensure a safe, inclusive environment for everyone. Beyond that, Alex has taken on a leadership role in his own community, facilitating peer-led, play-based learning sessions for younger children. These sessions, rooted in the **Watoto Wasoka** model, help kids learn life skills, build friendships, and find joy through football. For Alex, football is more than a game. It's a platform to learn, lead, and uplift others. And for **Watoto Wasoka**, Alex represents what is possible when children are given the tools, trust, and opportunities to thrive.*

*"I've learned to believe in myself, on the field and in school. Now, I want to help others believe in themselves too." Through the support of our partners and community, stories like Alex's are not the exception, they are the **future** we are building.*

3



Alex Wafula

Girls' Christmas Camp 2024

At the first-ever Girls' Christmas Camp hosted at Emirates College, Nkoowe (Wakiso), we welcomed 410 girls from 34 teams for a weekend of football, friendship, and learning. Congratulations to Arrows U-15s and Azteks U-13s, and a big shoutout to Katwe Titans U-15s and Arrows U-13s for an incredible performance!



Mercy Nabulobi – Championing girls' empowerment through football

In May
2024, we proudly welcomed
Mercy Nabulobi as our new Girls Programme
Officer, bringing with her not just a wealth of experience,
but a deep, personal commitment to empowering girls through
sport and inclusion.

Mercy is no stranger to the pitch, or to leadership. A decorated player, she
won both top-flight women's domestic football league title and the Uganda Cup
with Uganda Christian University (UCU), where she also earned her bachelor's degree in
accounting.

Beyond her achievements as a player, she has emerged as a powerful advocate for women and girls
in sport, co-founding the Women in Football Uganda (WIFU) initiative to help increase access, and
break down barriers to girls' participation in football within her community.

With a CAF C coaching diploma and years of hands-on experience, Mercy brings credibility, empathy, and
strategic vision to our programs. Her core focus is to ensure that gender inclusion is embedded in everything
we do, from planning and policy to pitch-side coaching. As our safeguarding focal point, she also ensures
that all participants, especially girls, engage in safe, supportive environments where they can grow with
confidence.

Since joining the team, Mercy has become a trusted presence both on and off the field. She has contributed
significantly to strengthening our girls' football initiatives and is playing a key role in developing new
pathways for girls' leadership through sport. "I don't want to just see more girls playing, I want to see
more girls leading, influencing, thriving on and off the pitch and transforming their communities," says
Mercy.

When she is not coaching or mentoring girls, you'll likely find Mercy cheering on her former
team, the UCU women's team, never far from the game she loves and always close to the
girls she inspires.

As we look to the year ahead, Mercy is leading efforts to expand mentorship
opportunities, grow our grassroots outreach, and ensure that girls'
perspectives are shaping our future.

4



Mercy Nabulob



Organisational Challenges and Lessons Learnt

Funding Gaps and Sustainability

We faced significant funding challenges throughout the year, exacerbated by donor fatigue and limited success in securing new grants. As a result, several key programmes, such as WYLA and Football 4 WASH, remained underfunded, limiting their reach and potential impact.

Program Constraints and Adaptations

Our Monitoring and Evaluation (M&E) systems and data collection practices are still not at the level we aspire to. Tracking outcomes effectively remains an ongoing area for improvement. The increasing number of participants compared to the resources available created a strain on the quality of service delivery, forcing us to rethink and adapt our approach.

Innovations and Solutions

We piloted Physical Education (P.E.) sessions to support education outcomes, combining active learning with academic skills development.

We revised the BUREF Training Manual, incorporating feedback and lessons learned from earlier implementations to better address mental health needs through football.

The Primary Schools League was suspended due to the rapidly growing number of participants, which exceeded the resources available to maintain quality standards. This decision reflects our commitment to prioritizing quality over quantity.

Lessons Learnt

Less is more. We continue appreciating that prioritising quality over quantity is critical. To support as many children as possible in the long term, we must first refine and perfect our support systems for a smaller group. Deep, meaningful impact and excellence in delivery are the foundations for sustainable, scalable change.

Strengthened governance. With the appointment of a new Board, we have enhanced governance, leadership, and organizational capacity, drawing on new expertise and experiences to guide our next stage of growth.

Financial Overview

In 2024, we remained committed to transparent and responsible financial stewardship, ensuring that every resource directly contributed to our mission of empowering young people through football.

Revenue and Funding Sources:

Our funding came from a diverse mix of grants, sponsorships, and individual donations. While we faced challenges with donor fatigue and competitive proposal processes, we are grateful to all our partners and supporters who stood with us.

Program Expenditure Breakdown:

We prioritised direct program delivery, with the majority of our spending directed towards health, education, and sports-based initiatives. A smaller proportion covered administrative and operational costs, reflecting our lean and impact-focused approach.

Transparency and Accountability Measures:

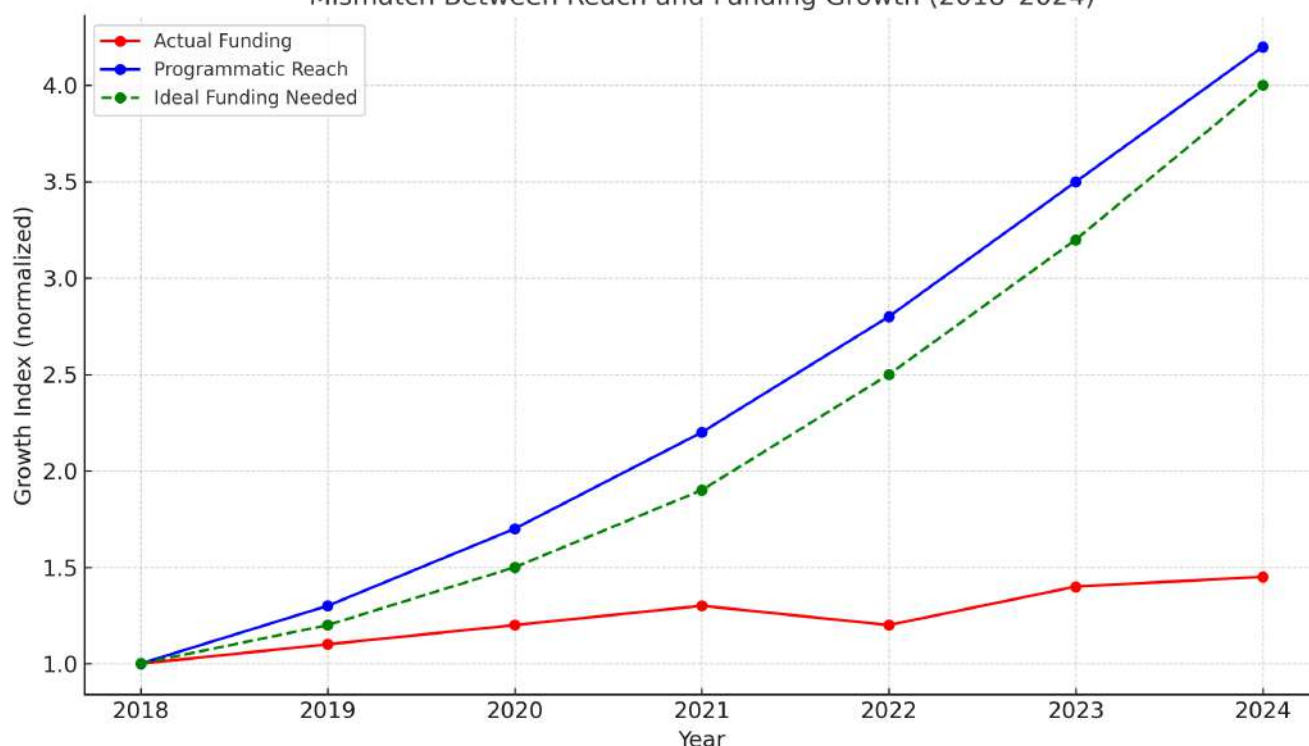
We strengthened our internal controls and reporting systems, ensuring timely financial tracking, regular audits, and donor reporting. Our commitment to transparency remains central to building trust with all stakeholders.

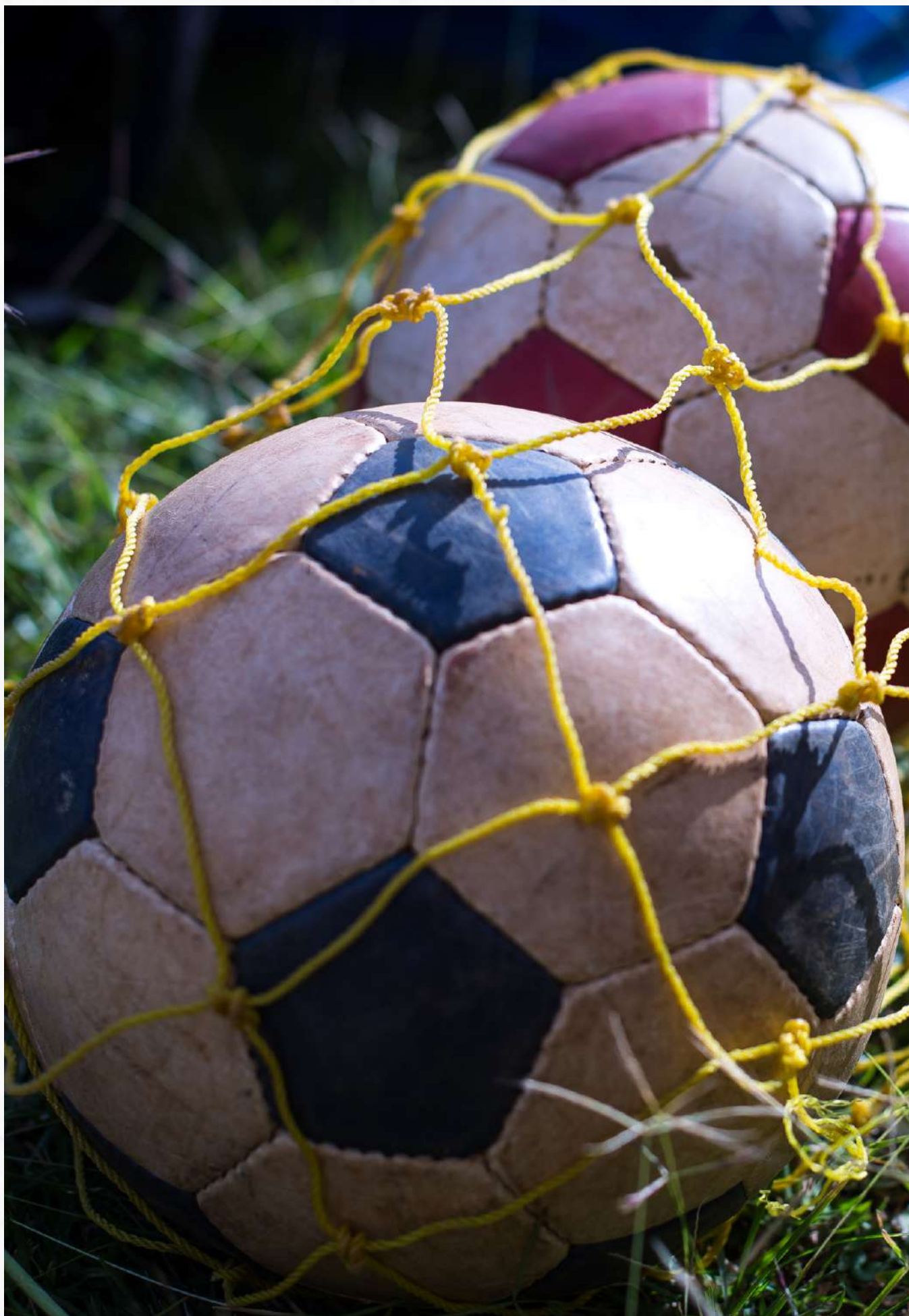
REVENUE ⁵	Amount (UGX)
Grants	405,868,000
Corporate Giving	28,345,000
Donations	42,240,000
Teams and subscriptions	32,300,000
Others	40,437,200

Net Surplus / (Deficit) = 14,133,171 UGX (Deficit)

EXPENSES	Amount (UGX)
Programme Costs	283,749,900
Access to Sport	133,903,500
Marketing and Fundraising	1,800,000
Administration	20,530,000
Personnel	119,748,000
Other costs	3,954,300
Total Expenses	563,685,700

Mismatch Between Reach and Funding Growth (2018–2024)





Governance and Organisational Development

Strong leadership and a motivated team are the backbone of our impact. In 2024, we invested in strengthening our governance and building a resilient, skilled team.

Team Growth and Capacity Building:

Throughout the year, we focused on building internal capacity through staff training, mentorship, and volunteer engagement. Our team grew stronger in both skill and cohesion, with community coaches and young leaders playing increasingly central roles in program delivery.

Recognising Our People

We are deeply grateful to our team: staff, volunteers, coaches, and emerging young leaders, for their tireless commitment and passion. Their daily efforts bring our mission to life and continue to shape a better future for the children we serve.

Board and Leadership Updates:

At the end of 2024, we successfully recruited a new Board of Directors, bringing on individuals with expertise in health, finance, and sustainable development. While the board officially began its work in early 2025, their recruitment marks a key milestone in enhancing our governance and strategic oversight.



Our Board of Directors

Watoto Wasoka is supported by a diverse and experienced Board of Directors committed to transforming the lives of children through play, football, and education.



Vivienne Mulema
Board Member

Vivienne Mulema is a pharmacist with over 15 years of global health experience across Africa and Asia. She specializes in strengthening healthcare systems and improving access to essential medicines and diagnostics, particularly for women and children.



Sheila von Hoerner
Board Member

Sheila von Hoerner is a renewable energy and circular waste management expert with over a decade of experience in Africa. She has led sustainable energy projects across East and Southern Africa and brings expertise in stakeholder engagement and investment facilitation.



Henk van Stokkom
Board Member

Henk van Stokkom is a financial advisor with deep experience in philanthropic investment. He has held leadership roles in the financial sector and served on multiple nonprofit boards, supporting projects for vulnerable children globally.



Francis Mugoya
Board Secretary

Francis Mugoya is the co-founder and Executive Director of Watoto Wasoka. He has over 10 years of experience in sport for development and community engagement, leading programs that reach thousands of slum children each year.



Saumya Kailasapathy
Board Chair

Saumya Kailasapathy has over 20 years of experience in finance, including development financing. She brings strategic leadership and a strong commitment to social impact, especially in creating opportunities for underserved children.

PARTNERSHIPS and COLLABORATIONS

- *Key funders and partners (recognition of supporters)*

Hosting the Uganda National NGO Forum (UNNGOF)

We were honoured to host colleagues from the Giving for Change Programme Partners, led by the Uganda National **NGO Forum (UNNGOF)**.

Participants from Kenya, Tanzania, Ghana, Uganda, Mozambique, Ethiopia, and Burkina Faso joined us for an exchange of ideas, learning sessions, and a special on-field **Football 4 WASH** event with pupils from KCCA Busega Community School.



PARTNERSHIPS and COLLABORATIONS

dioraphte



**COMMON
GOAL**



FORMERLY LION'S HEAD GROUP



**German Christmas
Market in Kampala**

LOOKING AHEAD

As we reflect on our achievements in 2024, we step into 2025 with renewed energy, strategic clarity, and an unwavering commitment to using football as a force for change. The coming year presents opportunities for deepening impact, strengthening systems, and expanding our reach across health, education, and youth empowerment.



Enhancing programme impact and learning

We aim to strengthen our Monitoring, Evaluation, Accountability and Learning (MEAL) systems across all programs to improve evidence-based decision-making, learning, and storytelling. Special emphasis will be placed on refining our theory of change and aligning outcomes with national development plans and global SDGs.



Organisational development and staff well-being

We will continue investing in staff training, improved remuneration, and well-being initiatives to promote a motivated, high-performing team culture. Board engagement will also be strengthened to enhance governance and strategic oversight.



Sustainable resource mobilization

In 2025, we will continue to diversify our funding sources through local and international partnerships, online giving platforms, corporate engagement, and targeted grant applications. We also plan to implement a donor stewardship plan and improve fundraising capacity across the organisation.



Upcoming Initiatives in 2025

Upcoming initiatives include the expansion of the WYLA scholarship programme, working with development partners to pilot a P.E curriculum in public schools, developing a therapy-informed BUREF model, and organising key football events like the Women's Derby, Slums Derby, and Christmas Camps.

In 2025, we are committed to bold, responsive, and inclusive action, reaching more young people, improving their outcomes, and strengthening our systems to sustain growth. We are deeply grateful for the support of our partners and look forward to building an even stronger impact together.



in @watotowasoka

22, Ssemwezi Kaggwa Road
Nabisasiro Village, Lungujja
P. O Box 133 167 Kampala – UGANDA
Tel: +256779430540 / +256 757 144 074
Email: info@watotowasoka.ug
Website: www.watotowasoka.ug