



# GLOBAL REPORT 2024



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# LETTER FROM THE EXECUTIVE DIRECTOR



Dear friends, partners, collaborators, boys, girls, and communities of 'Fútbol Más':

With immense pride and enthusiasm, I share with you this Fútbol Más Global Annual Report, an opportunity to put our organisation's presence in the world into perspective and do so while recognising the challenges that guide us towards the future. This document marks a milestone in our 17-year history, uniting the pieces of a collective dream that transcends borders, cultures, and communities.

2024 was a challenging year full of learning. We consolidated our presence in Latin America, Africa, and Europe, in communities that have welcomed us for years. In some cases, we had to conclude cycles in places we will always hold in our hearts. In others, we were able to get to new regions and cities in the countries where we operate, allowing us to expand our reach. Finally, we were able to reconnect with new territories and partners who share our dream of creating protected spaces for children, promoting their well-being and connecting with their communities through play and sport.

These experiences have allowed us to recognize not only the magnitude of the intervention, but also the enormous responsibility this entails, which must go hand in hand with rigorous processes that meet the regulatory frameworks of our alliances and the countries where we operate.

We have begun working on a comprehensive compliance strategy, adjusting and strengthening internal and external processes to meet the standards of those who trust Fútbol Más and the contexts in which we operate. This is just one more step in our mission to offer quality, adaptable, and child-centered social programmes.



This year helped us define new guidelines that will guide us through 2030, where we will seek to be recognised as a pioneering organisation in the world of civil society, while also increasing our global presence. We want to make the Fútbol Más methodology, based on the 'Sport for Development' strategy, an option for protecting and promoting the well-being of all children, regardless of their origin or geographic location. To this end, we have established seven cross-cutting pillars: collective and global dreams, adaptable and high-quality social programmes, people, rigorous and transparent processes, innovation and technology, financial sustainability and impact, relationships, and inspiration.

We invite you to explore these pages, where you will find information, data, and results that reflect the work of the entire team around the world, which day after day carries out programmes that directly benefit the lives of thousands of children and young people. You will also connect with images and dreams that illustrate who we are today, always thanking those who have been part of this journey.

Finally, we will reflect on the most relevant milestones of the year, as well as the news and impactful events in which we had the honour of participating. In every country, team, and programme, we are sustained by a collective spirit, embodied in the Green Card, which puts respect, joy, creativity, teamwork, and responsibility first. Likewise, it is at the service of those who are part of this global family, which we strive to keep growing. Because, as we always say, "Fútbol Más once, Fútbol Más for life."

Thank you for joining us on this journey. The trust you all have placed in us inspires us to dream and continue working for the development and protection of children around the world, because we believe that sport can transform reality.

---

**GUILLERMO ROLANDO**

**Global Executive Director and Co-Founder of Fútbol Más.**



# GLOSSARY

## KEY CONCEPTS

### **SPORT FOR DEVELOPMENT:**

Intervention strategy that uses sport and physical activity as tools to achieve social, educational and community development goals. It is based on the potential of sport to generate positive changes beyond physical or competitive performance.

### **SOCIO-SPORTS METHODOLOGY:**

Pedagogical structure and social intervention that organizes and guides sports activities with educational purposes. It seeks to generate meaningful and transformative learning in community contexts, promoting values, life skills and meaningful bonds through planned sports dynamics.

### **LIFE SKILLS:**

Set of socio-emotional competencies (confidence, empathy, self-regulation, etc.) that strengthen people's resilience and development.

### **SOCIO-SPORTS SESSIONS:**

Activities carried out with children and young people that integrate sports contents and socio-emotional learning.

### **SOCIO-SPORTS EVENT:**

Community activity that combines sports practice and competition with social and educational dynamics, designed to promote values, social skills and personal and social development goals.

### **GREEN CARD:**

Fútbol Más' pedagogical tool that reinforces positive behaviors, based on positive psychology and growth mentality.

### **RESILIENCE PROCESSES:**

Set of individual and social dynamics that allow girls, boys, young people and communities to adapt positively in the face of adverse situations, developing skills to overcome difficulties and strengthen their well-being.

### **PSYCHOSOCIAL APPROACH:**

An intervention perspective that simultaneously considers individual factors (emotional, cognitive) and social contexts (family, community, environment) that influence the well-being of children and young people.

### **% MATCH:**

percentage of match between the sample evaluated in pre-test and post-test.

DESCRIPTION  
OF THE  
EVALUATION  
TOOLS USED

INSTRUMENT	DEFINITION
WHO-5	“World Health Organization - 5” Well-being Index (5-item questionnaire) developed by the World Health Organization that assesses people’s overall level of well-being. Applied in pre- and post-intervention.
APAL-Q	“Assessment of Physical Activity Levels Questionnaire” Questionnaire that evaluates people’s levels of physical activity (type, frequency, intensity and duration)
QUESTIONNAIRE “EMOCIONES PRIMERO”	Questionnaire developed by Education 2020 that evaluates the development of life skills or socio-emotional skills.
ATTITUDES TOWARD CONFLICT SCALE	Scale that measures a person’s attitudes towards conflict
CHINESE POSITIVE YOUTH DEVELOPMENT SCALE	Survey that evaluates positive development of young people, including aspects related to resilience, social skills, and emotional competencies.
KIDS COPING SCALE	Scale that evaluates the ability of children to deal with their problems and emotions and to seek social support.
FÚTBOL MÁS SCALES	Instruments adapted or created by Fútbol Más’ area of Monitoring and Evaluation to measure specific concepts



# ABOUT FÚTBOL MÁS

Fútbol Más was founded in Chile in 2007 with the goal of promoting the well-being of children and young people, strengthening their resilience, meaningful bonds, and community cohesion through play and sport. Fútbol Más's social programmes are based on the 'Sport for Development' strategy, which seeks to build protected spaces for children and thus collaborate in transforming the lives of children and their communities.

To implement its social and sports programmes, Fútbol Más is embedded in the heart of neighbourhoods, schools, camps, and residences with one sports professional and one social professional. Each of these professionals plays a key role in programme development: the former implements sport-based strategies with children and young people, while the latter facilitates psychosocial support and community outreach.

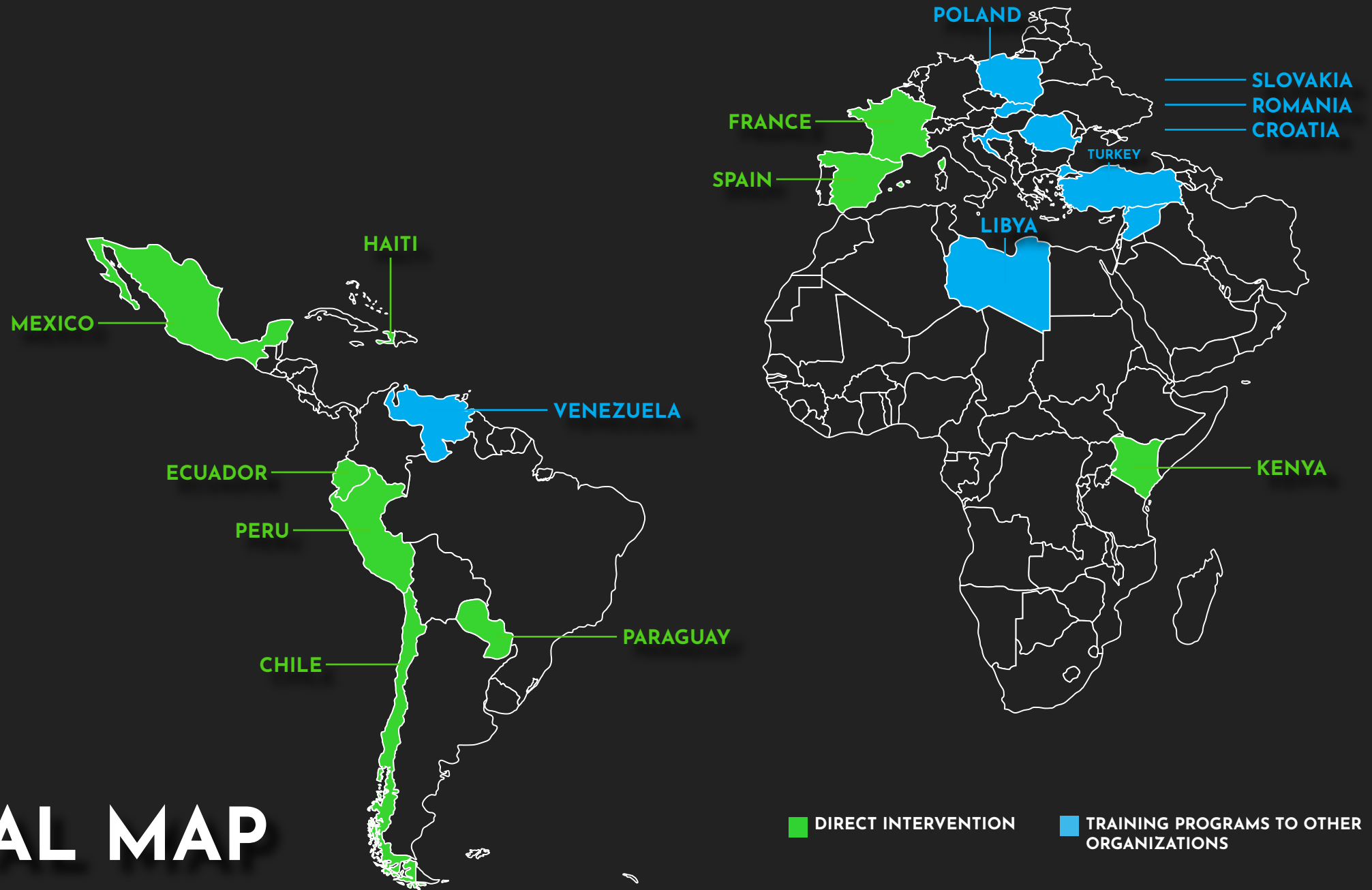
These programmes seek to promote life skills in girls and boys, while empowering communities so they can maintain protected spaces for children in their communities.

One of the main focuses of the Fútbol Más methodology is to educate based on the strengths of each child, highlighting their abilities and the potential of their communities. To make this positive-focused philosophy tangible, the Green Card was created. This is a pedagogical tool that doesn't expel, punish, or admonish, but rather rewards and promotes prosocial behaviors in children, youth, and adults. In this way, the development of more empowered citizens and more cohesive communities is encouraged.

From the South of the world...

What began with four neighbourhoods in Chile ended up scaling into an intervention that has reached more than 180,000 children and adolescents with the Green Card philosophy. From the most rural areas of Chile and Peru to refugee camps in East Africa, passing through the borders of Mexico and neighbourhoods of Seville and Paris, to name a few of the places where the ball continues to roll and bring smiles to children and their communities. This growth has allowed us to continue perfecting the social and sports methodology and multiply the reach of Fútbol Más globally.

During 2024, Fútbol Más was present in 7 countries with direct implementation, with an office in each, and in 6 other countries through training programmes for local organizations. The different programmatic lines allow us to intervene by adapting the methodology to different contexts, needs, and realities, always with the certainty that sport can transform reality.



# WHAT DO WE DO?

Fútbol Más creates protected spaces for children, using sport and play to promote their well-being and their connection to their communities.

The methodology developed by Fútbol Más integrates sports content with socio-emotional content in sessions called socio-sports sessions. Each session seeks to combine sports content with socio-emotional content. This is how each session aims to develop key skills: self-esteem, recognition and expression of emotions, self-regulation, and assertive conflict resolution, for example.

In its 17 years of existence, Fútbol Más has adapted its socio-sports methodology to different intervention contexts, shaping a diverse programme that allows it to bring sport and physical activity to more places around the world.





## FÚTBOL MÁS PROGRAMMES ARE ORGANIZED AS FOLLOWS:



### NEIGHBOURHOOD PROGRAMME:

The Fútbol Más methodology is implemented directly on public pitches in communities through socio-sports sessions held several days a week with children and young people. Participative eventsory opportunities are also created with families and various neighbourhood stakeholders to strengthen community cohesion and create safe spaces for children.



### SCHOOLS PROGRAMME:

The Schools is programme seeks to promote the development of life skills in children and young people in school settings through social and sports sessions and meetings, usually within physical education classes. The programme also Additionally, we works with teachers and educational teams to strengthen healthy coexistence within school communities and provide tools for social and emotional care for school professionals and the creation of safe spaces for children.



### CARE CENTRES PROGRAMME:

This programme applies the socio-sports methodology to the institutionalised context of child protection residences. It seeks to develop life skills and promote the recognition of children's rights through the implementation of socio-sports activities focused on their comprehensive development.



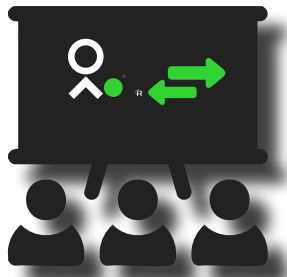
### MOBILITY PROGRAMME:

This programme is designed to address the needs of migrant, refugee, or displaced children and youth, along with their caregivers. It seeks to promote spaces of well-being and support the inclusion process in the host country.



### NATURAL DISASTERS PROGRAMME:

This programme uses sport and play as tools to strengthen children's resilience after a natural disaster. It also contributes to the mitigation of biopsychosocial risks that can affect children in crisis contexts.



### CAPACITY BUILDING PROGRAMME:

This programme consists of training other humanitarian or sports organizations in the use of the Fútbol Más methodology. Their professionals are provided with knowledge and practical tools so they can apply them in their own intervention contexts.





# EXPERIENCES AND RESULTS FROM 2024



CHILE

>

PROGRAMME START:  
2008

>

NUMBER OF REGIONS:  
10

>

REACH:  
4.934  
CHILDREN AND YOUTH





2024 was a key year for Fútbol Más in Chile, reaffirming the power of sport as a tool for social transformation. Evaluations conducted throughout the year reflected a positive impact on children’s well-being and development, consolidating the socio-sports methodology that Fútbol Más seeks to implement in the region.

The driving force behind these achievements was a passionate team, dedicated to improving the quality of the programmes and, thanks to their efforts and those of the communities, strengthening the intervention in 10 regions of the country, increasing the participation of children, youth, and their communities.

It was a year in which two key programmes were consolidated: Neighbourhoods and Schools, which represent 95% of the intervention in Chile and reflect Fútbol Más’ commitment to creating protected and safe spaces for children, while also promoting healthy school climates in educational establishments.

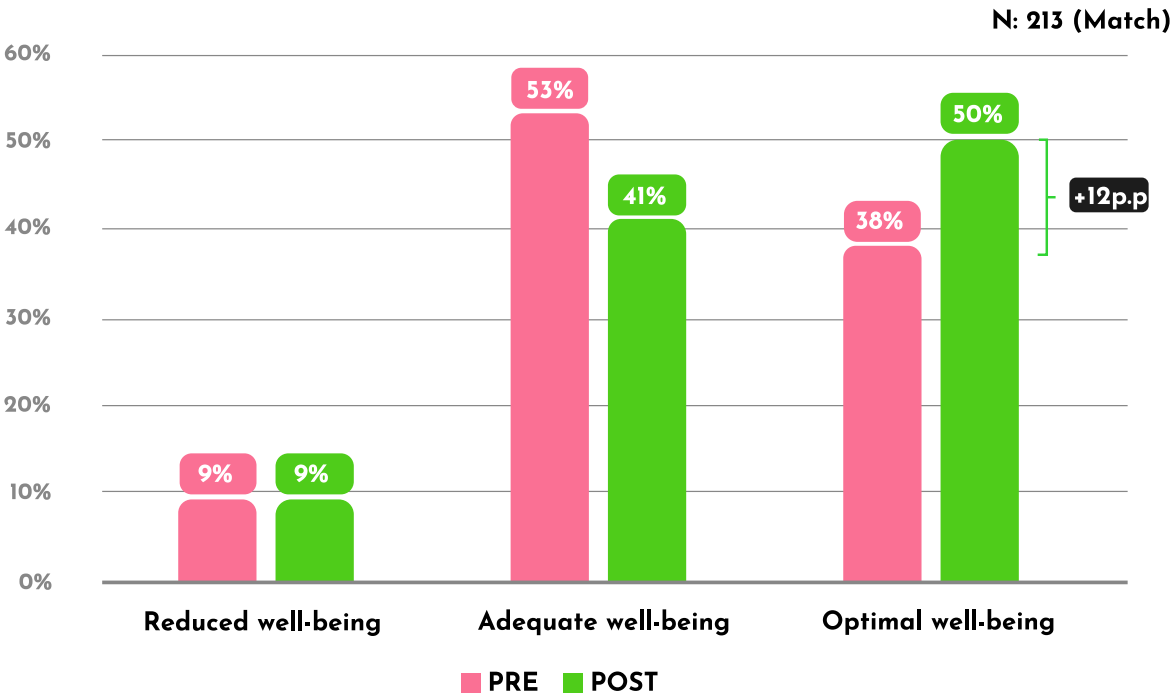
In addition, the Care Centre Programme was implemented again in the Biobío Region, which allowed for the development of concrete actions for the well-being, protection, and defense of the rights of children and young people in state-run residential care.

Fútbol Más, through its programmes, seeks to improve the well-being of children, young people, and their communities by promoting the development of life skills, encouraging physical activity, improving mental health, and generating meaningful connections and learning for its participants.

The results of the Neighbourhood Programme in Chile show notable improvements in physical and mental health, as well as in the development of life skills.

In Chilean neighbourhoods, a significant improvement was observed in the mental health of participating children. The results show a 12-percentage-point increase in the “Optimal Well-being” category between the start and end of the programme, which corresponds to the ideal category of the WHO-5 instrument.

Evolution of the well-being of participating children between the beginning and end of the Neighbourhood Programme in Chile (2024), assessed using the WHO-5 instrument



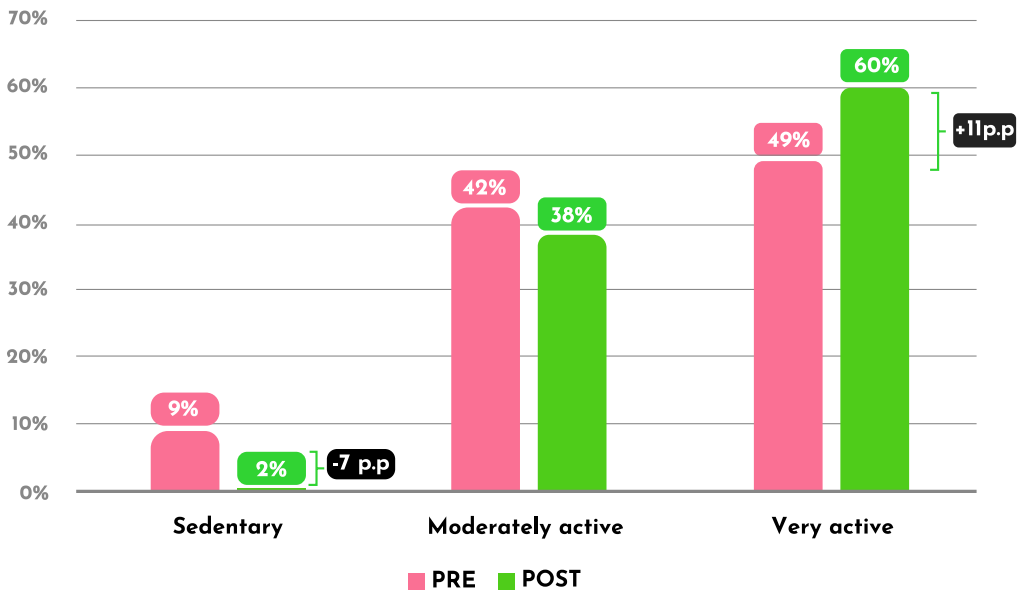
The Neighbourhood Programme seeks to strengthen participants’ resilience through the development of life skills. During 2024, children and young people showed improvements in all the skills assessed, with particularly notable improvements in their emotional regulation skills (+10.4 points), emotional awareness (+8.4 points), and self-concept (+7.6 points).

Evolution of the life skills of participating children between the beginning and end of the Neighbourhood Programme in Chile (2024), assessed using the “Emociones Primero” Questionnaire developed by ‘Educación 2020’

LIFE SKILLS	PRE	POST	EVOLUTION
Relational skills	83,8	88,3	+ 4,5 pp
Social awareness	80,8	86,7	+ 5,9 pp
Recognition of emotions	70,4	78,8	+ 8,4 pp
Auto-concept	71,6	79,2	+ 7,6 pp
Emotional control	61	71,4	+ 10,4 pp
Goals Management	78,9	85,9	+ 7 pp
Responsible decision-making	75,1	81,6	+ 6,5 pp

Another objective of the Neighbourhood Programme is to promote physical activity and reduce sedentary behaviour among participants. The 2024 results indicate that in neighbourhoods where Fútbol Más implemented its program, the proportion of children considered “very active” increased by 11 points—that is, those who engage in physical activity between three times a week and almost every day. Similarly, the “Sedentary” category decreased by 7 points, with only 2% of children reporting low levels of physical activity at the end of the programme.

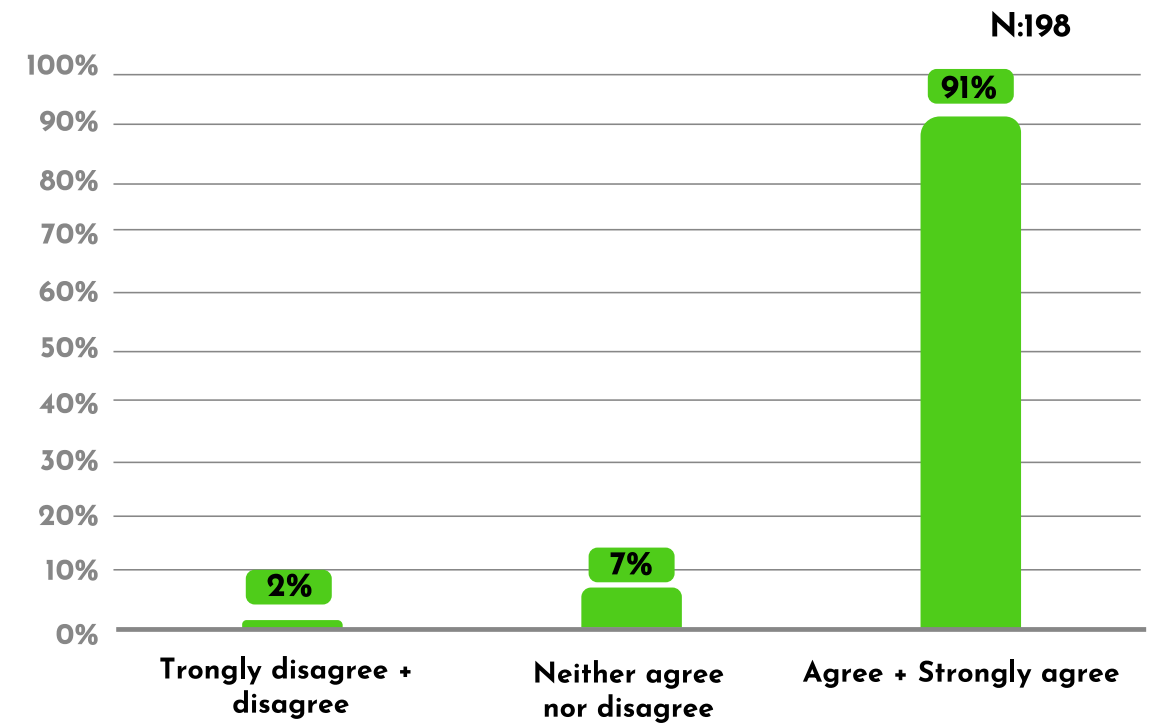
Evolution in the physical activity level of participating children between the start and end of the Neighbourhood Programme in Chile (2024), assessed with the APAL-Q instrument.



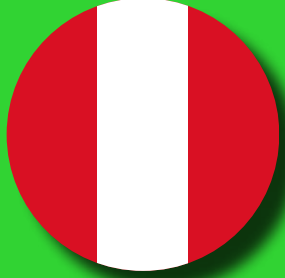
The Fútbol Más Schools programme works to improve school coexistence and strengthen personal and social development indicators, a set of indices that assess students' personal and social development. Improvement in these areas reinforces the socio-emotional growth of participants.

Regarding the work focused on improving school coexistence, the results show that 91% of teachers consider the Fútbol Más Schools programme to be a positive contribution to school coexistence. This result reflects high satisfaction and support for the programme among participants.

**Teacher responses to the statement "I consider the Fútbol Más programme to be a contribution to school coexistence."**





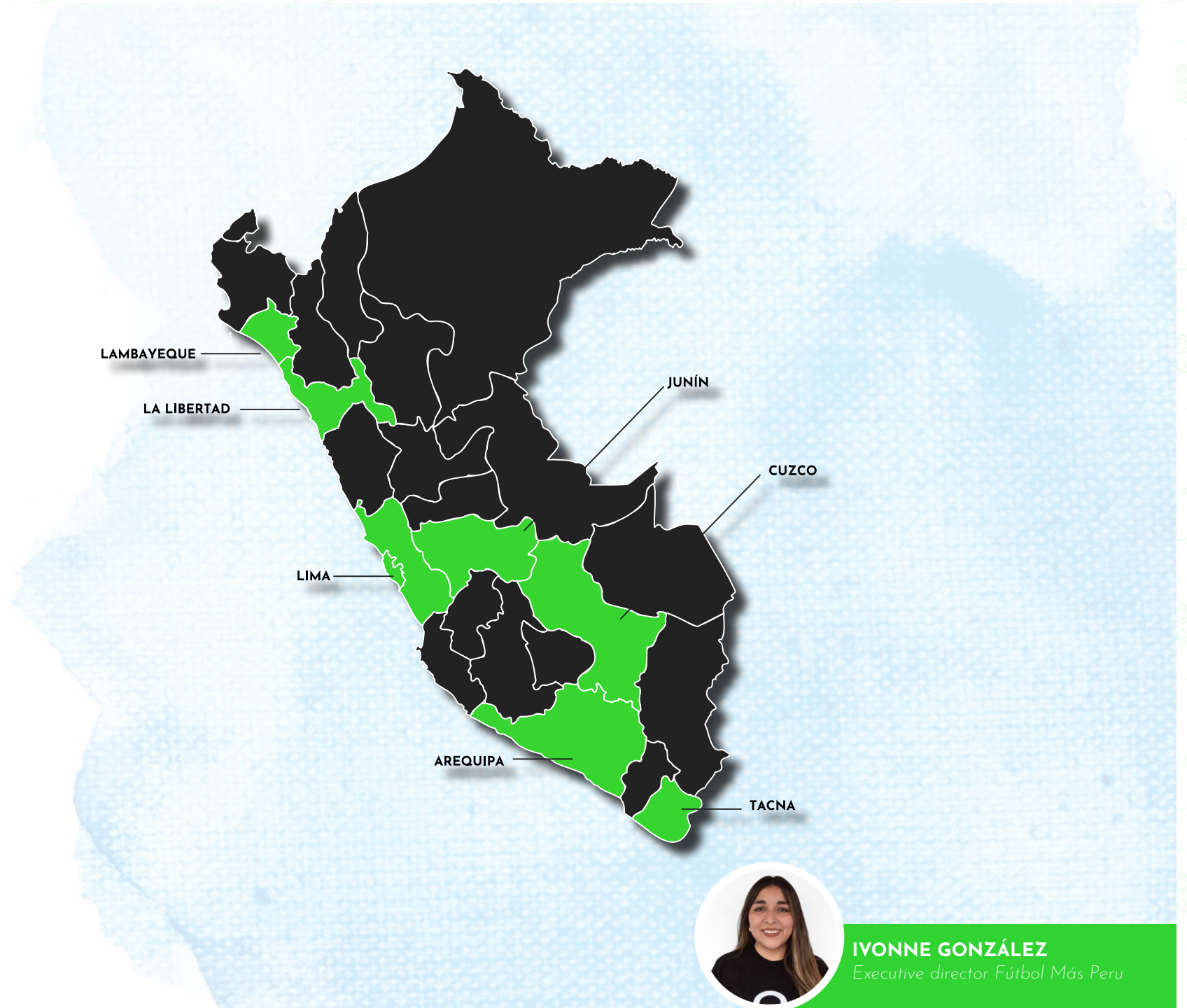


PERU

PROGRAMME START:  
**2015**

NUMBER OF DEPARTMENTS:  
**7**

REACH:  
**3.508**  
CHILDREN AND YOUTH



**IVONNE GONZÁLEZ**  
Executive director Fútbol Más Peru



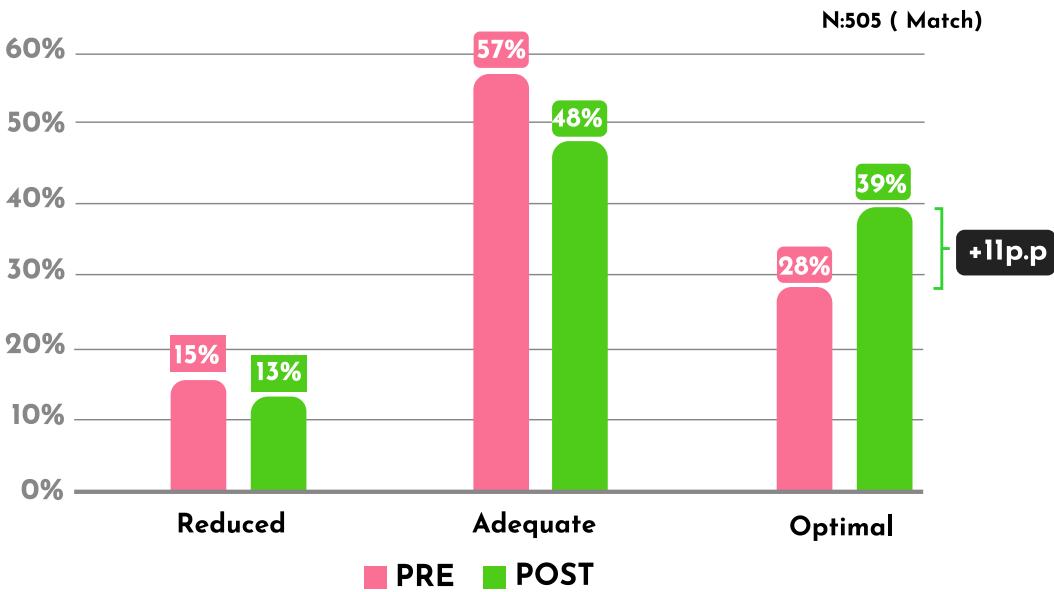
It has been 9 years since Fútbol Más arrived in Peru. What began with work in the communities of Enrique Milla and Nuevo Amanecer has expanded to Arequipa, Cusco, La Libertad, Lambayeque, Lima, Callao, Tacna, Junín, Ica, and Piura. The year 2024 was key in the consolidation and reach of Fútbol Más’s work in Peru. The Neighbourhood and Humanitarian Crisis programmes were strengthened, representing 92% of the total interventions. Additionally, for the second consecutive year, the School programme was maintained, which is gradually becoming recognised as an alternative to improve school coexistence in the country.

Each pitch was transformed into a space for learning, unity, and hope. Thanks to the commitment of the team of professionals in every corner of the country and the support of strategic alliances that believe in the power of sport, the dream of transforming reality remains more alive than ever in Peru.

A great Green Card for everyone!

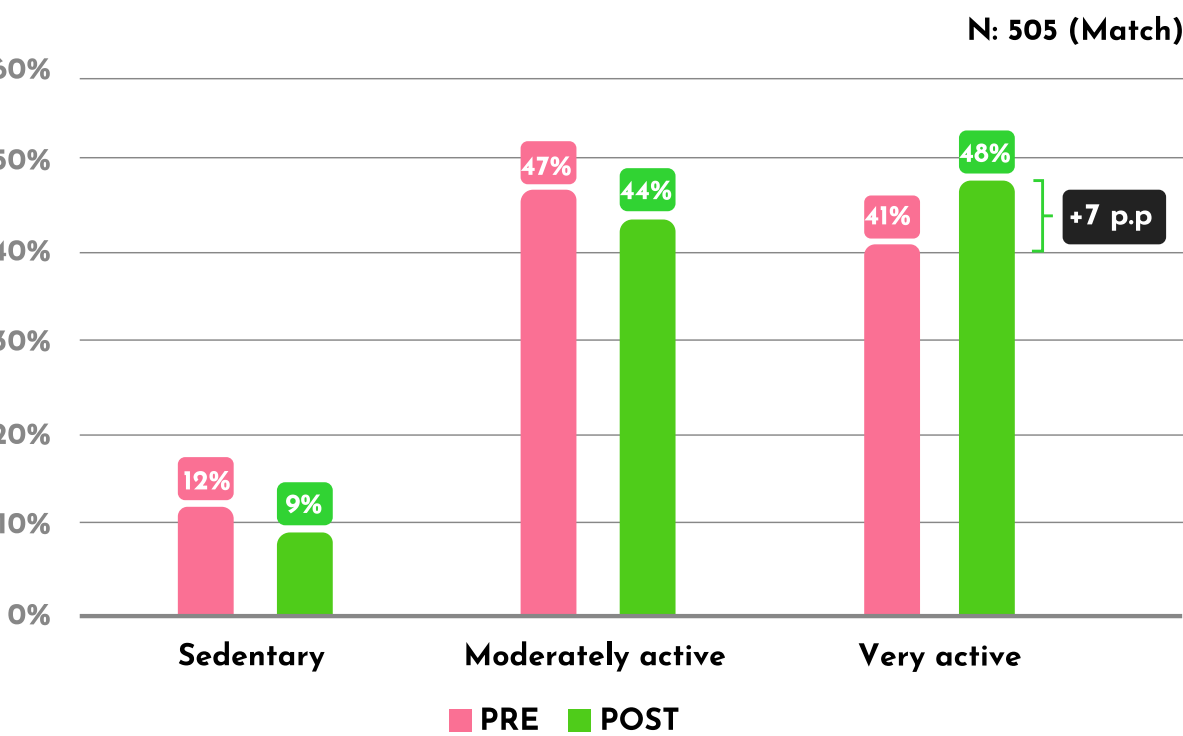
The evaluation of the programmes indicates that, in the neighbourhoods of Peru, a significant improvement was observed in the mental health of the children who participated in the programme. The results show an increase of 11 percentage points in the “Optimal Well-being” category between the beginning and the end of the programme, which corresponds to the ideal category (WHO-5).

Evolution of the well-being level of participating children between the beginning and end of the neighbourhoods programme in Peru (2024), assessed with the WHO-5 instrument



Regarding physical activity indicators, a 7-point increase was observed in the proportion of children considered “very active,” which corresponds to the ideal category of the instrument used to measure the physical activity level of participants. It is noteworthy that almost half of the participants completed the programme in this category, consolidating healthier lifestyle habits.

Evolution of the physical activity level of participating boys and girls between the beginning and end of the Neighbourhood programme in Peru (2024), assessed with the APAL-Q instrument

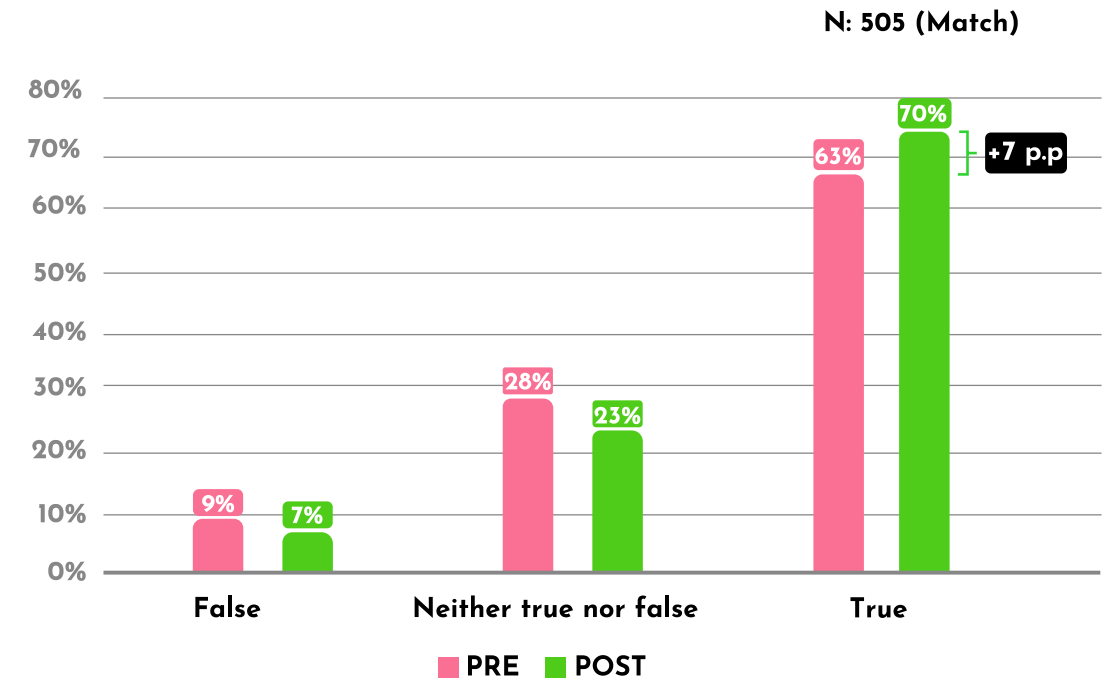




One of the pillars of the Neighbourhood programme is to strengthen the sense of community, belonging, and safety in public spaces. In this regard, a 7 percentage point increase in the perception of belonging to the neighbourhood was observed. This increase indicates greater identification with the surrounding environment, reflecting the contribution of the Neighbourhood programme to building more cohesive and resilient communities.



**Children's responses to the statement "I feel part of this neighbourhood"**  
(Instrument: self-developed survey)





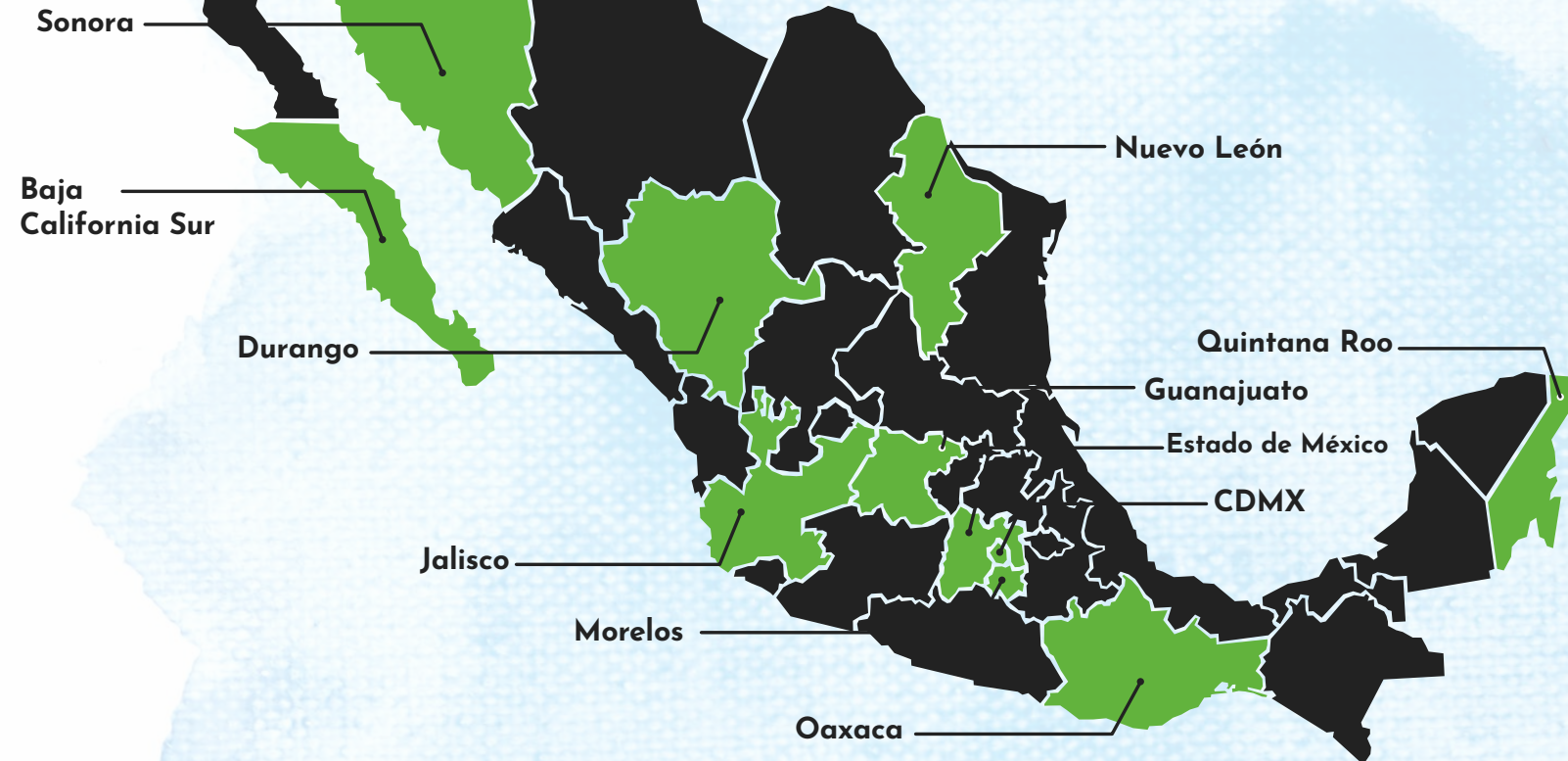


**MEXICO**

PROGRAMME START:  
**2017**

NUMBER OF STATES:  
**11**

REACH:  
**2.749**  
CHILDREN AND YOUNG PEOPLE



**IGNACIO GÓMEZ**  
Executive director Fútbol Más Mexico

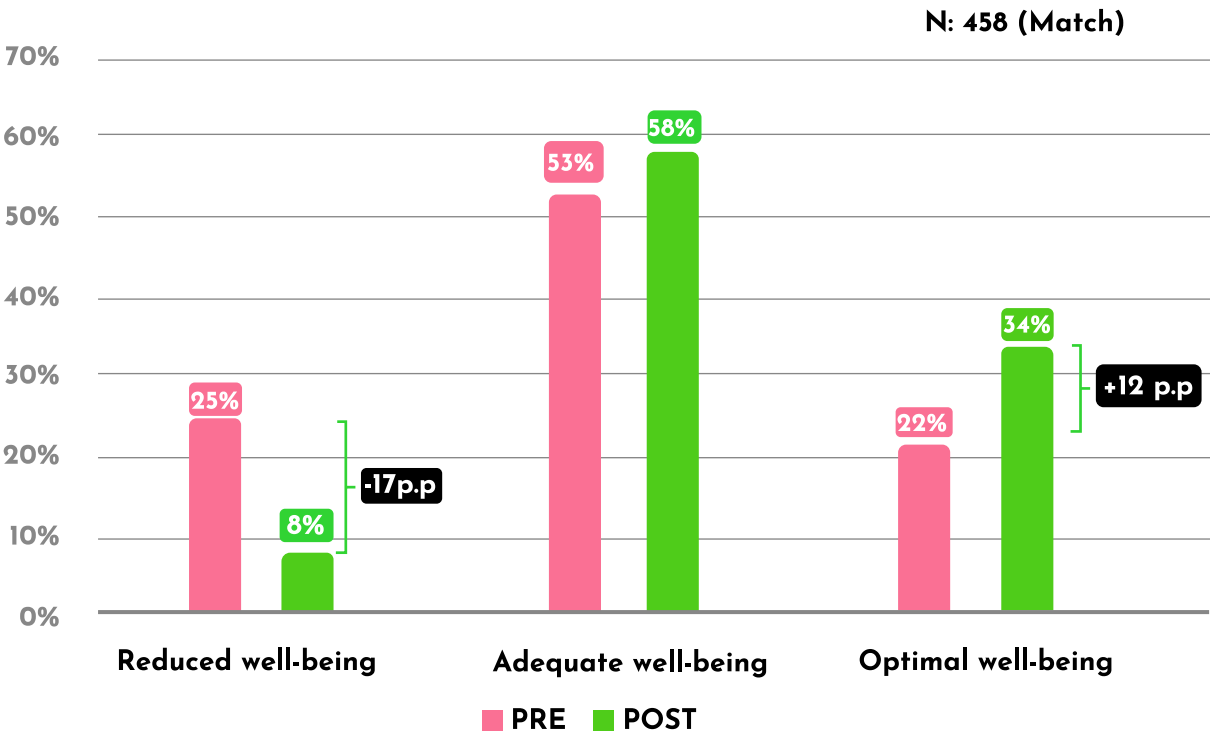


With a team of 43 professionals, Fútbol Más México has managed to expand and sustain its interventions in diverse contexts, its capacity for adaptation and innovation stands out. Mexico is a benchmark in Fútbol Más’ 17-year history, and during 2024, it focused its efforts on expanding its presence to 11 states and 18 municipalities across the country. With these actions, it benefitted nearly 3,000 children and young people, 40% of whom were women. These figures are not just numbers; they represent stories of effort, dedication, and personal growth. Furthermore, these programmes encompassed public spaces, schools, and methodological training.

Futbol Más in Mexico has witnessed how sport can transform lives and communities, and day by day, learns, from the diversity of its communities, about the country’s cultural and social richness.

Fútbol Más programmes in Mexico have shown positive results in participants’ emotional well-being, physical activity, and community cohesion. In Mexico’s neighbourhoods, the programme has significantly contributed to the well-being of the participating children. The results reflect a 12-percentage-point increase in the “Optimal Well-being” category and a 17-percentage-point reduction in “Decreased Well-being” between the start and end of the programme. The latter category includes children who may present depressive symptoms, so its decrease suggests a significant improvement in the mental health and overall well-being of participants.

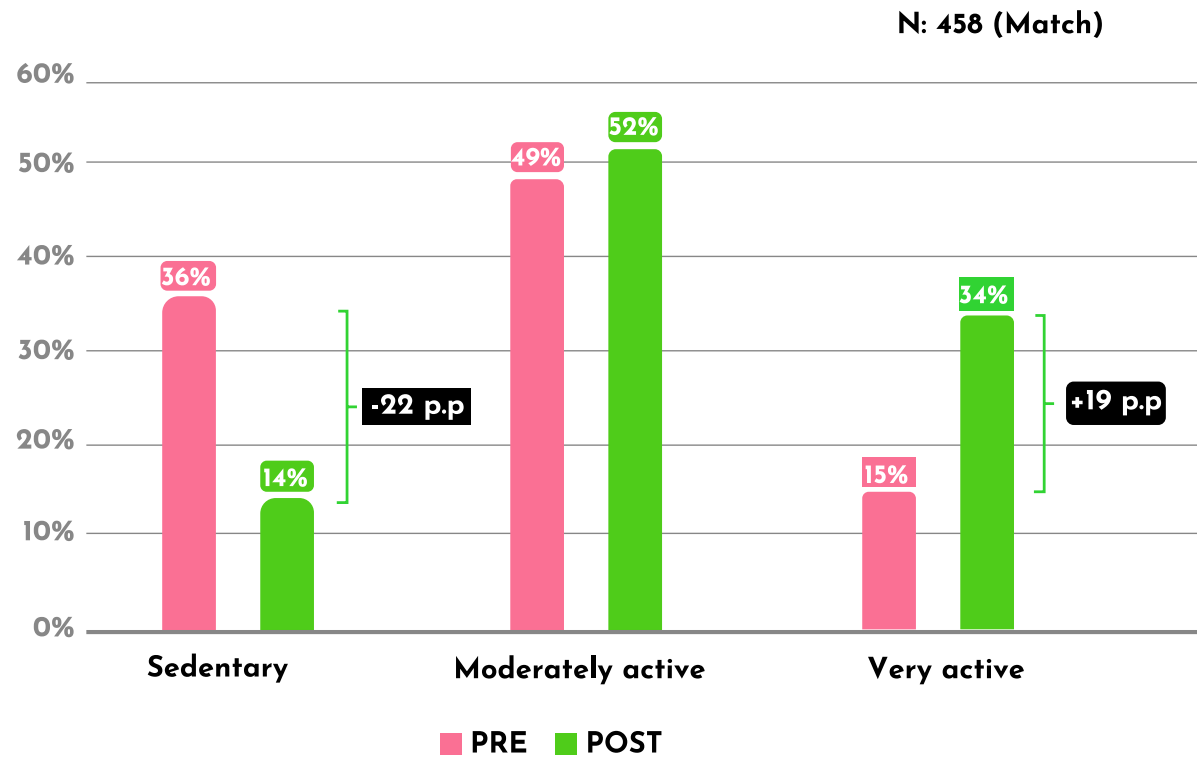
Evolution of the well-being of participating children between the start and end of the neighbourhoods in Mexico programme (2024), assessed with the WHO-5 instrument



The Neighbourhood programme has achieved a significant improvement in the physical activity levels of participating children in Mexico. The results indicate a 19 percentage point increase in the “very active” category of the APAL-Q instrument. Simultaneously, a 22 percentage point reduction was recorded in the “sedentary” category, representing a reversal and improvement in the participants’ physical activity patterns.

The observed improvement highlights the programme’s effectiveness in promoting healthier lifestyle habits among children in these communities.

Evolution of the physical activity levels of participating children between the start and end of the Neighbourhood programme in Mexico (2024), assessed with the APAL-Q instrument

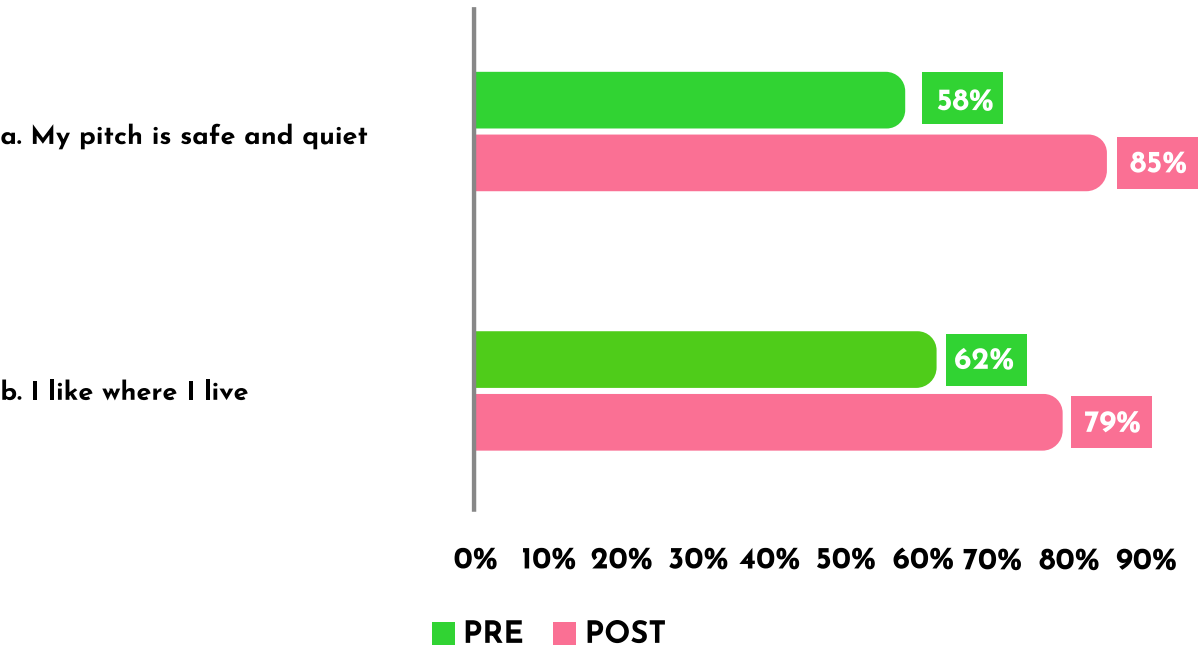




Feeling safe on the pitch directly influences the perception of the neighbourhood and is linked to the level of satisfaction with one's place of residence.

In Mexico's neighbourhoods, a significant improvement was observed in participants' sense of belonging to their neighbourhood. The results show a 27-point increase in the perception that "My pitch is safe and quiet" and a 17-point increase in the statement "I like where I live." These improvements reflect a perceived safer environment and a greater sense of belonging to the community (Instrument: Fútbol Más Scale, N=458 matches)

%in the category "Very much in agreement + agree" by time period N: 458 (Match)





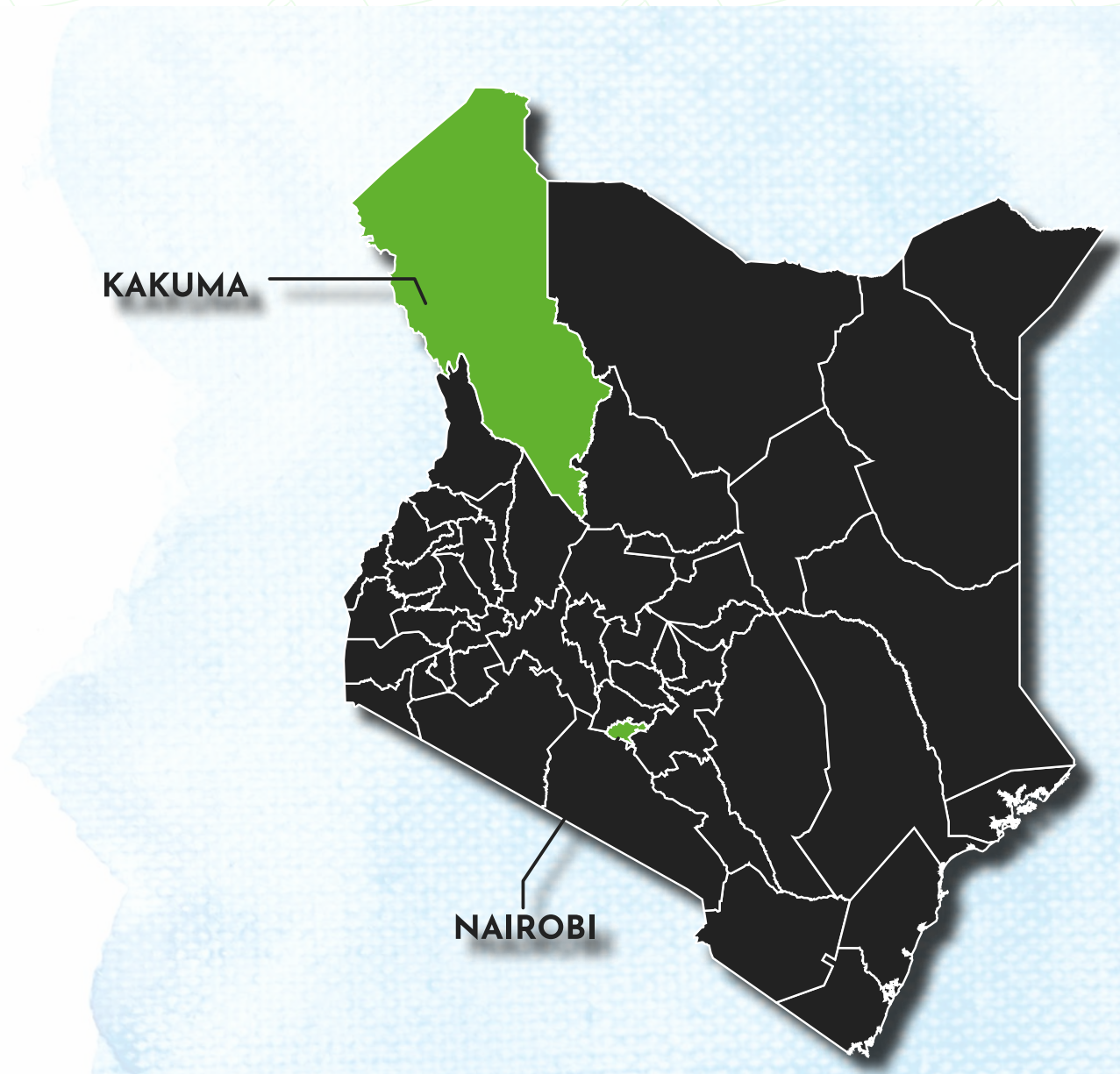


KENYA

PROGRAMME START:  
**2016**

CITY:  
**2**

REACH:  
**477**  
CHILDREN AND YOUNG PEOPLE



KAKUMA

NAIROBI



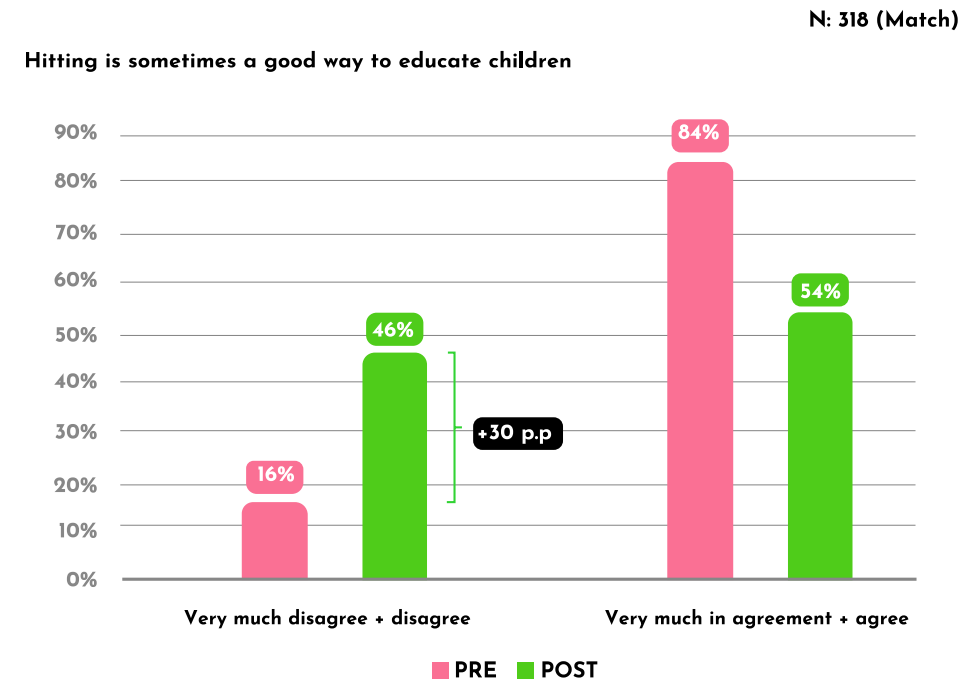
**SAMUEL MUSEMBI**  
Executive director Fútbol Más Kenya



The heart of Fútbol Más in Africa has reached its ninth year of intervention, maintaining the same spirit and joy that characterize its programmes. The communities of Mathare and Kibera have become some of the longest-running Fútbol Más active neighbourhoods in the world, serving as models of self-reliance, sustainability, youth leadership development, and community support.

With ongoing operations in the Kakuma refugee camp, the greatest achievement remains enriching each participant's childhood through play. The Sports for Peace project in Libya concluded its third cycle, in which the Fútbol Más Kenya team led the strengthening of a local organization to create a safe and supportive environment for displaced children, refugees, and vulnerable Libyan children. This year brought great opportunities for the development of new projects that will be implemented in 2025, consolidating Fútbol Más Kenya as a key player in the sport for development sector in Africa, where a decade of sustainable programmes focused on contributing to the well-being of children, youth, and their caregivers is projected.

In Kenya, Fútbol Más works in schools in Mathare and Kibera communities in the capital, Nairobi. In these areas of high social vulnerability, children face situations of rights violations, with high levels of domestic violence. In this context, Fútbol Más programmes integrate content raising awareness about children's rights, with the aim of helping children understand their rights and changing their perceptions of them. Trends in the responses of participating children to the following statements (Self-developed survey):

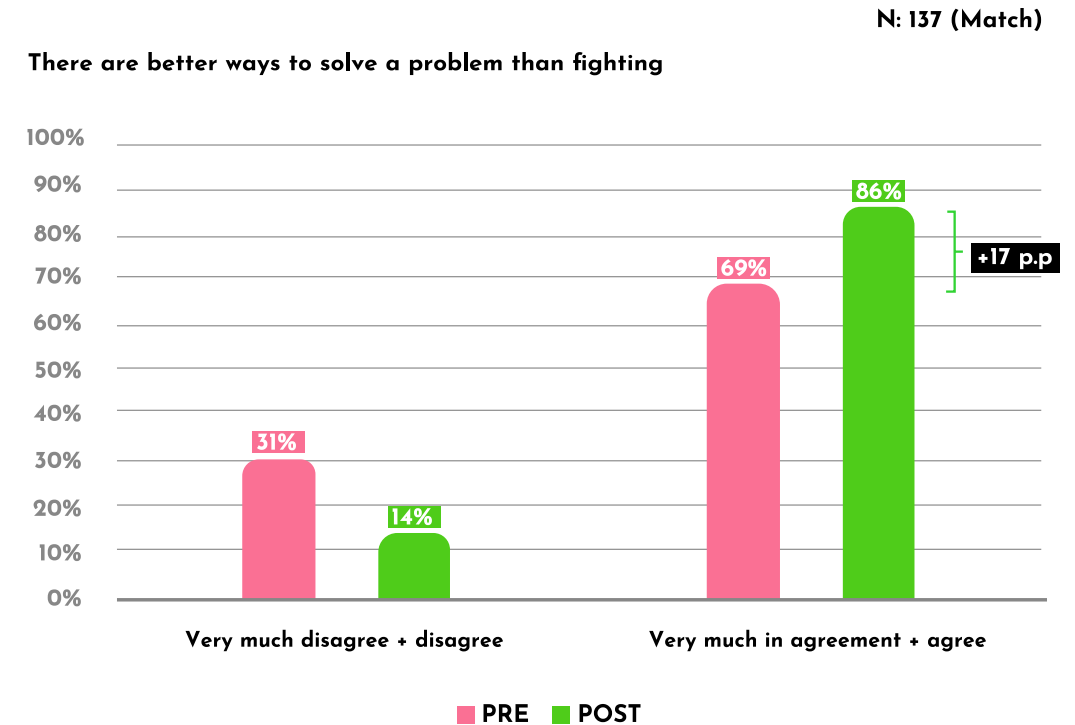
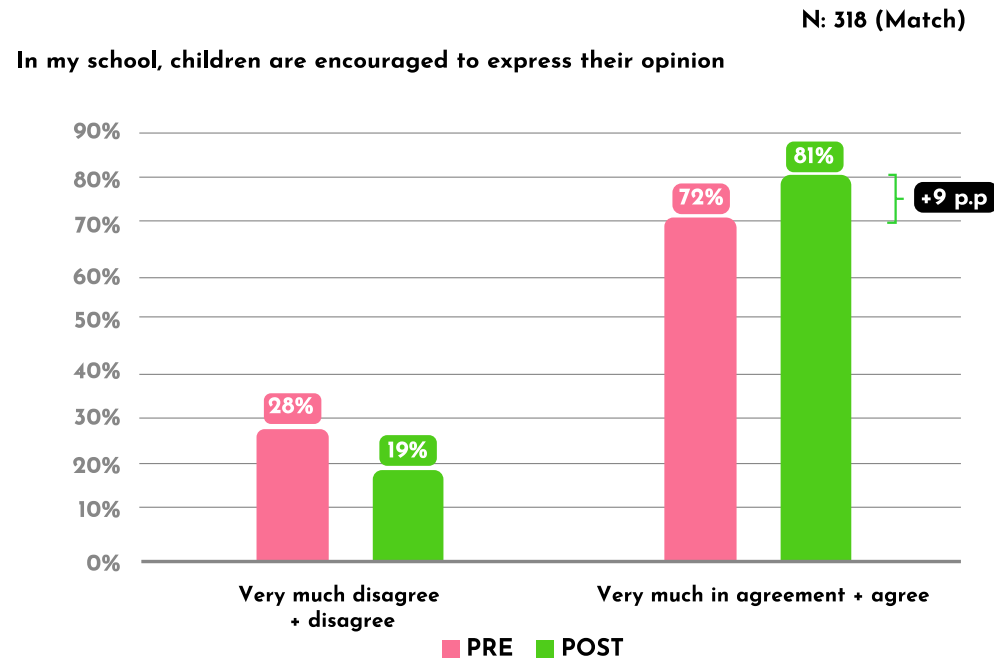


According to the previous graph, before the programme, 84% of children believed that "hitting is sometimes a good way to educate." After the intervention, this percentage decreased to 54%, reflecting a 30-point reduction in the normalization of violence in education.



According to the previous graph, before the programme, 84% of children believed that “hitting is sometimes a good way to educate.” After the intervention, this percentage decreased to 54%, reflecting a 30-point reduction in the normalization of violence in education.

Another skill the programme seeks to develop is assertive conflict resolution. Along these lines, at the beginning of the programme, 69% of participating children believed there were better ways to resolve a problem than fighting. By the end of the programme, that proportion rose to 86%, demonstrating a greater ability to identify peaceful solutions to potential conflicts. (Instrument: Attitudes toward conflict Scale, N: 137)







SPAIN

PROGRAMME START:  
**2020**

NUMBER OF AUTONOMOUS  
COMMUNITIES:  
**3**

REACH:  
**3.935**  
CHILDREN AND YOUNG PEOPLE



**AITOR HERNÁNDEZ**  
Executive director Fútbol Más Spain



2024 has been a year of growth and consolidation for Fútbol Más in Spain. Through 11 projects, more than 5,000 children and adults were benefited (directly and indirectly), strengthening the organisational presence and expanding its lines of intervention.

All with a clear purpose: to promote emotional well-being and childhood development through sport and play. Key programmes such as Sport for Shelter, which promotes community integration and well-being in Andalusia; the mental health and emotional well-being project in collaboration with Álex Remiro in the Basque Country; and the daily work in four educational centers in Madrid have created safe and nurturing spaces for children.

These results would not have been possible without the effort and commitment of the Fútbol Más team, as well as the support of a network of partners, collaborators, and strategic allies. Thanks to this joint effort, bridges of hope have been built where play and values become tools for social transformation. With its sights set on 2025, Fútbol Más Spain is enthusiastically moving toward new challenges, convinced that sport will continue to be a driving force of change for thousands of girls, boys, and communities in Spain.



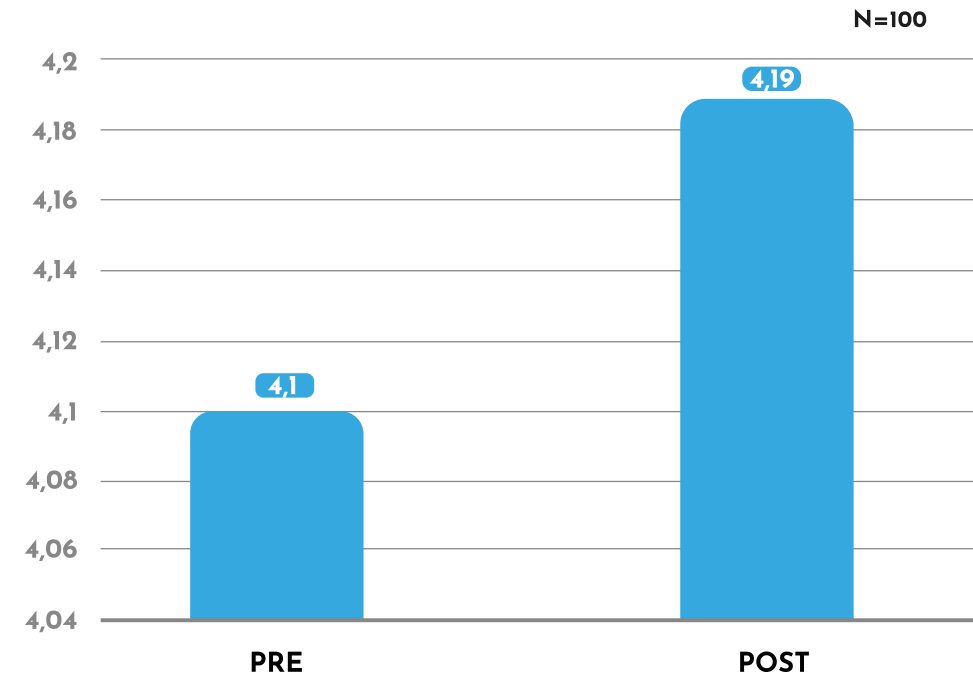


The “Sport for Shelter” project seeks to promote the physical and socio-emotional well-being of children and their communities in vulnerable contexts, as well as the social inclusion of refugees and displaced persons, through social sports sessions. The session methodology fosters life skills in children. An external impact evaluation was conducted by the consulting firm Sport Impactx using a pre-post comparison, which yielded statistically significant results in children’s coping strategies, seeking social support, and positive self-concept, self-esteem, and self-confidence. The following graph shows that the children’s positive identity improved significantly between the beginning and end of the programme, which is linked to self-concept and self-esteem.



**Evolution of the “Positive Identity” dimension in participating children between the beginning and end of the programme, assessed using the “Chinese Positive Youth Development Scale” instrument.**

### Positive identity

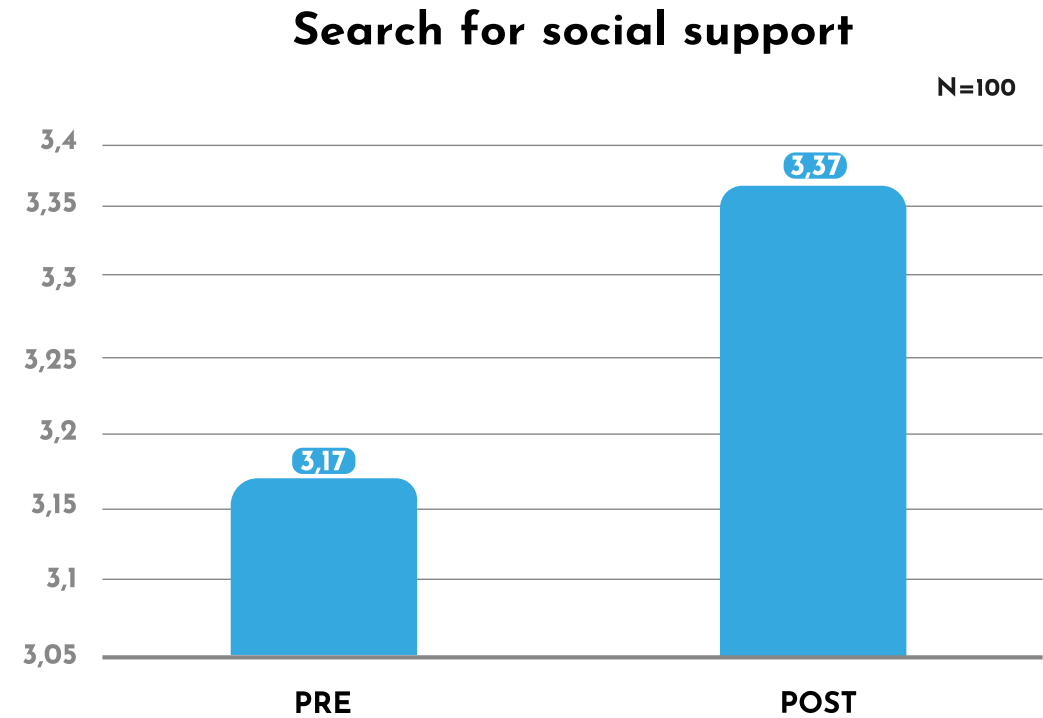


Another important dimension to highlight is the search for social support, which also increased significantly among children participating in the programme. This means that the children who participated in the programme show a greater ability to seek help from others when they need it. (Instrument: Kids Coping Scale; N: 100)

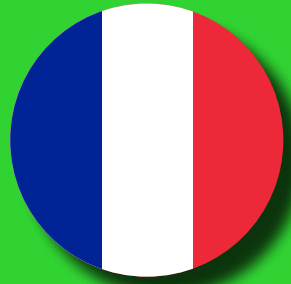
Another project implemented in Spain is a training programme for sports clubs in the Basque Country, in partnership with professional soccer player Alex Remiro. Through this programme, Fútbol Más provides mental health awareness workshops to the parents of the clubs' children. The programme's perception assessment showed that 99% of the 912 participants surveyed would recommend the workshops to other parents; and 8.52 is the average rating, on a scale of 1 to 10, given by participants to the programme overall.



**Changes in the "Search for Social Support" dimension among participating children between the beginning and end of the programme, assessed by the "Kids Coping Scale" instrument.**





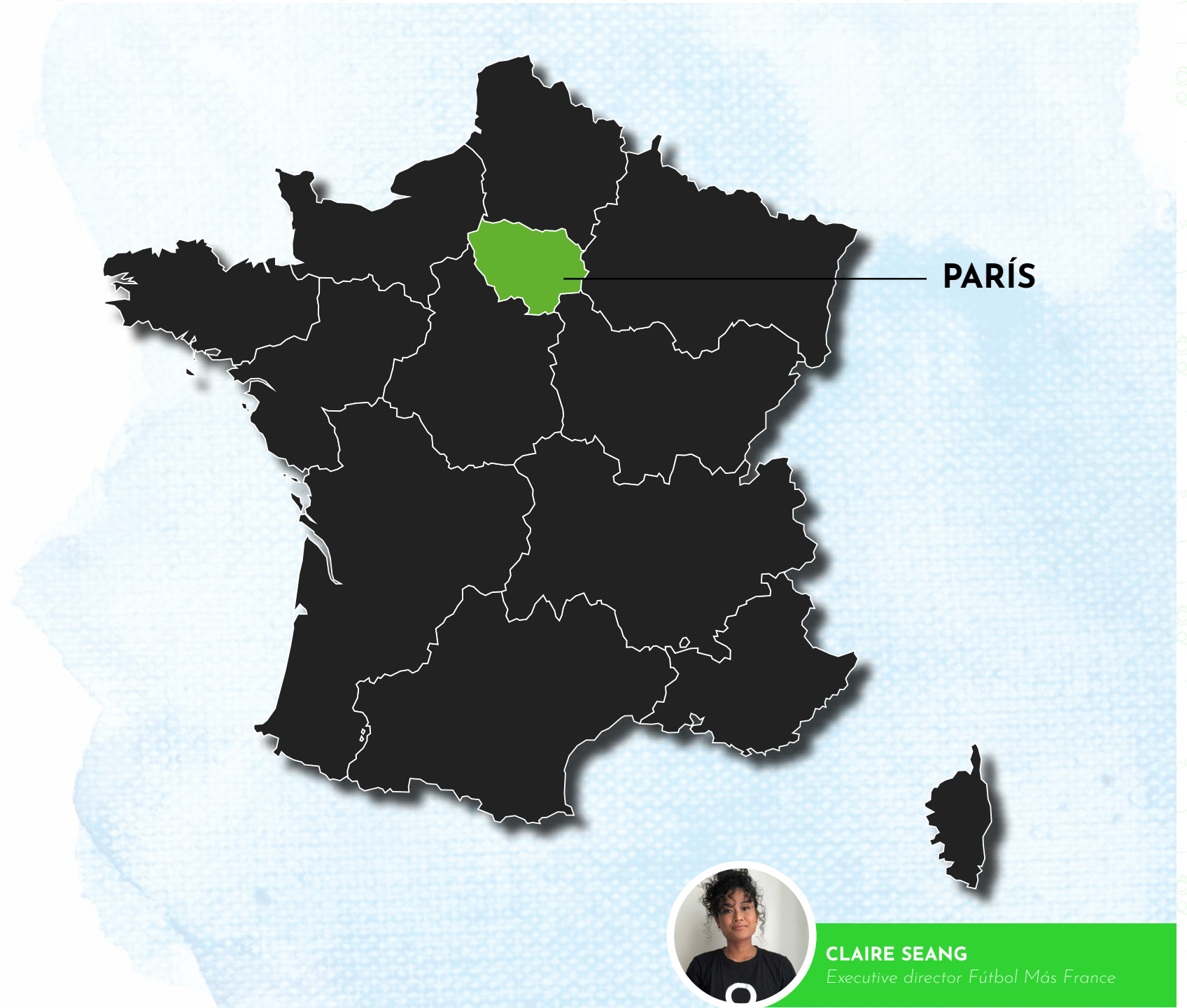


FRANCE

PROGRAMS START:  
**2018**

NUMBER OF CITIES:  
**1**

REACH:  
**592**  
CHILDREN AND YOUNG PEOPLE



**CLAIRE SEANG**  
Executive director Fútbol Más France



In 2024, Fútbol Más in France strengthened its work with refugees and displaced people, promoting their social integration through sport. At the same time, it implemented programmes focused on gender equality, working with girls and young women in vulnerable neighbourhoods of Paris, strengthening the socio-sports methodology as a tool for inclusion in Europe.

The presence in France coincided with a historic event: the Paris 2024 Olympic Games. This was not just a coincidence; it represented a unique opportunity for young programme participants to attend the opening ceremony and witness boxing, volleyball, and women's soccer competitions. In addition, the opportunity arose to participate in Festival 24, which brought together more than 500 young people from 36 different countries.

A delegation of eight Fútbol Más beneficiaries represented the entire organisation for two weeks, participating in sports activities in Paris and Lyon. Finally, Fútbol Más organised two editions of the "Sociolympics" in different neighbourhoods of the city, bringing sport and the Olympic spirit closer to children and young people. It also actively participated in conferences and seminars focused on the legacy of the Olympic Games, consolidating its commitment to inclusion and social development through sport. A golden year.





The “L'école de socio-foot” (“The Socio-Sport School”) programme targets children between 9 and 13 years old and seeks to develop children’s well-being through sport, as well as important skills for their development, such as self-esteem and confidence. Programme evaluations showed an improvement in the level of child well-being, rising from an average of 72 points in 2023 to 75 points in 2024 (Assessment instrument: WHO-5; N: 15).

Parents’ perceptions reflect the development of children’s skills thanks to the programme, as expressed by the mother of one of the participants: “At school, my son lacks self-confidence, and we work with him. Participating in this programme helps him gain confidence and assert himself on the pitch. Being surrounded by children his age helps him develop skills” (Evaluation instrument: Interview with the mother of a participant at l’Ecole de socio-foot).

Furthermore, the programme seeks to provide children with greater knowledge of their rights. The proportion of children who report knowing their rights increased from 40% in 2023 to 70% in 2024, reflecting a better integration of these concepts after the Fútbol Más programme. (Instrument: Self-developed survey; N: 15)

Another notable Fútbol Más programme in France is “District Spot,” which focuses on empowering girls in public spaces through sport and culture. In this programme, the qualitative evaluation conducted through a focus group with the girls showed that they value the space as a safe environment where they can relax and enjoy themselves: “It’s not just the sport that draws us to the sessions; it’s also a safe place. We come to exercise, have fun, and unwind.”


On the other hand, the girls also value the group’s cohesion: “When we play soccer here, there’s already a certain cohesion, and that’s what matters. But if I compare it to the club I used to be at, where I returned for a session, there’s no such cohesion there.”

Finally, the participating girls value the well-being that participating in the programme brings them: “It allows me to release my emotions, whether it’s what I’ve accumulated during the day or simply to think about something else and clear my mind, leaving me calm and at peace.” (Instrument: Focus group with programme participants)

## IMPROVEMENT IN THE LEVEL OF CHILD WELL - BEING

72 points  
**2023**

75 points  
**2024**




Assessment instrument: who-5;N:15

## Declare that they know their rights

40%  
**2023**

70%  
**2024**



Instrument: Self-developed survey, N:15



# GLOBAL PROJECTS

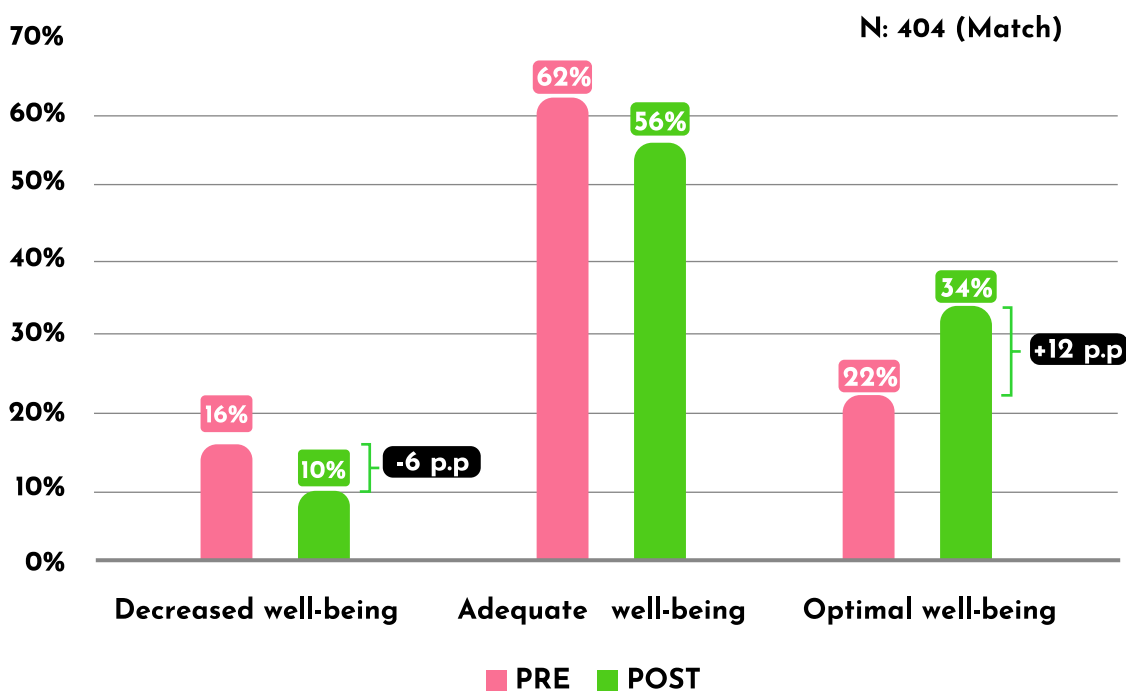


In addition to the six countries with Fútbol Más offices, two global projects were implemented during 2024: one in schools in Paraguay and another training project for the implementation of a social sports programme in camps in Syria.

## PARAGUAY

In Paraguay, the magic of sport returned to the schools of Asunción. Thanks to the Chile-Spain Triangular Cooperation Fund, and with the support of the Chilean Agency for International Development Cooperation (AGCID) and the Spanish Agency for International Development Cooperation (AECID), Fútbol Más implemented a social sports programme in three schools in Asunción during 2024. More than 1,000 girls and boys participated in weekly social sports sessions at the San Francisco, San Miguel, and Virgen de Luján schools, the latter two being part of the Fe y Alegría organisation’s network of establishments. The programme evaluation showed a significant improvement in participants’ well-being, with the proportion of children with optimal well-being increasing by 12 percentage points between the start and end of the programme. A 6 percentage point reduction was also observed in the “Decreased Well-being” category between the start and end of the programme. These gains reflect an improvement in participants’ overall well-being, according to the instrument used. (Instrument: WHO-5, N=404 matches)

Changes in the well-being of participating children between the start and end of the Neighbourhood programme in Paraguay (2024), assessed with the WHO-5 instrument



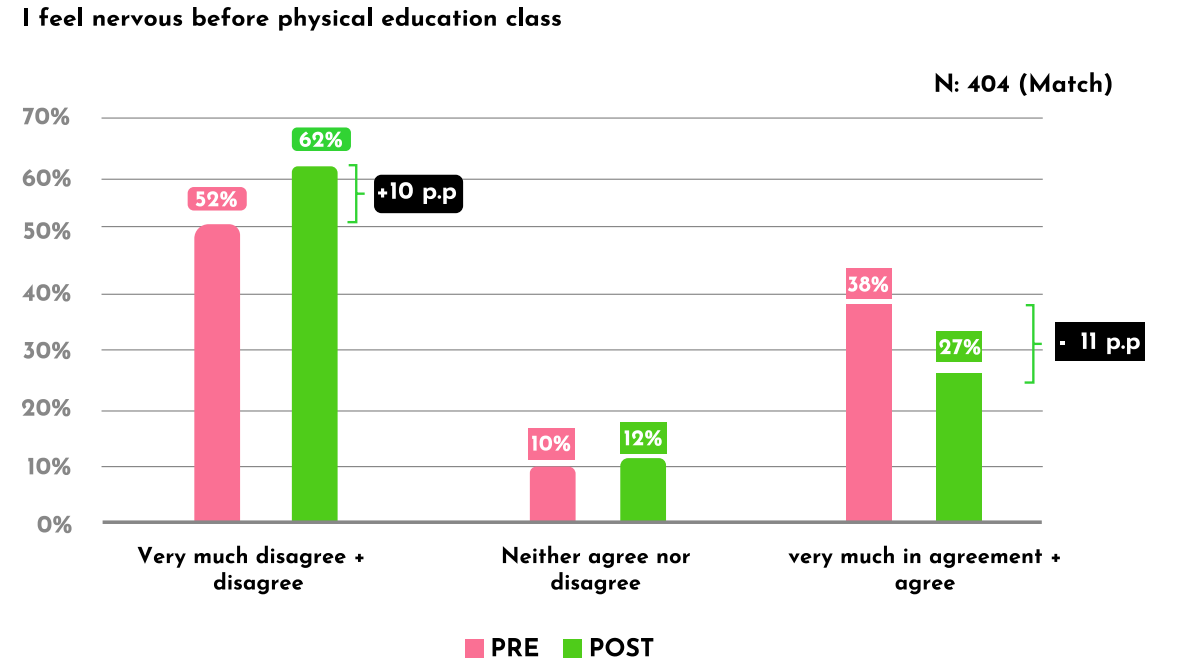
Additionally, to measure the progress in life skills, the “Emociones Primero” Questionnaire developed by the Education 2020 was administered. The children showed improvements in key skills such as relational skills (+7.1 pp), social awareness (+7.4 pp), self-concept (+9.5 pp), and emotional regulation (+8.3 pp). These results reflect participants’ increased ability to recognize their own worth, manage emotions, understand others, and strengthen their self-confidence.  
(Instrument: Emotions First Questionnaire; N=404)

Development of life skills of participating children between the beginning and end of the Schools in Paraguay programme (2024), assessed with the Emotions First Questionnaire

N: 404 (Match)			
LIFE SKILLS	PRE	POST	ASSESSMENT
Relational skills	71,5	78,6	+7,1 pp
Social awareness	76,6	84	+7,4 pp
Self-concept	58,8	68,3	+9,5 pp
Emotional regulation	50,6	58,9	+8,3 pp

Perceiving physical education class as a safe space is key to promoting physical activity. In Paraguayan schools, an 11-point reduction was observed in the proportion of children who reported feeling nervous before physical education class. This result suggests greater confidence and comfort among participants regarding physical activity, according to the instrument used.

Children’s responses to the statement “I feel nervous before physical education class.”





## SYRIA

In February 2023, an earthquake struck northern Syria, displacing thousands of families, particularly affecting children, who suffered school interruptions and psychological distress. Cases of violence and harmful practices were identified, highlighting the need for child protection and psychosocial support. In response, Fútbol Más, UNICEF MENA, and the NGO Mercy Without Limits (MWL) developed a programme for children in displacement camps, training humanitarian professionals to implement safe and inclusive spaces through play.

Based on the needs analysis, the methodological design integrated socio-emotional units for psychosocial support for children, such as: trust and positive bonds; assertive conflict resolution; recognition and expression of emotions; among others. In addition, technical and sports units were included, which together allowed for planning the implementation of activities with children and adolescents based on three cross-cutting approaches: children's rights, inclusion and non-discrimination, and gender equality. The project implementation was divided into three phases: in November 2023, Futbol Mas professionals conducted in-person training in Turkey, where 14 professionals from the NGO MWL were trained. In December 2023, MWL professionals trained by Futbol Mas conducted a second phase of theoretical and practical training for 31 professionals in Syria from the same organisation.

Finally, the professionals trained in Syria, using the Futbol Mas methodology, implemented the social sports programme for 2,007 children and young people in Syrian refugee camps between December 2023 and January 2024, of whom 1,011 were boys and 996 were girls. According to the results, 83% of the trained professionals passed the theoretical

test and 100% passed the practical test, reflecting the success of the professionals' training process. However, the most significant outcome was the impact this process had on the communities of children and young people in the IDP camps located in Afrin and the Dana areas of the Syrian provinces of Aleppo and Idlib. The training provided an opportunity to create safe spaces to restore children's right to play and recreation in public spaces and to create a protective community to foster these activities, fundamental aspects of psychosocial recovery processes in humanitarian crisis situations.



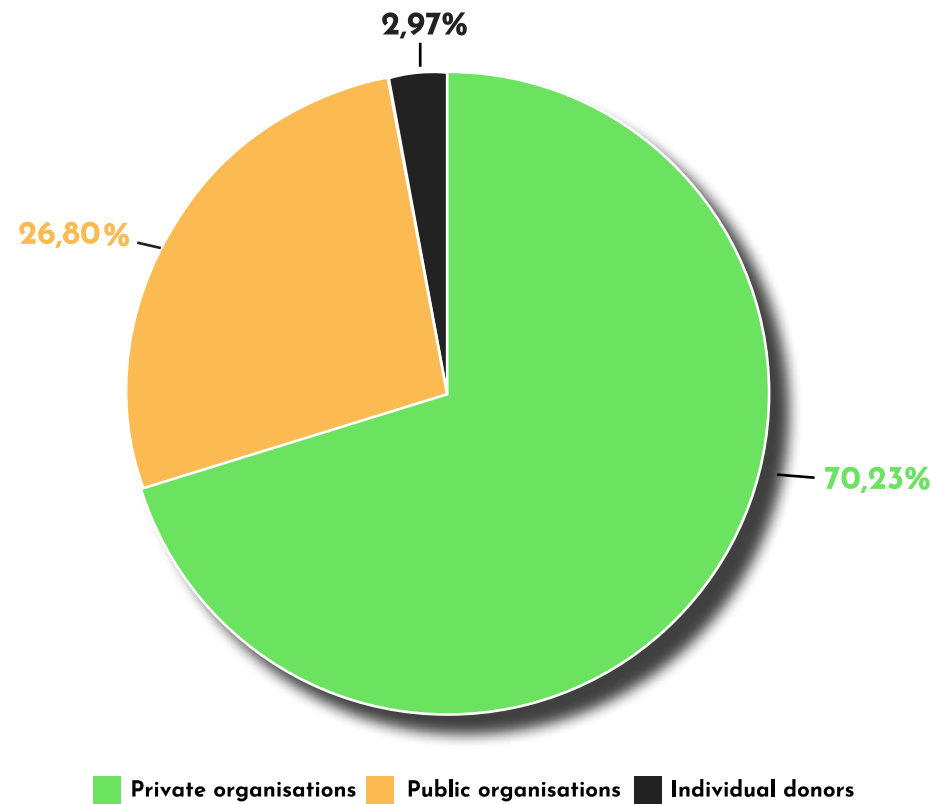


# FINANCIAL REPORT

## 2024

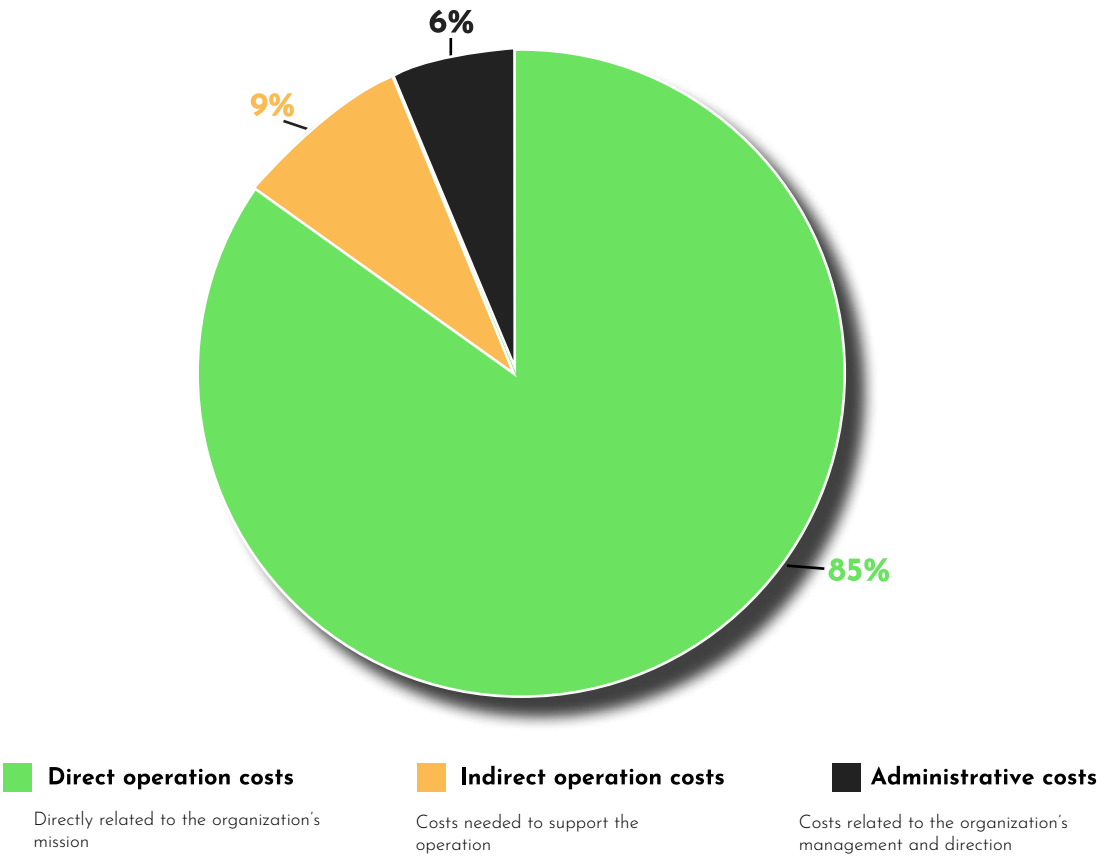


INCOMES



USD \$3.769.802

EXPENSES



USD \$3.732.845

The information refers to Futbol Más’ global operating result, consolidating data from each country with active operations and projects during 2024.

# MILESTONES OF 2024

## JANUARY

### **Baila Fútbol Kids premieres on television.**

Thanks to the joint production between NTV and Fútbol Más, the second season of Baila Fútbol Kids premiered on Chilean television, featuring children. The programme's objective is to promote physical activity at home, combining dance skills with soccer technique. The season consisted of 26 episodes and aired throughout 2024.



## APRIL

### **Fútbol Más presented on the Schools programme at the Innovation in Public Challenges Conference.**

This international conference, organised by the Public Innovation Laboratory (LIP) of the Pontifical Catholic University of Chile and the Inter-American Development Bank (IDB), provided a space for reflection in which successful and scalable cases in public management in Chile were shared. In this context, Fútbol Más presented the scope and results of the Schools programme.





## JUNE

**Alexia Putellas shared experiences with children from Fútbol Más during her visit to Mexico City.**

The World Cup winner with Spain and two-time Ballon d'Or winner was one of 160 Foundation beneficiaries at the 'Three Legacies of Transformation' Festival supported by Scotiabank and SOMOS Equidad.



## JULY

**Fútbol Más participated in the "Berlin Forum" organized by Common Goal.**

The event brought together more than 200 local and international organisations that use football and sports to generate a positive impact on vulnerable communities in different countries around the world. At the event, Fútbol Más presented results from the programmes developed in Kenya and Mexico.



## JULY - AUGUST

### PARIS 2024 OLYMPIC GAMES

Fútbol Más France participated in various activities related to the world's most important sporting event, organising the Socio-Olympics with the municipality of Paris and attending various sports events alongside the programme's beneficiaries.



## SEPTEMBER

### Fútbol Más celebrates its 17th anniversary

As every year, this month is tinged with green to commemorate the journey it has taken, which has allowed Fútbol Más to continue looking to the future with the same energy and vision that has characterised it since its inception. With new global challenges ahead, it continues to innovate and expand its impact, demonstrating that sport can be a powerful agent of social change worldwide.





## OCTOBER

### Fútbol Más participates in the MOVE Congress Latin America in Brazil

A new edition of the MOVE Congress Latin America was held in Manaus, organised by the International Sport and Culture Association (ISCA) and Sesc Amazonas. Fútbol Más had the opportunity to present on the panel "Sport and Community: Beacon of Hope for a Better Future," where the essential role of sport in personal and collective growth was discussed.



## NOVEMBER

### Fútbol Más participates in the "Moving People - Moving Europe" conference organized by ISCA in Slovenia.

From November 12th to 14th, the conference was held in Ljubljana, organised by the International Sport and Culture Association (ISCA), the Slovenian Sports Union, and the National Institute of Public Health. This event brought together more than 100 leading organizations in European Union-funded projects that promote sport as a tool for social inclusion, health, and well-being.



# NOVEMBER

## Closing of the Schools in Paraguay programme: an example of how international cooperation positively impacts school coexistence

Thanks to the Chile-Spain Triangular Cooperation Joint Fund, and with the support of the Chilean Agency for International Development Cooperation (AGCID) and the Spanish Agency for International Development Cooperation (AECID), this initiative benefited nearly 1,000 children throughout 2024 in three schools in Asunción.



# DECEMBER

## Fútbol Más 'Schools' programme Featured by International Education Innovation Magazine

The inclusion of Fútbol Más's 'Schools' programme in the Childhood Education International magazine underscores the programme's relevance in the global education landscape. Since 1892, this organisation has been a leader in the transformation of educational systems, and this distinction highlights Fútbol Más's ability to integrate sport and education for the holistic development of children and young people.





## ACKNOWLEDGMENTS

These pages summarize the tremendous work of a team of collaborators deployed in the different latitudes that make up the 'Fútbol Más planet.' They are a source of pride and admiration for the professionalism and care they show every day on the pitches and in the offices.

To the girls, boys, young people, and their communities, who allow us to accompany them and who trust Fútbol Más to be a part of their lives, we thank you for everything you teach us and show us. You are the a source of inspiration that motivates us every day.

Finally, to our partners, whose support has been essential to the implementation of our programmes. Your trust motivates us to continue innovating with quality and being responsible in our work in neighbourhoods, schools, care homes and shelters. Thanks to you, the dream of transforming realities in the world through play and sport remains alive.

### Fútbol Más Team



# FÚTBOL MÁS GLOBAL



**GUILLERMO ROLANDO**  
Executive Director



**RODRIGO ABARZÚA**  
Co-founder and  
Development director



**VÍCTOR GUTIÉRREZ**  
Co-founder and  
Expansion director



**JUAN ARAYA**  
Co-founder and Methodological  
Advisor for Europe



**PERRINE MARDINÉ**  
Director of the Innovation Lab



**SEBASTIÁN SALAZAR**  
Legal Coordinator



**DANIELA INOSTROZA**  
Attorney



**VIRGINIA ABARA**  
Partnerships director



**ALFONSO CEVALLOS**  
Partnership Coordinator in Europe



**DANIELA BARRERA**  
Administration and  
Finance Director



**JOSÉ RENDIC**  
Monitoring and Evaluation Coordinator



**FELIPE NARVÁEZ**  
Communications director



**MARCO MERINO**  
Graphic Design Coordinator



**JOSÉ GAETE**  
Training Director



**SEBASTIÁN PELLICER**  
Information Management Coordinator



**KATHERINE HORMAZÁBAL**  
Methodology Coordinator





**SPORTS CAN**  
**TRANSFORM**  
**REALITIES**