


I AM CHANGE

FOR EDUCATION | FOR DISEASE PREVENTION | FOR PEACEFUL COMMUNITIES

RIGHT
TOPLAY

ANNUAL
REPORT
2013



Our Mission is to use sport and play to educate and empower children and youth living in adversity to overcome the effects of poverty, conflict and disease.

92%

Of the children in our programs know how to prevent HIV from sexual transmission vs 50% of the children not in our programs.

— Results from Uganda Evaluation 2011

95%

Of classrooms use active learning—activities and discussions—to engage children in learning vs 55% of non-Right To Play classrooms.

— Results from Thailand Evaluation 2008

85%

Of children in our programs would not take revenge when faced with a case of peer-initiated conflict.

— Results from Benin, Mali and Ghana Evaluation 2009

“We believe children are the change makers of the world; all it takes is one child to positively influence their community,”

Johann Olav Koss
Founder, President & CEO of Right To Play.

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I am
Change



Message From Our CEO

What started out as a simple idea has grown into a global movement: using play can teach critical life skills and transform a child's life.



In 2013, our play-based programs reached over one million children, providing them with the tools they need to protect themselves from disease, to encourage them to attend and stay in school and to resolve conflict and create peaceful communities. As you'll read on the following pages, it's working. We've proven: play has the power to change lives.

The diversity in our programs is also encouraging: 58% of our Coaches are female and over 10,700 children living with disabilities now participate in our curriculum. Just 13 years ago, we had 180 Coaches. Now we have more than 16,400 volunteer Coaches—all focused on delivering quality programs to children and youth. None of this would have been possible without you!

Another high point was the completion of our five-year Strategic Plan. We have committed to doubling our revenue and children reached by 2018. It defines how our global team continues to bring sustainable change to children.

Moving into 2014, we have a stronger team than ever. I am inspired by the dedication of our Boards, our staff and our thousands of volunteers. This year, we welcomed Rob MacLellan as Chair of our Board. Rob has been a respected and valuable member of our Board for years and I look forward to his continued insight and guidance.

To everyone who supports Right To Play and believes in the power of play, thank you. For every kind word of encouragement and every donation, thank you. With your help, we will continue to bring sustainable change to the lives of children around the world.

Sincerely,



Johann Olav Koss
Founder, President & CEO



TEDx

VIEW OUR CEO'S TEDx TALK
Please scan QR code.

MESSAGE FROM THE CHAIR

It is an honour to chair Right To Play's International Board of Directors. Since becoming Chair last year, it has been immensely rewarding to see Johann's vision grow with tangible results from all of the programs.

The power of play is awe-inspiring: behaviours improve, new thought processes are introduced, confidence is infused and a domino-effect of developmental change occurs within the children and throughout their communities. As a global, child-focused organization, it is imperative we serve their best interest for their continued and sustainable growth.

Thanks to the generous support of our donors, children stay in school, they're healthy and they communicate positively with one another. My work with the Board of Directors has been an incredible journey thus far and I look forward to another incredible year.

Sincerely,



Rob MacLellan
Chair, International Board
of Directors



At a Glance

Founded in 2000, we are a global organization using the transformative power of play to build essential health, education and peace-building life skills.

PLAY IS NOT A LUXURY

The UN recognizes play as the right of every child; it is not a luxury, it is a tool for development and peace.

Play initiates important life lessons and develops skills like cooperation, leadership and teamwork. It promotes the involvement of all boys and girls, including: those with disabilities, affected by HIV and AIDS, street children, refugees, former combatants and more. Play provides a retreat from everyday hardships and brings joy and laughter, allowing kids to be kids.

WHAT WE DO

We use play-based activities, games and sports to teach children how to protect themselves from disease, encourage them to attend and stay in school and model ways to resolve conflict to create a peaceful community.

We Help Children Learn. We improve academic performance by using games as a tool for education, fostering physical, cognitive and social development.

We Promote Health by mobilizing communities around national health issues, and educating about disease prevention priorities including HIV and AIDS, malaria and immunization.

We Build Peace by teaching conflict resolution and peace-building skills, while helping heal children and communities affected by war.

HOW WE DO IT

We train local volunteer community leaders and teachers as Coaches to run our programs. In collaboration with these Coaches we develop programs based on the needs of their communities. Today we have over 16,400 volunteer Coaches worldwide.

OUR THEORY OF CHANGE

Our programs foster behaviour change: a complex process involving skill development, helping children build and maintain self-esteem, resist peer pressure, problem solve and communicate.

Our innovative methodology ensures that children can put the skills and attitudes learned into practice. It is founded on a unique understanding of social learning theory and child development needs. Through repetitive play—playing sports and games—we help children transition through critical stages, from an unaware state and the adoption of new behaviours to the active use of these new behaviours.

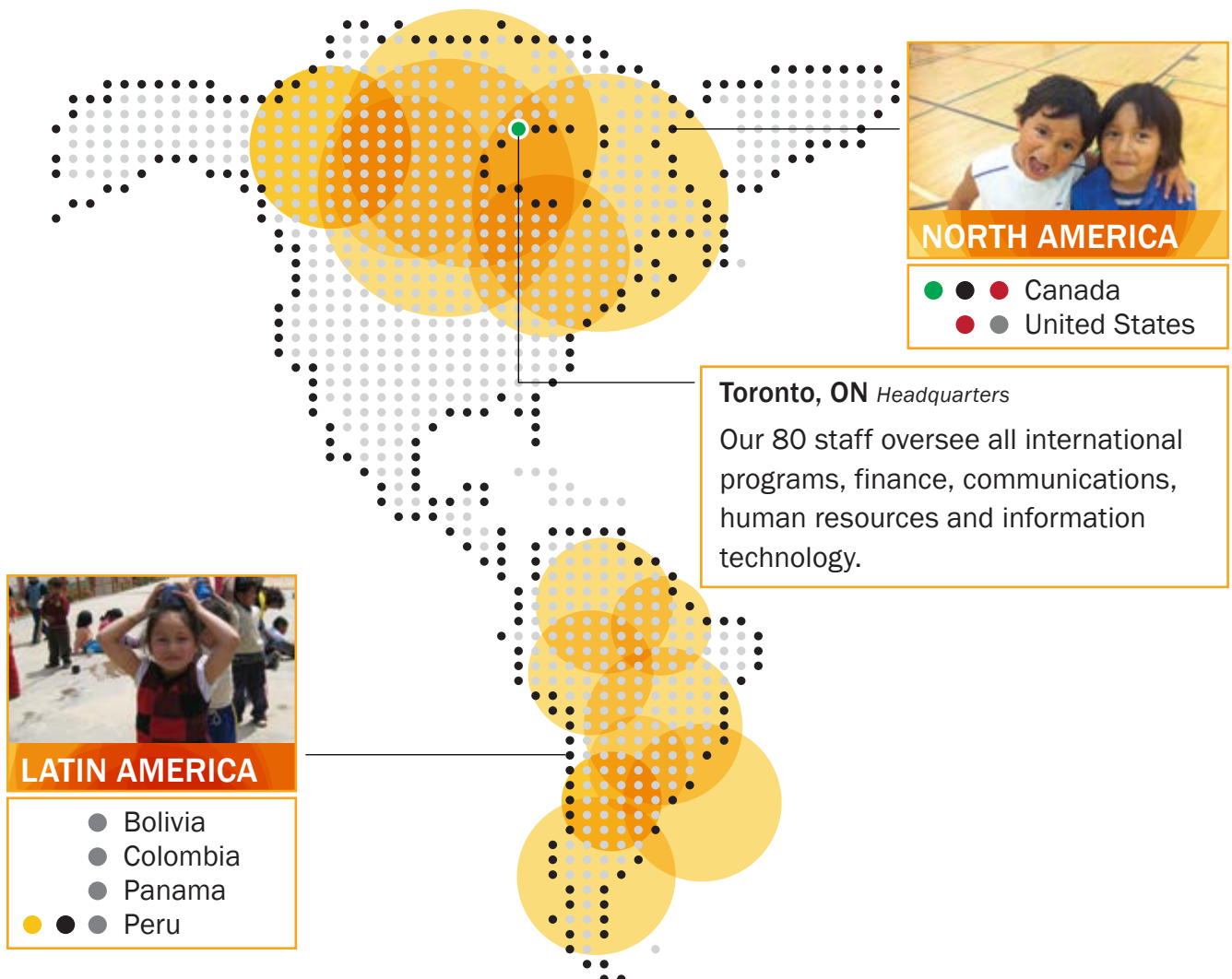
FIVE FACTORS OF BEHAVIOUR CHANGE

1	SUPPORTIVE ENVIRONMENTS	Role models, family, Coaches, teachers and peers play an important role in helping children adopt new behaviours.
2	ESSENTIAL LIFE SKILLS	Developing the ability to manage stress, resist peer pressure, communicate, make decisions, set goals, motivate and lead others.
3	PLAY REPETITION	Giving children and youth the opportunity to practice skills, knowledge and attitudes that contribute to change.
4	HEALTHY ATTITUDES	Building self-esteem, confidence, hope, optimism, empathy, compassion and motivation.
5	KNOWLEDGE	Acquiring facts, for example, about HIV and AIDS, risk reduction behaviours, impacts of stigma, etc.



Where We Work

In 2013, we had programs operating in more than 20 countries in Africa, Asia, Canada, Latin America and the Middle East. Plus, we had pilot programs in Norway and the United States.



● Regular Programs

Our play-based programs reach one million children in weekly play activities.

● Training & Technical Assistance Programs

We partner with local organizations and train their staff in our unique methodology.

● National Offices

Raise funds and build our brand by partnering with local businesses and Athlete Ambassadors.

EUROPE

- Norway
- The Netherlands
- Switzerland
- United Kingdom



MIDDLE EAST

- Jordan
- Lebanon
- The Palestinian Territories (West Bank & Gaza)



ASIA

- China
- Pakistan
- Thailand



AFRICA

- Benin
- Burundi
- Ethiopia
- Ghana
- Kenya
- Liberia
- Mali
- Mozambique
- Rwanda
- South Sudan
- Tanzania
- Uganda



Regional Offices

Manage strategic partnerships and coordinate programming training and measurement.

Our Team

300+ Athlete Ambassadors
650+ Global Staff
9,200 Junior Leaders
16,400 Volunteer Coaches



TAKE AN IN-DEPTH LOOK
Please scan QR code using
any smart phone QR code
scanning app.



Our Impact

We Change Lives Through Play

Our international programs incorporate a methodology that uses play- and sport-based games and activities as tools for learning in three areas: **education, health and peace-building**. Each game is selected from a library of thousands based on the impact, relevance and needs of the local community.

Our activities are fun and engage the local children, enabling us to teach them **how to protect themselves from disease, to encourage them to attend and stay in school and to resolve conflict and create peaceful communities**. Their ongoing participation reinforces their experience and instills new beliefs and practices. Because the children practice and share what they've learned, we believe children are the change makers of the world—all it takes is one child to positively influence their community.

We reinforce this by working in partnership with local organizations to build community infrastructure through the engagement of local staff and our specially-trained, local volunteers.

Because our ultimate goal is to develop and encourage behaviour change.

“We’ve proven: play has the power to transform,”

Evelyne Guindon
Vice President, International Programs

This complex process involves more than simple knowledge and awareness building. Behaviour change involves acquiring skills to adopt and maintain actions and attitudes such as self-esteem, resistance to peer-pressure, resolving conflict peacefully and the ability to problem-solve. It ensures children and their communities are able to put the skills and attitudes learned through their play-based programs into practice and that their innovative methodology is founded on a unique understanding of



IN JORDAN, bright eyes, laughter and happy smiles are the norm during our Play Days at the Za'atari Refugee Camp.

social-learning theory and child-development needs. And it's working.

Through our programs, we're seeing improved academic performance, increased participation and attendance in schools, reduced violence, heightened awareness and steps taken to prevent disease—all through the power of play.

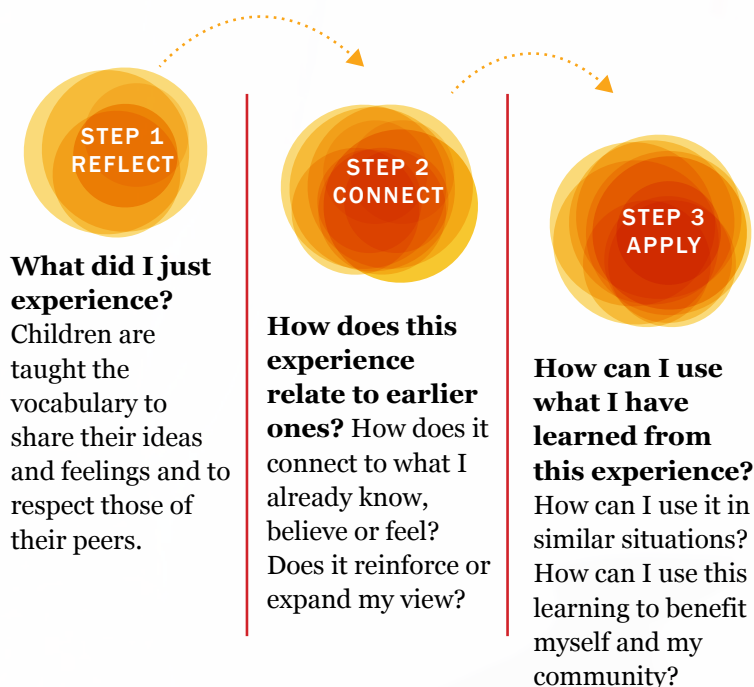
OUR PARTNERSHIPS BUILD SUSTAINABLE CHANGE

- We collaborate with and train community leaders, like: early childhood educators, teachers and staff from other Non-Governmental Organizations to create a sense of local ownership and empowerment, ensuring lasting impact.
- We train local youth and adults to become Right To Play Coaches to impart valuable leadership skills and to expand the reach of our programs.
- We engage with governments and political decision-makers to show the value of integrating play into national and international development policies.

OUR EXPERIENTIAL APPROACH TO LEARNING

During each play session, our Coaches introduce and reinforce key messaging with the children and youth through guided discussions. We call this teaching strategy:

Reflect-Connect-Apply, as it takes learners through three steps, helping them process their experience.





Our Impact

We Help Children Learn

Through play, we improve academic performance by increasing participation and attendance in schools.

Education opens children's eyes to opportunity and change. And yet, when children are simply expected to memorize and repeat, they will not learn.

Invite them to communicate through the universal language of play and school suddenly becomes fun. Children are motivated to attend class, their participation increases, learning improves and their newfound skills and knowledge are retained. It's life changing.

That's why we train local teachers in our play-based methodology and show them how to put children at the centre of learning. Our specially-designed games become the teaching tools, engaging and empowering each participant, while providing them with the emotional space to experience the lessons.

It is the beginning of change.

JUST ASK NINE-YEAR-OLD HELLENE

Through play, Hellene was empowered to advocate for the opportunity to attend school. Here's her story:

Hellene coveted her older sister Annick's ability to add and subtract numbers out loud as she walked down the mud road towards the primary school in their village in Tori, Benin. Yet, she wasn't allowed to go to school. Instead, she stayed behind to help with the family's farm. Her father insisted, even though the school was free.

One day, Hellene slipped away from the farm and ran to the school. There, she approached the member of the Parent-Teacher Association responsible for registering new

students. With Annick by her side, the two girls pleaded until the man enrolled Hellene into first grade despite not having a uniform or school supplies and being three years older than her classmates.

"In the beginning, I was not a very good student," says Hellene. "Because every day I left the class with fear that I would not be allowed to come back."

Unable to shake her worry, Hellene said yes when she and her classmates were invited to participate in educational sessions about children's rights. A Right To Play program had been established in her community and the play-based activities there taught Hellene things like: how to speak up for herself, why this is important, self-empowerment and about her basic rights.

Every day, the trained Coaches led the children through their games. Soon the children began applying their newly-learned lessons and values to daily situations. For Hellene, that meant telling her dad she had the right to attend school.

"I never knew this," says Hellene. "I only knew my duties like farming and fetching water. The Coaches taught us that we have the right to go to school, to express our opinions and to play."

With her teacher's help, Hellene confronted her father, reminding him of the importance of an education. Her courage paid off: Hellene's father agreed. Now, Hellene walks to school with Annick and is quickly catching up to the other children in her studies.

OUR PROOF

93%

Of children reported positive leadership skills compared to 78% non-participating children.

—Results from Uganda Evaluation 2011.

9,200

Junior Leaders lead our programs and act as role models for other children and their communities.

50%

Of the children in our programs worldwide are girls.

TEAMING UP WITH GOVERNMENTS TO IMPROVE EDUCATION & DEVELOPMENT

In Thailand, we formed an official strategic partnership with the Royal Thai Ministry of Education's Office of Basic Education Commission. Having worked with the Commission since 2007, we know the Thai government is dedicated to holistic education and child development. Our partnership ensures a collaboration on integrating our play-based programs there and the promotion of its resulting sustainable development.

TEACHING TEACHERS

In Sindh, Pakistan, we trained 133 female, Early Childhood Education, government teachers in our Early Child Play (ECP) curriculum. They are now equipped to plan and lead the lessons, inclusive of our Reflect-Connect-Apply strategy. They are also empowered to assess the engagement of the children. Communication has improved for everyone, including the teachers. "We mostly ignored children when they wanted to share something with us," says Ghulam Fatima, a teacher in the Sanghar district. "After this training, I feel we should listen and give them feedback using communications strategies."



Our Impact

We Promote Children's Health

Through play, we teach children how to be and stay healthy.

Promoting **health** empowers children for life. It fuels them with important information to create a stable future, while simultaneously protecting themselves in real-life situations. Our lessons, taught through play, can literally save lives.

Unlike books or lectures, our play-based activities—about issues like hygiene and sanitation and disease prevention for malaria, HIV and AIDS—teach through involvement. Our games allow children to learn through play, enjoy practicing what they've learned and build their self-confidence. Our trained Coaches validate their experiences by engaging the children in guided discussions, helping them understand each lesson as it relates to their own lives. These conversations are critical in helping children absorb what they've learned and in building trust with their Coaches. Their choices and actions create a domino effect with their peers, which has a positive impact and is reinforced by their Coaches. A new cycle of behaviour begins.

JUST ASK SUNNY, A RIGHT TO PLAY COACH

A water tank sits in the shade outside the St. Mary Learning Centre in Kampala, Uganda.

Above the tap, a piece of paper reads: Safe Water. After the children finish their play activities, they rush to the tank to quench their thirst. It wasn't always this way. Until the students began participating in our health-based games, the importance of clean water wasn't understood.

Just five years ago, a local survey identified typhoid as one of the major preventable diseases affecting the community, often transmitted by drinking contaminated water.

"Most of our children live in slum areas where hygiene and sanitation are not properly observed," explains Sunny, who is also the director of the Centre.

The primary school teaches 280 students and offers sport- and play-based activities twice a week—all replete with post-game discussions challenging the children to reflect on

their teamwork and to apply what they have learned.

With games like Partners in Hygiene that put toothbrushes and soap in their hands, the children are learning about good practices and sharing their knowledge with their parents, siblings and friends. The school administration invested in the water tank to empower the students to act upon their knowledge. According to Sunny, the incidence of water-borne diseases at the school and in the community has been in steady decline.

OUR PROOF

88%

Of children knew vaccines could protect them from tuberculosis vs 47% of non-participating children.

—Results from Uganda Evaluation 2012.

92%

Of participants in our programs correctly described condom use as a method to prevent HIV vs 77% of youth outside our programs.

—Results from Rwanda Evaluation 2013.

98%

Of children correctly identified how measles are spread vs 33% of non-participating children.

—Results from our Ethiopia Evaluation 2012.

CREATING POSITIVE LEADERSHIP

"I was born with HIV," says 18-year-old Eradi Massawe. "My parents passed away when I was very young." Eradi's life story is common among youth living in Africa. Yet, despite being orphaned by and infected with a disease that killed an estimated 1.6 million people worldwide in 2012, Eradi is an inspiration.

The secondary-school graduate is a Right To Play Peer Educator at the MisMamo Youth Centre in Dar es Salaam, Tanzania and uses his experience as an opportunity to educate others through play. "I have learned a lot about HIV and AIDS," affirms Eradi. "Like the means of transmission, prevention and the importance of anti-retroviral (ARV) drugs."

In 2010, the teenager also became a Right To Play Junior Leader, responsible for leading the warm-up and cool-down exercises for his peers. Today, Eradi teaches sport- and

play-based activities to children, ages 10 years and younger. His confidence as a community leader defies the stigma surrounding a positive-HIV status.

TAKING PROACTIVE MEASURES

In Calavi, Benin, we organized a cleaning campaign with the Child Rights Committee of Missessinto and Adjagbo/B schools to help eliminate mosquitos—carriers of the disease, malaria. Ninety per cent of malaria deaths occur in Africa and account for one in six of all childhood deaths. Our collaboration helps children learn proper sanitation, water conservation and hygiene, while initiating an ongoing cleaning process for the entire community to eradicate filth and stagnant water, the main factors leading to the proliferation of mosquitos. Garbage bags have been installed throughout the community and malaria-caused school absences have decreased.



Our Impact

We Teach Children How To Create Peace

Through play, we teach children how to resolve conflict, accept others and create a peaceful community.

Using our specially-designed, **peace-building** games, our Coaches teach children how to respect other cultures and religions through play.

Our Coaches act as the children's role models, creating safe and supportive environments to foster their development of essential life-skills and healthy attitudes. They are a positive influence. The children trust them and willingly participate in their games tackling issues like conflict, acceptance and understanding. Through the repetition of these games, the children create positive experiences complete with new facts and emotions and a growing self-image. Our programs work because our Coaches help shape the children's social interactions. They bolster their hope and their ability to set goals and envision success. This inspires harmony, eliminates conflict and unites communities. Because when children learn how to settle their differences peacefully through play, it is the beginning of change.

JUST ASK GLADYS, A COACH SUPERVISOR IN THE DADAAB REFUGEE CAMP

Twenty years ago, Gladys was 14 years old and new to the Dadaab Refugee Camp in Dagahaley, Kenya. Like many, she struggled to define her identity, feel a sense of security and build confidence to interact with the other children. She felt lonely and isolated.

Almost 90 per cent of the camp's population was Somalian; Gladys belonged to the five per cent from Sudan.

So when Right To Play launched in the refugee camp in 2012, Gladys

was waiting in line. She loved playing with kids, understood the camp's cultural dynamics and wanted to become a Coach.

"Starting activities was not easy at first," says Gladys. "The challenge was playing with girls who are restricted by their culture from open participation and mingling with boys." Ultimately, she wanted to help the children get along.

Using our peace-building methodology, she and the other female Coaches teamed up, teaching the children how to respect different cultures and religions through play. Their games

quickly attracted children from every community within the camp.

"By the end of the first month, the inter-community hostility lessened," says Gladys. "Curious parents from other communities brought their children to the play field and stayed to watch how the children joyfully participated."

Now, as a Coach Supervisor Gladys is organizing an Intercommunity Sports Day for Women. She believes her work brings unity and peace and creates acceptance and understanding between the children. Her work is helping permanently alter the children's perceptions of others.

OUR PROOF

85%

Of children would not take revenge when faced with a case of peer-initiated conflict.

—Results from Benin, Mali and Ghana Evaluation 2009.

84%

Of children report knowing how to solve a peer-related conflict peacefully.

—Results from Liberia Evaluation 2010.

97%

Of children in Uganda reported they would turn to a Coach for advice if they had a problem.

—Results from Uganda Evaluation 2011.

PARTNERING FOR PEACE

In Burundi's Buyaga peace village, we partnered with the local, civil-society organization REDSS to train 19 Coaches and four Coach Trainers to use sport- and play-based activities to create awareness about acceptance. Home to approximately 50,000 people—55% of whom are children and youth ages six-18 years—the village was established in 2002 during the exile of Burundians from the Mutabila camp in Tanzania. Last year, when 76% of these exiled children and youth reported they were scared to live and go to school with the host community's children, we launched five, child-based peace-clubs; ongoing weekly programs; and a marathon. To date, 776 children between the ages of nine-18 years (42% of whom

are female) are in our programs, while 2,500 children (45% of whom were female) participated in the marathon.

COMMUNICATING ANTI-VIOLENCE

In Karachi, Pakistan, we organized an International Peace Day for the children and youth living in Lyari Town. A hotbed for ethnic and political violence, we transformed the contentious and densely-populated neighbourhood into a war-free zone by communicating peace and promoting conflict resolution with musical performances and inspirational speeches. "It has been seen that using force achieves nothing," says Mubashir, a 7th Grade student from the Government School of Lyari. "We need to promote peace and this program will help us do so."

We Care, We Do, We Commit

Play is serious business. It's why we invest in growing, sustaining and measuring our impact.

We've set our sights on the future. It's why we created a five-year strategic plan: to ensure our work grows and sustains children and their communities for a lifetime.

By 2018, we aim to engage two million children in our programs. We will

add two more National Offices to our team and our programming will expand into two more countries. We aim to be supported by two new, multilateral frameworks promoting the Sport for Development and Peace movement, while looking to establishing an international institute of Sport for Development and Peace.

We're a child-focused organization with global accountability, so we're taking big steps. It's necessary. And it's moving us in the right direction.

We will achieve our goals by:

- **Ensuring** high-quality programs for children, while doubling our reach.
- **Developing** a sustainable funding base to support our program goals.
- **Fostering** legislative policy to enhance Sport for Development and Peace.
- **Creating** a strong culture of achievement and communication.

We're committed to improving the lives of children through the power of play. Our programs, methodology, Coaches and Leaders are rooted in the community—all guaranteeing the continuum of our life-changing lessons. Through perseverance, repetition and behavioural transformation, the children we reach are building a hope-filled, educated, healthy and peaceful generation.



85%

Of children successfully met achievement standards in 2011 public exams vs 38% of children in 2007.

—Rubavu district, Rwanda 2012

92%

Of children knew ways of preventing HIV from sexual transmission vs 50% of children outside our programs.

—Uganda Evaluation 2011

70%

Of children in our programs advocate for peaceful conflict resolution vs 20% prior to program implementation.

—Liberia, McCall McBain Report 2012

“Through perseverance and patience we are seeing small, but profound changes,” says Sireen Jadallah, our Supervisor at the Za’atari Refugee Camp in Jordan. Like “when a child helped a girl who had fallen and was crying and asked her to re-join a game and when another girl used a tissue when coughing to prevent the spread of viruses.”

We Play, We Are a Team

Words, like play, have power. Since repetition creates behaviour change which leads to long-term sustainability, we believe these words are worth repeating.



“Because the games keep me physically fit, when I’m in class my brain is always alert,” says Daphine, who joined our programs 10 years ago. In 2011, the 14 year old received the top score in her age group in Uganda’s standardized testing. “When exam time comes, I remember what the teacher told me.”

“I used to think I would never perform any other role apart from sitting in my wheelchair,” says Musarat. The 10-year-old Pakistani girl has grown to become a Junior Leader. “Now, I lead activities for more than 45 children in my school.”

“Sport was my favourite hobby and it helped me heal,” says Benjamin, a former child refugee. An assistant national training officer in Burundi, he teaches children how to survive extreme violence. “Our play-based curriculum is a solution to the problems in my home country.”

“The South Sudanese children have come out of a war-ravaged country. Their lives are shattered and need rehabilitation,” says James, a Right To Play Coach Trainer. “They will change attitudes: they understand friendship, fair play and how to react to challenges.”

“I have learned a lot about HIV and AIDS, like the means of transmission, prevention and the importance of anti-retroviral (ARV) drugs,” says Eradi, a Peer Educator at the MisMamo Youth Centre in Dar es Salaam, Tanzania. “My dream is to educate other youth, like me. I am a role model of ARV use. I am no longer afraid.”





Our vision for a Healthy & Safe World

Sport for Development and Peace

As a leader in the Sport for Development and Peace (SDP) movement, our vision has evolved from the belief that play is a child's right, to: **play has the power to transform the world.**

Why? Because sports, games and play create an arena for children to meet and interact. It's innate for children to want to play and when they have the space to do so, they create common ground. This sense of equality is found

in a game of soccer. It can level the playing field by breaking down social barriers, promoting teamwork and help create acceptance around differences like gender, race and religion. Most importantly, it provides the opportunity to teach new behaviours.

WE ADVOCATE FOR PLAY THROUGH:

Our People

Bringing children, youth and our Coaches together is the first step. We train the Coaches in child-centred learning, because we know children are motivated by play.

Put into practice, our methodology helps guide children through their inner conversations; how they perceive themselves and others. Our Coaches help them reflect on how: their life experiences have shaped their attitudes and views, they can connect new experiences and apply new learning in their lives. Children become empowered as they are better able to recognize their role in shaping their thoughts, feelings and actions.



IN UGANDA, everyone races to get in line for our fun-filled and educational activities.

Here's how our Coach-guided process works:

- The child enters our program with **limited awareness** of their behaviour, their potential and more;
- By participating in our lessons, the child becomes **aware** of their behaviour and its impact on others and their environment;
- The child **believes** in the education-, health- and peace-building-based messages they are being taught;
- The child engages in our lessons and **practices** them at home with their families, with their friends and within their communities;
- The child remembers what they have learned and **maintains** their new and proactive behaviours;
- The child becomes an **advocate** for their newly learned behaviour, teaching and sharing with others.

Our Partnerships

We partner with local communities, schools and governments to respond to relevant, local issues. We

connect with local institutions and networks who share our values and endorse our child-centred methodology. By engaging these spheres of influence, we grow collective support for the SDP movement.

Measured Success

We gather and analyze information from our project locations to measure our impact and to improve our programs. We are committed to this rigorous evaluation and continue to create long-term change.

Policy and Legislation

Changing the behaviour of children impacts their communities:

- A child's behaviour influences his or her peers, family and community;
- By witnessing this change and being engaged through our advocacy work, local governments become inspired to support the movement;
- New policies are created and implemented and shared on a national level.

Our vision for a Healthy & Safe World

Sport for Development and Peace

Global Awareness

When the players involved in the Sport for Development and Peace (SDP) movement come together to communicate the benefits of play to the world it creates a new social consciousness. By exemplifying the values of the SDP movement through our work, we help create a definitive shift in perception.

Sustainable Change

When countries adopt, measure and reinforce the SDP movement it opens the door to lasting change. When children, communities and governments adopt the SDP movement it breaks down barriers to a healthier and safer world. It is the tipping point, when the transformation of the child, community and government, creates a domino effect which sparks far reaching and lasting societal change.

WE ENGAGE WITH THOUGHT LEADERS

Recognized by the United Nations, governments and NGOs worldwide as an effective tool in humanitarian, development and peace-building efforts, the SDP movement has multiple partners and an annual and officially-recognized day: April 6.

As a member of the Permanent Consultative Council of the Intergovernmental Committee for Physical Education and Sport, our contribution to the Berlin Document helps safeguard children and increase investments to sport and physical education programming.

We joined the inaugural Commonwealth Youth SDP Working Group, leading and driving best practices in the SDP field through the voices of the Commonwealth's youth. We encourage the use of sport and play in national policies and strategies, like supporting Rwanda's Ministry of Sport and Culture in developing an action plan aimed at using the SDP movement to address key issues in the country.

As a founding member of the International Safeguarding Children in Sport Working Group, we helped finalize and endorse global child protection standards for Sport for Development organizations. Through the promotion of their implementation, we collaborated with more than 50 organizations to pilot a set of criteria to protect all children participating in sport.

"Right To Play uses the universal values of sport and play for the development of children. During my visit to the Palestinian Territories I saw with my own eyes how effective and necessary this is."

Nicolien Sauerbrij, Snowboarding
(The Netherlands)



Athlete Ambassadors

Our roster of 300+ Athlete Ambassadors share our belief: sport and play inspires behaviour that creates lasting change.

In May, 10 months prior to the Sochi Olympic Games, our athletes—Canadian ski cross skier, Georgia Simmerling; American freestyle skier, Emily Cook; and British skeleton racer, Shelley Rudman—took an unprecedented break from their winter training to advocate on our behalf. Travelling to Dar es Salaam, Tanzania, they witnessed the impact our programs have on the local children.

Equally enthralled, the children were delighted to meet the athletes and learn about the positive impact sport has had

on their lives. The session ended with a sense of renewed enthusiasm: for the athletes to share their Right To Play experiences with others and for the children to bring what they learnt back to their communities.

In September, Li Na, the first Asian tennis player to win a Grand Slam singles title, joined our team during a program visit to the Beijing School for the Blind. Li Na now advocates for our play-based programs in her home country, China, and around the world.

"It's hard to imagine being a child and not having the chance to play. It's every child's right, no matter where they come from or what their abilities are."

Li Na, Tennis (China)



"Kids love to play. It's a human right and when you introduce the opportunity to learn using play, it becomes a very powerful tool."

Rosie MacLennan, Trampoline (Canada)



"Though countless children in Tanzania live in a world ravaged by poverty, HIV and AIDS – many participants spoke with confidence, expressiveness and an optimistic view of the future."

Emily Cook, Skiing (USA)



"Sport has the power to inspire young people, to build self-esteem, confidence and leadership and to create extraordinary opportunities. Right To Play's focus is both essential and unique and I'm fully behind their work."

Mark Cavendish, Cycling (UK)



"The field trip to Ghana was very impressive for me. It was good to see how the sport and educational programs work—not only to get the children to play, but they learned very valuable lessons for their lives."

Marco Büchel, Skiing (Liechtenstein)



"I know that sport and play can educate, empower and inspire all children of any ability or background."

Ade Adepitan, Wheelchair Basketball (UK)





Our Global Network

We Create Change Through Awareness & Growth

Our internationally-based national offices, programs and the partners who support us, work hand in hand to improve the lives of children by creating real and lasting change. Our impact is felt by over one million children and their families and communities in more than 20 countries around the world.

WE ARE TRANSPARENT

We know: transparency builds confidence, improves our programs and leads to better outcomes. It's why

our approach—from our national office in Norway and our programs in Pakistan to our financial team in our Toronto headquarters—is based on an accepted standard of ethical behaviour, best practices, integrity to our donors and accountability to our International Board of Directors. We are as authentic with the volunteer Coaches we teach and the programs they implement for us, as we are with global governments and development agencies.

In an era of unprecedented competition and scrutiny, we remain a leader, shaping where the industry needs to go and how to get there for sustainable change.

Our programs achieve this through transformative psychological and physical behavioural development; our organization attains it through the evidence of our effectiveness and accountability reporting.

The trust and credibility we have earned with our donors, governments and stakeholders are invaluable. By shining a light within the arena of public policy, advocating for children and their right to use the transformative power of play to create better futures while driving lasting change, we hold ourselves and all other stakeholders responsible. And that's a good thing.



IN CHINA, the boys and girls in our programs feel valued and worthy, because they are.

OUR APPROACH TO ACCOUNTABILITY

- **Continuing Education** - By integrating and adhering to best practices for our internal and external audits, reports and analysis and using the results and data received, we are empowered with information. This enables us to improve policies and performance, while allowing for time to reflect on past experiences and learn from them.
- **Shared Transparency** - We are 100% transparent in our communications, be it from our national offices, our international programs or our financial status to donors. With each shared correspondence, we ensure legal, privacy and security matters are considered and managed accordingly. We conduct our work with the utmost integrity.
- **Global Leadership** - We helped pioneer using play- and sport-based activities to engage, inspire and develop children’s psychological and physical wellbeing. We continue to contribute to and lead this quality of work by engaging with other organizations and partnerships to influence industry accountability standards.

OUR GOVERNMENT AND UNITED NATIONS PARTNERS

-  Foreign Affairs, Trade and Development Canada
-  Dutch Ministry of Foreign Affairs
-  Norwegian Agency for Development Cooperation (Norad)
-  United States Agency for International Development (USAID)
-  United Nations Children’s Fund (UNICEF)
-  United Nations High Commissioner for Refugees (UNHCR)
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IN PERU, children in our programs have the freedom to run, skip, jump and play.

GLOBAL CORPORATE PARTNERS

Chelsea FC



Our partnership with Chelsea Football Club (Chelsea FC) has raised more than £2 million since its 2007 launch. Events like the annual Right To Play World Cup at Stamford Bridge, and various player events generously supported by the club and their corporate partners, have been instrumental to our success. Together, we've developed a Football for Development resource, which reaches over 120,000 children from more than 15 countries. We're a winning team on the pitch, too. As the first Premier League club to add a charity logo to their European kits – adding ours in 2011 – Chelsea FC captured both the 2012 UEFA Champions League and the 2013 UEFA Europa League titles.

Microsoft



This partnership represents a direct investment in our gender-focused programs in East Africa, as well as an investment in our technological capacity and digital resources. Microsoft YouthSpark's investment in our Raising Her Voice program to help support the development of youth in Africa, has already helped us reach more than 90,000 kids (53% girls) across East Africa and aims to reach 110,000 kids by 2015. Microsoft's 12-month investment in strengthening our Information and Communication Technology (ICT) systems will train 3,000 of our Coaches in basic digital literacy and create an interactive digital portal of our more than 600 games. Additionally, this grant will improve our digital information management, while increasing the effectiveness of our restricted fundraising, grants management and program financial planning systems to effectively reach more youth in Africa.

Polycom



The partnership with Polycom provides us with generous financial support for technology infrastructure and has revolutionized our ability to communicate globally through Polycom Real Presence voice and video collaboration solutions. Polycom's innovative technology makes it possible for our global team to meet face to face, from team-building exercises to daily meetings. During 2013, we began a series of all-staff meetings convened through the Polycom video-conferencing system entitled: Stories Without Borders. Individuals were interviewed, shared their experiences and inspired their colleagues with stories about how they had changed children's lives around the world.

International Ski Federation (FIS)



The FIS partnership has ensured that we benefit from numerous charity events at high-profile FIS World Cup races and the FIS Alpine World Championships. FIS has also helped organize a Right To Play gala at the Hilton Hotel in Zürich, and as skiing's world governing body, has helped facilitate our connection with invaluable contacts in the world of sport. The FIS partnership has given us an incredible platform from which to fundraise, gain media attention and recruit Athlete Ambassadors.

CORPORATE PARTNERS

MasterCard



Together with MasterCard, we launched a joint program initiative in Thailand and Peru for children and

young people called: Financial Fitness. More than 1,500 youth took part in the financially-focused program, which used play to improve financial literacy and money management skills. The partnership was extended to develop the Financial Enterprise program, piloted in Thailand for 550 youth. The program was designed to build the knowledge, skills and capacity of participants to engage in income-generating activities through an entrepreneurial approach.

Performance Coaching Inc.

Our partnership with Performance Coaching Inc., one of



PERFORMANCE COACHING

Canada's foremost leadership development companies, has been crucial in the creation of our Coaching for High Performance resource. The program is designed to support staff and Coaches on the ground to develop the essential communication and leadership skills required for highly-effective coaching for results. This training program is a crucial component of our larger talent management initiative and is therefore making a fundamental contribution to our long-term success.

Team Specialized-lululemon



Team Specialized-lululemon is a women's professional cycling team made up of 11 inspiring athletes from around the globe and a handful of dedicated staff. While many of the current team were supporters prior to the formation of Team Specialized-lululemon, the entire team has joined us to raise funds and awareness about the long-term benefits sport and play can have in disadvantaged communities throughout the globe.

Canada



This year, we experienced tremendous growth. We expanded our programs into new communities, increased awareness of Sport for Development and Peace and continued to raise funds for our global programming.

PARTNERSHIPS FOR PLAY

We were honoured to receive a \$1 million contribution to our *Promoting Life-skills in Aboriginal Youth (PLAY)* program from Maple Leaf Sports and Entertainment (MLSE) and its MLSE Foundation. This partnership, along with support from Canada's federal Health Ministry—which announced an investment in the *Play for Diabetes Prevention* program—helped us grow the PLAY program's reach by 25 per cent, now in 57 Ontario First Nations communities and urban Aboriginal centres.

NATIONAL SPEAKERS TOUR

Our vibrant presence in the Canadian school system continued through 2013, culminating in the National Inspirational Speakers Series (NISS). Supported by the Department of Foreign Affairs, Trade and Development, NISS saw Athlete Ambassadors and Right To Play representatives visit 333 schools in 51 cities across Canada, educating and inspiring more than 90,000 students on our mission and the transformative power of play.

ATHLETES TAKE TO OUR FIELD

This year, Olympians Clara Hughes and Rosie MacLennan visited Liberia in support of our “Level the Field” social media campaign, while Paralympian, Benoit Huot and Vancouver 2010 bronze medalist, Joannie Rochette traveled to Rwanda. Thanks to ongoing support from CBC Sports' Scott Russell, we also took a team, including Olympians Perdita Felicien and Adam van Koeeverden to Liberia and Benin, which resulted in dynamic exposure on the network's blogs and a 12-minute documentary that aired on *CBC Sports Saturday*.

OUR SUPPORTERS: A WINNING TEAM

The beneficiary of multiple golf tournaments, including: Zauntourage, IAMGOLD Golf Classic, Bill Volk Celebration Golf Classic, Phil Kessel Golf Classic and Camp Goodtimes Classic, we, along with our supporters, Athlete Ambassadors, corporate partners and celebrities raised more than \$400,000 on the greens.

Our Champions' first annual NXNE Backyard Garden Party was another great success. With live music by Jim Cuddy, Gord Downie and Sam Roberts, the event featured *Kids In The Hall's* Dave Foley as guest MC, as well as appearances by *Mad Men's* Jessica Paré and Athlete Ambassador, Adam van Koeeverden.

I AM
CHANGE





As part of the PLAY program, children participate in activities with an MLSE Coach during an April visit to Manitoulin Island, Ontario.



Guests at the NXNE Backyard Garden Party enjoy an exclusive acoustic performance by Canadian music legend, Jim Cuddy at a private home in Toronto, Ontario.

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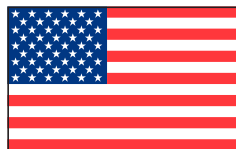
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United States



We had an exciting 2013. We announced our first partnership with a U.S. national governing body for an Olympic sport, USA Gymnastics, rolled out our second year of New York City program Play at the Core, and held unforgettable events across the country.

PARTNERING WITH USA GYMNASTICS

In July, we joined forces with USA Gymnastics to bring gymnastics programs and the opportunity to play to children across the country. Our mutual goal is to make sport and play more accessible to children living in disadvantaged communities by focusing on three key elements:

- Engaging underprivileged children in gymnastics programs by annually awarding upwards of 30 grants to USA Gymnastics member clubs.
- Building awareness about the value of sport and play through National Gymnastics Day and its co-chairs: 2012 Olympic all-around gold medalist Gabrielle Douglas, 2008 Olympic horizontal bar silver medalist Jonathan Horton and 2008 Olympic team silver medalist Alicia Sacramone.
- Broadening our community through marquee events and the recruitment of Douglas, Horton and Sacramone to our network of Athlete Ambassadors.

To date, our partnership has garnered the attention of more than 50 media outlets, including: The Wall Street Journal, The Washington Post, The Huffington Post, Sports Illustrated and NBC.

PLAY AT THE CORE: YEAR TWO

Our premier domestic program, Play at the Core, implements play-based learning techniques by training educators in our signature methodology. Our goal is to address the achievement gap in priority neighborhoods and position children to start school on a path towards college and career readiness. This year, we completed a comprehensive assessment of participating educators, organized a Play Day promoting the value of Universal Pre-Kindergarten programs for families in the Bronx, re-enlisted our inaugural cohort of educators for a second year of training and recruited more than 75 new educators. Through these 110 educators working in 21 sites, we have reached close to 1,000 children in 58 New York City classrooms.

TEAMING UP WITH SPECIALIZED-LULULEMON

On October 20, we joined forces with the Specialized-lululemon women's professional cycling team to host Race with the Pros: an exclusive cycling event to raise awareness and benefit our programs worldwide. Participants enjoyed a day of rigorous cycling through New York and New Jersey, alongside a team of professional cyclists from around the world.

I AM
CHANGE





Right To Play Athlete Ambassadors Jonathan Horton, Alicia Sacramone and Gabrielle Douglas. Photo by Geoffrey Bolte.



Play at the Core addresses the achievement gap and reaches nearly 1,000 pre-kindergarten children every day in New York City

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United Kingdom



We hosted a wide range of successful fundraising and stewardship events and worked with more companies than ever before.

ATHLETE AMBASSADORS VISIT UGANDA

Recognising the global importance of sport, as well as their influence as Olympic heroes, Athlete Ambassadors Alex Danson and Zoe Smith visited 20,000 children and young people in our programmes in Kampala. “The trip was a life-changing experience,” says Alex. “Without Right To Play, the children wouldn’t have so many crucial opportunities, that we take for granted in the UK.”

CHELSEA FC VISITS THAILAND

Coaches from the Chelsea Football Club Foundation gave 40 students from the Praya Prasert school in Bangkok a session on football skills, teamwork and cooperation. “Going into the communities is always something we look forward to,” said Ian Woodroffe, International Development Manager of the Foundation. “The enthusiasm among the children is such a wonderful boost. Giving something back to the communities we work in is behind everything we do and days like today underline the importance of this work.”

BARCLAYS HELPS EMPOWER MIGRANT CHILDREN

In 2013, Barclays helped us provide 20,487 migrant children, living in and around the Beijing area, access to our Empowerment Through Sports programmes. For the past three years, these programmes have helped children focus on their education, health and social skills development.

STANDARD CHARTERED EMPOWERS GIRLS

Through their Goal programme, which uses sport to empower adolescent girls with the skills necessary to make informed life choices and embrace economic opportunities, Standard Chartered helped us reach 4,100 girls in Jordan and just over 3,000 girls in China.

THE BIG RED BALL 2013

Our annual gala at The Roundhouse, London was an outstanding success, raising more than £600,000 for our work with girls and young women. A highlight was Doreen Amenu’s inspirational speech about her work as a Right To Play Coach in Ghana. She shared how our training has made her a more confident teacher and how the impact of our programmes is improving girls’ health and reducing teenage pregnancies.

I AM
CHANGE





Right To Play UK Athlete Ambassadors, Alex Danson and Zoe Smith, visiting a programme in Kampala, Uganda.



Right To Play Coach, Doreen Amenu, from Ghana, speaking at the Big Red Ball at the Roundhouse, London.

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The Netherlands



2013 was a beautiful year complete with highlights: Together with War Child, we won the proposal for the National Postcode Lottery's project: You Lead. We increased awareness for the organization through a national campaign with Kinderen voor Kinderen. And we held our first golf tournament and were chosen to be the charity partner for the country's biggest run.

YOU LEAD

For the third year in a row, we were the beneficiary of the National Postcode Lottery and received an annual donation of €500,000. In addition along with War Child, we were chosen to jointly implement the National Postcode Lottery's three-year project in the Palestinian Territories: You Lead. Commencing in 2013, this project involves entire communities by training youth leaders and helping create safe places for children to play—all to ensure the ongoing and sustainable well-being of children. Moving forward, You Lead will utilize our play- and game-based activities; methodology, tips and tools; and our education-, health- and peace-building-focused curriculum to help train more leaders.

KINDEREN VOOR KINDEREN

This year, we were the charity of choice for the very popular children's choir: Kinderen voor Kinderen. More than 50 schools from across the country raised €60,000 through events like: book sales, runs, community clean-up and dance performances. It was a huge success, complete with local and national media attention, including coverage on six national television shows. We were thrilled to be a part of this initiative, helping children raise their voices in support of other children around the world.

DAM TOT DAMLOOP

In September, we were the featured charity at the Netherlands' biggest run: the Dam tot Damloop, a 10-mile run from Amsterdam to Zaandam. This year over 200 runners, including Athlete Ambassador Chiel Warners, our National Director Karijn Akkerman and our Founder, President and CEO Johann Koss—who gave the entrants a pre-race pep-talk—ran on our behalf, raising more than €68,000. It was an exhilarating day replete with light-hearted rivalry, overt camaraderie and the scenic outdoors. At the race's half-way mark, our Right To Play cheerleading team helped encourage the participants to complete the run. We want to extend a round of applause to everyone who crossed the finish line.

RIGHT TO PLAY GOLF CUP

This fall, we organized the first Right To Play Golf Cup tournament at one of the country's most exclusive courses, The Dutch. A total of 18 rounds of golf were sold with several of our Athlete Ambassadors joining in. The competition was fierce and was only surpassed by the participants' jovial enthusiasm. The day ended with an on-site dinner and an auction in the Clubhouse, raising €95,600 in total.

I AM
CHANGE





Children playing one of our activities at the You Lead event.



Athlete Ambassador Chiel Warners running the Dam tot Damloop for Right To Play.

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Norway



As we reflect on another productive year, we would like to acknowledge and thank all of our supporters for their unwavering encouragement, commitment and belief in our work.

THE SUZANN PRO CHALLENGE

This year, Suzann Pettersen—the number-two ranked, LPGA golf player—chose Right To Play as the official charity partner for her second, annual golf tournament in Oslo, Norway, awarding us with a cheque for US\$150,000.

The event attracted more than 5,000 spectators who came out to watch some of the world's best golfers compete against each other. The teams were divided by continent, with Yani Tsang and Ai Miyazato representing Asia. Beatriz Recari and Sandra Gal played for Europe. Jessica Korda and Paula Creamer competed for the USA, while Marita Engzelius joined Pettersen on behalf of Norway. The tournament was a lot of fun and a great opportunity to promote our work with children around the world.

"I feel privileged to be able to do what I enjoy the most," says Pettersen. "Unfortunately there are a lot of children that are not as fortunate as me. To watch the other golfers play on my home course and knowing that this will help some of the most disadvantaged children in the world is touching and honourable."

We, too, feel honoured to have Pettersen as one of our Athlete Ambassadors. Dedicated to making a difference in children's lives, Pettersen wholeheartedly supports the power of sport and play as a means to create a healthy and safe world.

HANDBALL IN UGANDA

In Uganda, handball is a very popular game thanks to its physicality and its inclusivity for boys and girls to play simultaneously.

We partnered with the Norwegian Handball Federation to build a playing field within a local community. While this new sporting area is different from its Norwegian counterparts, it's the perfect fit for Uganda and the local children. Our Right To Play Coaches are thrilled.

Thorir Hergeirsson and Robert Hedin, the women and men's Norwegian national-team handball coaches couldn't wait to work with the local children and flew to the East African country. There, they spent a week teaching the game to our local Coaches and to the children.

"They have had a steep learning curve," says Hergeirsson. "But considering some of them had never heard of or seen the sport in action before, they are doing well."

The training was a success and ended with the official opening of the field and a fun handball tournament.

I AM
CHANGE





The Suzann Pro Challenge.



Handball in Uganda.

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Suzann Pro Challenge
YT Holmenkollstafetten

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Gjensidigestiftelsen
Norwegian Agency for Development Cooperation
(Norad)
The Thomas Fearnley, Heddy and Nils Astrup
Foundation



Switzerland



Over the past year, our many funders, board members, partners, Athlete Ambassadors, friends and supporters continued to make a difference in the lives of children around the world through their generosity and dedication.

SKIING FOR CHARITY WITH THE SKI WORLD CUP FINAL

In February, we collaborated with Austrian Sports Aid to organize a Charity Race on the World Cup slopes—all as part of the International Ski Federation Ski World Cup final in Schladming, Austria. With renowned skiers and Athlete Ambassadors, Marco Büchel, Michaela Dorfmeister, Bernhard Russi and Andreas Wenzel competing for the cause, the event was a success, raising CHF 70'000.

VERBIER HIGH FIVE EVENT

In April, ski season ended with a bang at the much-anticipated Verbier High Five event, complete with a charity dinner hosted by cross-country skier and Olympic gold medalist, Dario Cologna. In addition to raising CHF 50'000, we celebrated the evening with Athlete Ambassadors and A-list personalities, such as: Olivier Keller, Laurence Rochat, Tom Lüthi and Fanny Smith.

OUR 10-YEAR ANNIVERSARY

In June, we celebrated our 10-year anniversary with a garden party, featuring a silent auction and A-list guests, including: our president, Johann Olav Koss, and Athlete Ambassadors Nora Angehrn, Marco Büchel, Tanja Frieden, Alain Gaspoz, Edy Hubacher, Christoph Kunz, Flavio Marazzi, Alexander Martinez, Laurence Rochat and Raphael Wicky. While the entire event raised over CHF 200'000, the highlight of the evening was when Benjamin, a Right To Play Coach in Burundi, shared his inspiring life story.

TRAVEL TO GHANA

In November, Athlete Ambassadors Marco Büchel, Alain Gaspoz, Patrick Heuscher and Flavio Marazzi visited our programs in Ghana. “What I take from Ghana is a better understanding of how Right To Play improves the quality of life for children,” says Flavio Marazzi. Referring to our literacy programs, Alain Gaspoz adds: “I am very happy to see that, together with the NGO School For Life, Right To Play is giving young people an opportunity to learn to read and write and to continue their education within the Ghanaian school system.”

NEW ATHLETE AMBASSADORS

We are proud to welcome six new Athlete Ambassadors: Estelle Balet (Freeride Snowboarding), Roland Collombin (Alpine Skiing), Roger Furrer (Golf), Tiffany Géroudet (Fencing), Steve Guerdat (Show Jumping) and Christoph Kunz (Para-Alpine Skiing).

I AM
CHANGE





Athlete Ambassador Marco Büchel (Alpine Skiing) playing with Ghanaian children during a field trip to Ghana.



Our 10-Year Anniversary Garden Party. From the left: Swiss Athlete Ambassadors Raphael Wicky, Christoph Kunz, Alain Gaspoz, Edy Hubacher, Tanja Frieden, Marco Büchel, Nora Angehrn.

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Financial Statements 2013

Financial Report 2013

In 2013, our total revenues increased 11.7% to \$40.5 million. This upswing was due to restricted revenues from governments, foundations and other sources which increased by 26% to \$25.9 million. We were able to secure a number of new grants including \$2.6 million from Norway Humanitarian. Unrestricted revenues decreased by 6.7% to \$14.4 million mainly due to the postponement of some major events to 2014. We are implementing various new initiatives in 2014 that will help us increase this revenue source. In addition, in June of 2013 we finalized our new five-year strategic plan which addresses new revenue opportunities and identifies opportunities for growth in this and other areas.

Our total expenses increased 18.3% to \$41.9 million in 2013. This is broken down into program and non-program expenses as outlined below.

Total program expenses increased by 17.3% to \$32.9 million as a result of the increased restricted revenue as we ramped up our international program expenses by \$4.0 million over last year. We continued to reach over one million children and youth in regular weekly activities and our programs continued to have a positive impact on the lives of these children and youth. This was verified by an independent evaluation commissioned by the Canadian government. In addition to expenses incurred in the countries in which we operated in 2013, we also include expenses related to resource development and program delivery, monitoring and evaluation, policy and cross-cultural global education.

Our non-program expenses, which consist of administrative and fundraising expenses, increased by 22.1% to \$9.0 million. Most of this increase was attributed to the \$2.5 million per year from three major investors to support the organization in building its fundraising capacity. Having this prepaid support means other donors did not pay for our increased fundraising efforts. Administration costs were kept relatively constant again this year as we remained cautious in our spending.

Overall, we had a deficit of \$1.4 million in 2013. However, despite this loss, we made a conscious decision to increase our spending on programs by utilizing part of our accumulated surplus which we have built up over the prior years.

Right To Play did not meet its own benchmark ratio of 85/15 for our program expense to non-program expense again this year, with actuals coming in at 79/21, the same as last year. This was again due to the investment in fundraising. With the exclusion of the investment funding, our ratio would have been 84/16. We will continue being below our benchmark ratio for the next few years as we utilize the investment to build on the fundraising capacity of the organization as well as our surplus. This will make us a stronger organization capable of reaching even more children through our high-quality, educational programs.

Our full consolidated financial statements, audited by Deloitte LLP, are also available on our website at www.righttoplay.com.



Dennis Lepholtz
Chief Financial Officer





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**REPORT OF THE INDEPENDENT AUDITOR
ON THE SUMMARY CONSOLIDATED
FINANCIAL STATEMENTS**

To the Board of Directors of Right To Play International:

The accompanying summary consolidated financial statements, which comprise the summary consolidated statement of financial position as at December 31, 2013, and the summary consolidated statement of operations and changes net assets for the year then ended, are derived from the audited consolidated financial statements of Right To Play International (the "Corporation") for the year ended December 31, 2013. We expressed an unmodified audit opinion on those consolidated financial statements in our report dated June 24, 2014.

The summary consolidated financial statements do not contain all the disclosures required by Canadian accounting standards for not-for-profit organizations. Reading the summary consolidated financial statements, therefore, is not a substitute for reading the audited consolidated financial statements of the Corporation.

Management's Responsibility for the Summary Consolidated Financial Statements

Management is responsible for the preparation of the summary consolidated financial statements in accordance with the Note to the summary consolidated financial statements.

Auditor's Responsibility

Our responsibility is to express an opinion on the summary consolidated financial statements based on our procedures, which were conducted in accordance with Canadian Auditing Standard ("CAS") 810, "Engagements to Report on Summary Financial Statements."

Opinion

In our opinion, the summary consolidated financial statements derived from the audited consolidated financial statements of the Corporation for the year ended December 31, 2013 are a fair summary of those financial statements, on the basis described in the Note to the summary consolidated financial statements.

Deloitte LLP

Professional Chartered Accountants, Chartered Accountants
Licensed Public Accountants
June 24, 2014

Financial Statements 2013

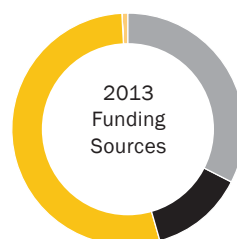
Summary consolidated statement of financial position
as at December 31, 2013 (stated in thousands of Canadian dollars)

	2013	2012
	\$	\$
Assets		
Current		
Cash	11,324	10,798
Contributions receivable	3,680	2,467
Harmonized sales tax receivable	115	140
Prepaid and other expenses	1,289	942
	16,408	14,347
Capital assets	319	453
	16,727	14,800
Liabilities		
Current		
Accounts payable and accrued liabilities	1,383	1,384
Deferred contributions	10,923	7,607
Bank loan	-	1,087
	12,306	10,078
Long-Term		
Deferred capital contributions	197	330
Bank loan	1,194	-
	13,697	10,408
Net assets		
Invested in capital assets	123	122
Internally restricted net assets	474	474
Unrestricted	2,433	3,796
	3,030	4,392
	16,727	14,800

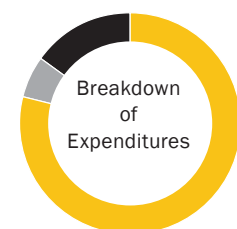
Note: Right To Play International has prepared these summary consolidated financial statements to be included as part of its annual report. These summary consolidated financial statements present the same information as the audited consolidated financial statements, except for the consolidated statement of changes in net assets, the consolidated statement of cash flows and the notes to the audited consolidated financial statements. Complete audited consolidated financial statements for the year ended December 31, 2013 are available upon request.

Summary consolidated statement of operations and changes in net assets for the year ended December 31, 2013 (stated in thousands of Canadian dollars)

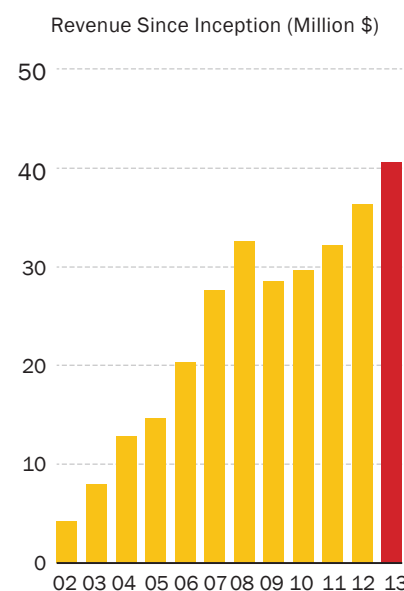
	2013	2012
	\$	\$
Revenue		
Restricted - programs	21,438	18,043
Restricted - others	4,486	2,537
Unrestricted	14,373	15,405
Donations-in-kind - others	56	125
Amortization of deferred capital contributions	181	165
Total revenue	40,534	36,275
Expenses		
Program expenses		
International programs	26,059	22,100
International program development and management	2,571	2,292
Development education	3,135	3,132
Program institutional partnerships, and monitoring and evaluations	908	94
Policy and advocacy	245	444
Total program expenses	32,918	28,062
Non-program expenses		
Administrative	2,511	2,238
Fund raising	6,467	5,117
Total non-program expenses	8,978	7,355
Total expenses	41,896	35,417
Excess of (expenses over revenue) revenue over expenses	(1,362)	858
Net assets, beginning of year	4,392	3,534
Net assets, end of year	3,030	4,392



● Government	32.9%
● Foundations	13.2%
● Individuals & Corporations	53.17%
● Others	0.2%
● Donations-in-kind	0.6%



● Program and Global Education	79.0%
● Administration	6.0%
● Fund Raising	15.0%



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IN LEBANON, the girls are focused during a peace-building game.

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