

2025 ANNUAL REPORT

25 years
of impact
through play



RIGHT TO PLAY





As I reflect on my first few months with Right To Play, I am filled with a deep sense of gratitude and purpose. Joining this organization at the end of 2025 has been both energizing and grounding. From my earliest days—whether meeting teams, connecting with supporters, or visiting programs—it has been clear that Right To Play is powered by passionate people who believe profoundly in children’s right to learn, grow, and thrive through play.

This has also been an extraordinary and turbulent period for the broader NGO sector. Around the world, organizations are navigating increasing geopolitical instability, shrinking humanitarian space, economic uncertainty, and rising needs among the communities we serve. These pressures are felt most acutely by children. Too many are facing disrupted education, limited protection, and environments where their voices are not heard and their rights are not upheld.

Yet, in the midst of this upheaval, my first months with Right To Play have shown me something equally powerful: resilience, innovation, and unwavering commitment. I have seen firsthand how our play-based approaches create inclusive learning environments, strengthen confidence in girls, build social and emotional skills, and unlock pathways to possibility, even in the most challenging contexts. I have met educators who speak with pride about the changes they see in their classrooms, partners who champion our methods, and children who remind us of every day why this work matters.

What strikes me most is Right To Play’s unique positioning at this moment. Our combination of deep community roots, evidence-based programming, and a proven ability to adapt in complex environments allows us to reach children in a transformational way. Our work builds long-term skills and relationships that help children shape their own futures. In a world where uncertainty is becoming the norm, this is essential.

As we look back on our reach and impact in 2025, I am inspired by what we have achieved together, and even more motivated by what lies ahead. The dedication of our staff, the trust of our partners, and the generosity of our supporters form the foundation of everything we do.

Together, we can continue to ensure that children have the opportunity—and the agency—to learn, to play, and to thrive. I am honoured to be part of this journey with you.

Jessie Thomson

President & CEO
Right To Play International



In 2025, children around the world continued to face the consequences of conflict, displacement, and inequality. As humanitarian needs grew and funding for global education came under increasing pressure, Right To Play remained focused on supporting children’s learning through the power of play.

This year marked an important milestone as we celebrated 25 years of empowering children through play-based learning. While much has changed since our founding, our commitment to children’s rights has remained constant. For a quarter of a century, Right To Play has worked alongside children, educators, communities, and governments to create opportunities for learning, protection, and development. The anniversary was an opportunity to celebrate our achievements while renewing our commitment to the millions of children who still face barriers to education.

In August, Right To Play Norway hosted a charity event with 150 participants. Ambassadors, long-standing supporters, and corporate partners joined the celebration, raising enough through donations and auctions to support 7,620 children in Right To Play programmes for a full year.

A major achievement was the first full year of implementation under our new Norad framework agreement, supporting education and psychosocial wellbeing programmes in Ethiopia, Tanzania, Lebanon, and Palestine. The agreement strengthens our ability to reach children in some of the world’s most challenging contexts while improving learning outcomes, supporting children affected by crisis and displacement, and strengthening teachers and schools.

The International Day of Play, officially recognized by the United Nations in 2024, continued to gain momentum. In Norway, the day was celebrated through our annual Løpedugnaden event, bringing together corporate partners, supporters,

ambassadors, and families. Companies sponsored participants based on completed laps, helping raise both awareness and funds.

2025 was also a year of growing engagement and strong partnerships. We were proud to welcome Norwegian athletics star Henriette Jæger as a Right To Play ambassador, alongside new event partner 3Toppsløpet Jeløya (3TL) and new corporate partner One Accounting.

Our corporate partners continued to play a vital role. Once again, Anton Sport’s annual “Round Up” campaign achieved a record-breaking result, demonstrating the lasting impact of their commitment and the generosity of employees and customers.

The achievements highlighted in this report would not have been possible without the dedication of our staff, ambassadors, partners, donors, and supporters. Together, we are helping children build the resilience, confidence, and skills they need to navigate an increasingly complex world. We are grateful for your support and look forward to continuing this work in the years ahead.



Ted Skattum
Board Chair
Right To Play Norway



Elin Margrethe Tvedt
National Director
Right To Play Norway

25 YEARS OF BEING THERE FOR CHILDREN

Ahead of the 1994 Lillehammer Olympics, Johann Olav Koss visited Eritrea and witnessed a boy kicking a ball he had made from a discarded shirt. It was a small, spontaneous act—but it revealed something profound: the extraordinary power of play.

That moment stayed with Johann. It was a reminder that **every child, everywhere, deserves the chance to play**. That conviction became our foundation; in 2000, it became our mission.

Twenty-five years later, it continues to drive everything we do.



LEARN MORE
ABOUT OUR
25 YEARS OF
IMPACT

Since 2000,

We've reached more than **18 million** children across **47 countries**.

We've empowered more than **70,000 Junior Leaders** to claim their rights.

We've trained more than **2 million educators and coaches** to support children's learning and well-being.

2003

Expanded programs in Uganda, Tanzania, Mozambique, Mali, Thailand, Rwanda, and the Palestinian Territories, supporting 500,000 children weekly.

2006

New programs in Ethiopia, Lebanon, Jordan, Ghana, China, Pakistan, and Burundi reaching 700,000+ children weekly.

2000

Right To Play is founded.

2001

Launched programs across Africa, Asia, and the Middle East, reaching children in 30 countries.

2004

Measles vaccination campaign in Mali exceeded targets by up to 200%.

2007

Transitioned to local staff in every country, strengthening our early commitment to local leadership. Recognized as the top NGO working in disability in Ethiopia.

2010

10 YEARS

Launched programs in Indigenous communities in Canada, surpassed 1 million children reached globally each week.

2013

Responded to the Syrian refugee crisis with programs in Lebanon and Jordan providing social and emotional support for refugee children.

2011

Partnered with the government of Benin to develop a national early childhood education curriculum.

2014

Helped establish the International Day of Sport for Development and Peace, now celebrated annually.

2016

Integrated play-based learning into Rwanda's schools and teacher training.

2018

Through a global coalition, secured a G7 pledge of C\$2.9 billion for girls' education.

2020
20 YEARS

Rapidly shifted to remote and online programming when COVID-19 closed schools.

2022

Delivered supplies and emotional support to children coping with displacement, following the floods in Pakistan.

2024

Successfully campaigned with partners for the United Nations to declare June 11 the International Day of Play.

2017

Trained 16,000 pre-primary teachers in Tanzania, reaching more than 800,000 children.

2019

Partnered with Yo-Yo Ma and Silk Road Ensemble to launch Music for Development in Beirut; helped repeal a decree in Mozambique that barred pregnant girls from school.

2021

Made 100 games free and open-source in English, French, and Arabic; launched a girls' leadership program in Senegal with Sadio Mané.

2023

Reached 5.6 million children globally, including 87,000+ refugees and displaced children.

2025
25 YEARS

Millions of children. One enduring belief: that play changes everything.

25 years of protecting, educating & empowering children through play

Thank you for being part of this journey and for helping us build what comes next.

Twenty-five years of impact is more than a timeline—it's a **generation of transformed lives**. The strongest proof of our work lives in the children who have grown into leaders, advocates, and global citizens.

UGANDA

From junior leader to **community healer**

Daphine was once a shy girl who rarely spoke up in school. In her community, girls' education was often overlooked. Through Right To Play programs, she found her voice—building confidence, leadership, and passion for helping others.

At just 10 years old, she became a Junior Leader, guiding younger children, leading health-focused games, and challenging harmful norms around girls' rights.

"Right To Play molded me into the person I am today."

— Daphine

Today, Daphine is a comprehensive nurse in Kampala, using the empathy and communication skills she developed as a child to support girls, adolescents, and women. She is a dedicated advocate for girls' health and education—and she still dreams big.



Photo credit © Right To Play / Mpumbya Rodney

MEET
DAPHINE



"I know my worth."

PAKISTAN

From **silence to science**

Mahnoor grew up in a low-income household in Hyderabad, navigating pressure to stay quiet, stay indoors, and abandon her dreams after her father passed away. Everything changed when she met Coach Shamim through a Right To Play program. Through play-based activities, she found her voice, her confidence, and the courage to keep pursuing her education despite fear and financial hardship.

"I wasn't allowed to say anything because I was a girl. Now, I make my own decisions and can stand on my own."

— Mahnoor

With new confidence, Mahnoor became a Junior Leader, helping younger girls express themselves and stay in school. Today, she is studying science and preparing for medical school, determined to become a gynecologist who supports girls and women in her community.



Photo credit © Right To Play / Num Films



Photo credit © Right To Play / Num Films



MEET
MAHNOOR

"Believe in yourself because you can become whatever you want."

Right To Play protects, educates, and empowers children to rise above adversity through the power of play. We are a global leader in delivering play based-programs that promote children and young people’s learning and well-being.

Changing lives through the power of play.

4,646,101

children & young people reached

285,612

educators engaged in play-based learning

75,464

parents & caregivers supported

8,744

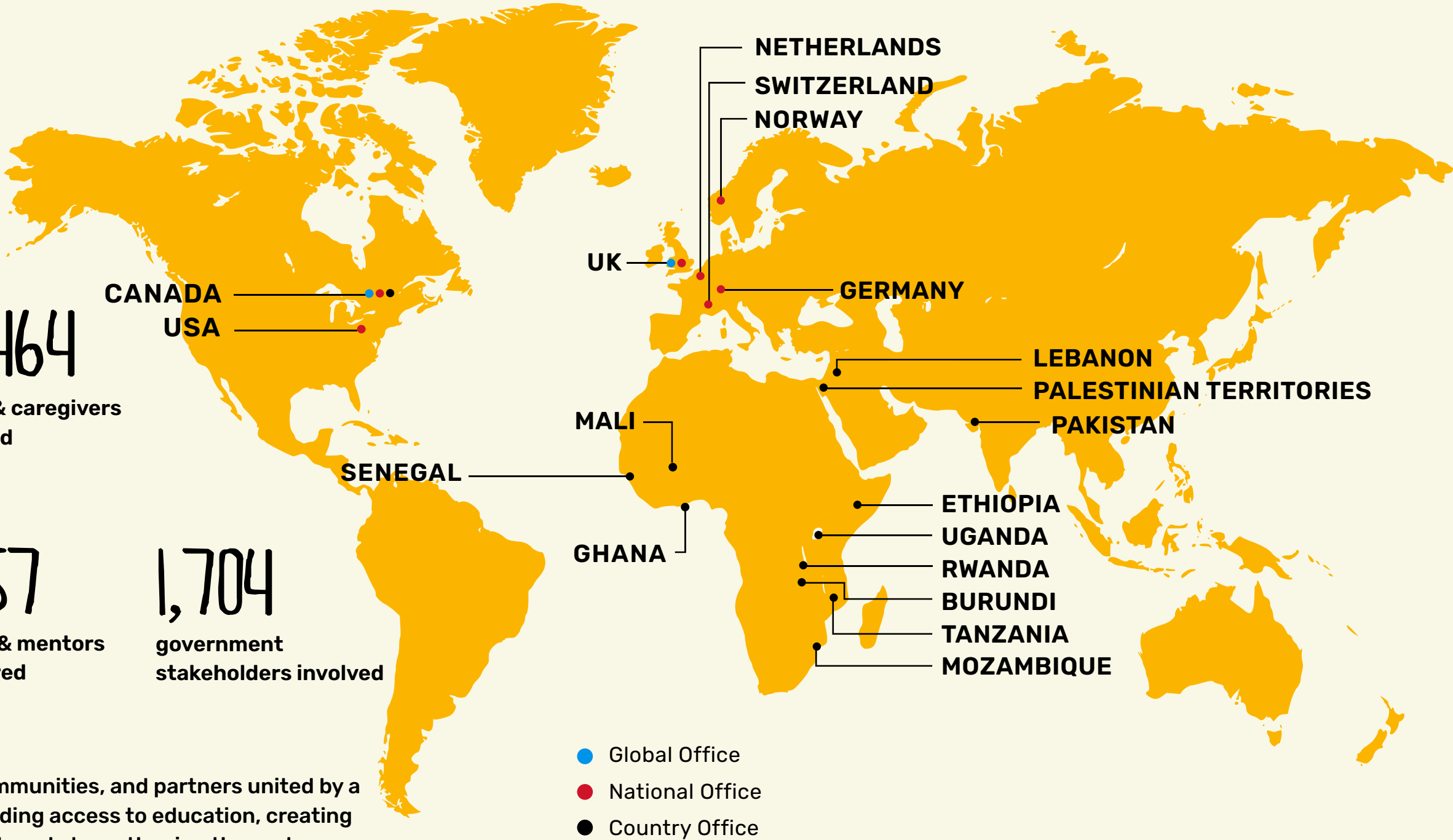
community leaders mobilized

2,857

coaches & mentors empowered

1,704

government stakeholders involved



Behind every figure are children, communities, and partners united by a shared vision. Together, we’re expanding access to education, creating new opportunities for empowerment, and strengthening the systems that protect children’s rights today and for generations to come.

10 years of learning through play with the LEGO Foundation



LEARN MORE
ABOUT OUR
IMPACT
HERE



For a decade, Right To Play and the LEGO Foundation have partnered to ensure children around the world experience the joy, wonder, and power of learning through play.

We've learned a lot about why play is such a powerful tool for supporting children's learning and well-being, and how we can fully harness that power at different stages of a child's development. We've leveraged those learnings for greater impact and contributed that knowledge to the growing body of evidence that shows how play is a transformational force in a child's life.

With the LEGO Foundation's support, we also contributed to global learning through two policy briefs: **Accelerating Foundational Learning Through Play** and **Promoting Psychosocial Well-being Through the Power of Play**.

Through this partnership, we've directly reached:

7 million+
children

200,000
teachers

12
countries

Play To Grow

In Uganda and Tanzania, the Play To Grow project has strengthened parent-child relationships in refugee communities by equipping caregivers to use play to support learning and socio-emotional skills. **Positive parent-child relationships increased** from 42% to 69% in Tanzania and from 79% to 84% in Uganda. Building on these successes, the initiative evolved into Play To Grow-Ready To Learn, a comprehensive program that supports children's psychosocial well-being, strengthens relationships with parents and caregivers, and enhances school readiness as children transition from pre-primary to primary education in Uganda.

Partners in Play (P3)

The P3 project **improved education quality for girls and boys** aged four to 12 in Ghana from 2019-24. In collaboration with the Ministry of Education and its agencies, NGO partners, and community-based organizations, P3 incorporated **play-based learning** approaches into the school curriculum and teaching practices. Results showed improvements in foundational literacy, increased student enrollment, and motivation to learn.

Build Back Better

During the COVID-19 pandemic, the Build Back Better program supported children in Ethiopia, Lebanon, Pakistan, Tanzania, and Uganda. The program reached more than **60,000 children**, **3,000 parents**, and nearly **1,000 teachers**. Its open-source P.O.W.E.R. psychosocial well-being resource has been used in several countries including Ukraine.

Thank you to the LEGO Foundation for a decade of shared commitment. The children, teachers, and communities we've reached together are proof of what's possible when vision meets action, and we look forward to what comes next.



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Plug in Play

Through the Plug in Play program, students in Rwanda gained **hands-on experience** in making, tinkering, robotics, and coding—building skills increasingly essential in today's workforce. Teachers used applied, **play-based learning methods to engage both girls and boys in STEM learning**. The results are significant: when the project began, only 35% of students in project schools passed their SET subjects. Five years later, that number rose to 85%.

Students like Lea, a grade 5 student, are applying these skills in practical ways. Combining coding and engineering, she designed a smart refrigerator that uses sensors to detect when someone approaches and opens automatically—a solution with potential applications in homes, schools, hospitals, and hotels.

WATCH LEA'S
STORY HERE





Early Childhood Care & Education



The early years shape a child's future—and caregivers play the biggest role.

We equip parents with confidence and tools to support learning through simple, playful activities that promote both development and emotional well-being. Through songs, stories, movement, and shared moments of joy, families strengthen bonds, reduce stress at home, and help children thrive.



READ HOW WE ARE ENABLING PARENTS AND CAREGIVERS TO SUPPORT CHILDREN'S LEARNING AND WELL-BEING THROUGH PLAY TO GROW

Our early childhood programs help girls and boys aged three to six with high-quality and playful early learning, laying the foundation for success in school and in life.

In 2025, we reached **7,790 young children** with safe, nurturing, and developmentally rich early childhood programs and trained parent educators in child-centred approaches.

EARLY CHILDHOOD CARE & EDUCATION

IMPACT STORY

Parenting **through play**



READ VASTINA'S STORY HERE

In Isingiro, Uganda, Vastina once felt overwhelmed caring for her daughter Christine, who was born with a disability. Poverty, stigma, and the stress of raising six children left little time for connection—and their home often felt tense and quiet.

That began to change when Vastina joined the **Play To Grow** program. Through the program, parent educators introduced simple, playful ways to engage with Christine and support her early development. What started as small moments—singing songs, playing outside, sharing time together—gradually built trust, confidence, and joy. Through these experiences, Vastina began to see her daughter differently.

Today, their home is filled with laughter, storytelling, and shared play. Christine is more engaged and expressive, and Vastina feels more

confident as a parent. Her husband has also embraced play as a better way to connect with their children. Vastina now encourages other parents in her community to choose connection over harsh discipline, especially in the early years—helping shift attitudes toward more playful, inclusive parenting.

"Showing love makes a child strong."

— Vastina, parent



Primary Education



Our programs ensure that primary school-aged children, especially girls, experience engaging, high-quality learning and leave school with stronger literacy, numeracy, and social emotional skills. We do this by putting play at the center of classroom practice.

In 2025, we helped **214,742 children** improve their literacy, numeracy, and problem-solving skills through active, play-based learning.

We also trained **9,549 teachers** in playful pedagogy strengthening classroom engagement and teacher-student relationships.

Photo credit © Right To Play / Luca Imberi

PRIMARY EDUCATION

PROGRAM SPOTLIGHT

Beyond the crisis: Igniting minds in Lebanon

In 2025, amid ongoing instability in Lebanon, the **Igniting Learning Minds (ILM)** project, strengthened early-grade literacy and well-being for vulnerable and refugee children in Beirut and the Bekaa. Delivered by Right To Play, in partnership with **Jusoor** and funded by **The Church of Jesus Christ of Latter-day Saints**, the project not only adapted to displacement and disrupted learning environments—but also exceeded its goals.

In total, **505 children** participated in structured literacy and play-based learning sessions. The project also trained **42 educators** in child-centred and social-emotional learning approaches, engaged **100 caregivers** in well-being and parenting support, and refurbished three education centres—creating safer, more inclusive learning environments.

Learning outcomes improved across all grade levels. Early Grade Reading Assessment results showed strong gains in letter-sound recognition, phonics, decoding, and reading fluency.

The ILM Project has done more than strengthen reading skills and resilience for 505 young learners—it has built something lasting: a stronger network of teachers, caregivers, and community spaces equipped to support children's education for years to come.

"Through the activities, I learned how a child's brain develops and discovered healthier ways to connect with my child."

— Caregiver, Jeb Jennine, Lebanon



Photo credit © Right To Play / Ralph Azar

80%

of students achieved a **passing grade** on end-of-year Arabic literacy exams

Play, protection & keeping girls in school

Save Her Seat Tanzania supports Grade 5–7 learners across **40 primary schools** in the Serengeti and Tarime regions, delivered in partnership with the African Inland Church of Tanzania (AICT) and with support from the Foreign, Commonwealth and Development Office (FCDO). The program reaches **25,294 children**—including **12,934 girls and girls with disabilities**—helping them build essential life skills like self-confidence, communication, leadership, collaboration, decision-making, and problem-solving through gender-responsive, play-based learning.

“Having a special place just for us girls to use is such a big change. I used to worry about how to manage my menstrual period when there was no privacy, but now I can focus on my studies.”

— Mericiana Wambura, Head Girl,
Nyamombara Primary School

In a context where girls face barriers such as limited access to quality education, child marriage, early pregnancy, low parental support, and a lack of girl-friendly bathrooms, Save Her Seat strengthens schools, teachers, and communities to keep girls learning and in school. Partners also mobilize communities to challenge harmful gender norms and champion girls' education.



91%

of teachers now **apply gender-responsive, play-based approaches**—a 28-point increase since Year 1

97%

of girls **regularly attend girls' clubs** across 40 schools, sustaining participation and peer support

83%

of girls report **feeling safe at school**—up 14%, with gains that **include girls with disabilities**—reflecting safer environments and protective practices

Behind every number is a girl who stayed in school, raised her voice, and took her seat.



“Games are enjoyable. People can learn a lot through play.”

— Mary, student
Save Her Seat Program, Tanzania



Gender Equality & Girls' Well-Being



Photo credit © Right To Play / Abdoulaye Faye

IMPACT STORY

In Senegal, girls face real barriers to sport, including harmful gender norms, limited access to safe facilities, and the persistent message that competition and physicality belong to boys.

At just 15, Elisabeth is rewriting what's possible for girls in her community. Learn how she found belonging and became a champion through wrestling.

"Sport gave me strength and a place to belong."

— Elisabeth, Senegal

Our programs support girls and young women to build confidence, leadership, and voice—while engaging young people to challenge the harmful gender norms that hold them back. Through safe spaces, mentorship, inclusive sport, and gender-responsive teaching, we help girls develop essential life skills, stay in school, and grow into the leaders they already have the potential to be.

In 2025, we equipped **292,813 girls** and **74,233 young women** with the skills, support, and safe spaces they need to stay in school, build confidence, and assert their rights.



READ ELISABETH'S
STORY HERE

GENDER EQUALITY & THE WELL-BEING OF GIRLS

PROGRAM SPOTLIGHT

Empowering youth through reproductive health education

In many communities across Ghana, Mozambique, and Uganda, stigma and deeply held beliefs around sexual and reproductive health leave young people without the information they need to protect themselves, avoid early pregnancy, and plan their futures. **SHARE (Sexual Health and Reproductive Education)** is working to change that.

Funded by Global Affairs Canada and delivered in partnership with FAWE, FHI 360, and WaterAid, SHARE advances gender equality by improving access to Comprehensive Sexuality Education (CSE) and gender-responsive health care—especially for girls and young women. In Ghana, **over 1,500 youth** completed the mentorship program, with confidence in accessing reproductive health services rising from 63% to 78%. The Ghana Education Service is now taking steps to sustain and scale the program. In Uganda, teachers report a stronger understanding



Photo credit © Right To Play / Flash Studio Moz

of national CSE standards and feel better equipped to support their students.

In Mozambique, trained teachers passed their knowledge on through a cascade model, ultimately reaching **1,622 teachers** in Play-Based Learning approaches and benefiting **86,284 adolescents and youth**.

"I no longer think about getting married so soon, much less about men as a solution to my needs, because I have the power to choose, to say 'no.'"

— Female participant, SHARE Project Mozambique

88%

of these adolescents and youth now report feeling **empowered to seek sexual and reproductive health information** and services when needed

PROGRAM SPOTLIGHT

Play for the prevention of violence against women and girls



Photo credit © Right To Play / Num Films

Pakistan ranked last out of 148 countries in the World Economic Forum's Global Gender Gap Report 2025, with women and girls continuing to face barriers to education, healthcare, and employment.

When we launched **What Works I** in 2015, the results were remarkable: reductions in bullying, lower rates of depression among children, improved gender attitudes, and a decline in corporal punishment at school and at home. Building on this progress, **What Works II**—funded by the UK's Foreign, Commonwealth & Development Office and delivered in partnership with Aahung and the Aga Khan University—continues to develop safer, more equitable school environments.

The program is mainstreaming a play-based, life-skills curriculum across **112 public and private schools** in Sindh. Through a whole-school model—mentoring Junior Leaders, strengthening school management, and training teachers in prevention-focused lessons—it is shifting classroom dynamics for the better. In 2025 alone, we reached **5,972 children**, over half of them girls, building their confidence, life skills, and ability to make safe decisions. A major milestone this year was the approval of the Play-Based Life Skills Education Manual by the Sindh Teacher Education Development Authority (STEDA), opening the door to widespread adoption across public schools.

“Instead of scolding students, I involve them in movement-based or discussion activities to redirect their energy positively.”

— Teacher, *Pakistan*

The program's impact has drawn regional attention—our Pakistan team was invited to share their learnings in Ethiopia, where education specialist Maham presented the curriculum adaptation journey.

From Sindh's classrooms to regional stages, What Work's II is proving the power of play-based learning to protect as well as educate.



LEARN MORE ABOUT THE WHAT WORKS PROGRAM



Photo credit © Right To Play / Abdoulaye Faye

PROGRAM SPOTLIGHT

Leveling the field for girls in Senegal

Through **RECAF-Jeu**, funded by Global Affairs Canada and implemented in partnership with the Liverpool Football Club Foundation, over **10,000 young people**—especially girls—in Sédhiou and Ziguinchor are building confidence, leadership, and life skills through sport and play.

By creating safe spaces, providing sports gear and period products, and coaching youth on goal setting and resilience, the project is shifting attitudes across communities.

One of those young people is Fatou. At nine years old, she sat glued to the TV watching women wrestlers crowned as champions—and decided she would follow in their footsteps.

44%

more boys in the program now confidently **speak out against gender-based violence**, female genital mutilation, and early marriage

68%

of girls and young women report a **decrease in gender-based violence**, compared with 50% at the start of the project

When Fatou first joined the wrestling team, she was brave but technically raw—unsure how to position her body, defend, or read her opponent. Community support was scarce. But as her coaching improved, so did everything else.

“I faced a lot of challenges. My friends told me that girls who do sports wouldn't be able to have children.”

— Fatou, *Senegal*



LEARN MORE ABOUT THE RECAF-JEU PROJECT



Psychosocial & Emotional Well-Being



Our programming reached refugee settlements in Uganda, Mali, and Burundi; conflict-affected communities in Lebanon and the Palestinian Territories; and marginalized areas in Pakistan.

Children and youth living through conflict, displacement, and daily stress need more than academic support—they need space to heal. We provide safe, supportive environments where children can express themselves, build resilience, and regain a sense of stability. Through play-based activities led by trusted facilitators, children learn to regulate their emotions, reduce anxiety, and reconnect with learning and each other.

In 2025, we supported **63,655 children** to strengthen their emotional well-being and coping skills.

PSYCHOSOCIAL & EMOTIONAL WELL-BEING

PROGRAM SPOTLIGHT

Where **healing and hope** take the field

In 2025, the **Kukivi Project** continued to transform the lives of young people in Burundi by harnessing the power of sport to create safer, more supportive communities for children and youth affected by displacement. “KuKivi”—meaning “busy at work” in Kirundi—is funded by the Olympic Refugee Foundation in collaboration with the Burundi National Olympic and Paralympic Committees, the Ministry of Youth and Sports, and the Ministry of Gender and Solidarity.

2025 results at a glance:

9,002
young people
reached

4,900
community
members reached

80
junior leaders
trained

561
refugees
supported

4
government
authorities
involved

46
youth with
disabilities
engaged

“What happened to me does not define who I am. Through sport, I regained my self-worth and my place in the community.”

— Girl, 17, Burundi



Photo credit © Right To Play / Wide Communications

The project’s work is grounded in three key outcomes:

- 1. Stronger support systems** among parents, coaches, and youth leaders to meet the psychosocial needs of young people
- 2. Improved life skills** for returnee and host-community youth through structured sport activities
- 3. Greater government leadership** in advancing sport for protection

Education in Emergencies

PROGRAM SPOTLIGHT

Learning against the odds

For more than a decade, conflict and insecurity have forced families in Mopti, Gao, and Bandiagara, Mali to flee their homes, disrupting children's education and leaving lasting marks on their lives. Today, both formal schools and temporary learning centres (TLCs) are essential to keeping children connected to learning.

EMPOWER—implemented by Right To Play and funded by the Government of Canada—responds to this reality by strengthening literacy and life skills for children affected by conflict, with a particular focus on girls and children with disabilities. The project also strengthens the capacity of community organizations supporting children's learning, protection, and psychosocial well-being.

"It is these tragedies we have experienced that make me want to learn in order to overcome the challenges to one day put an end to the war."

— Boy, Mali

As part of EMPOWER, girls and boys aged 6 to 12 from displaced families in these regions were invited to express their understanding of learning, their motivations for attending school, and the barriers they face through a participatory visual research process. Their drawings—featured throughout this report—offer a rare and powerful window into the experiences, needs, and aspirations of displaced children.



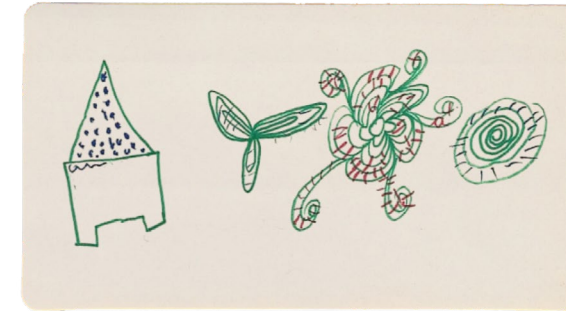
"I made this drawing to show that despite the insecurity we have experienced, despite our parents being killed, despite our birth certificates being burned, we need support to learn."

— Girl, 11, Mopti, Mali



"I would like to study to become a doctor and help people in need."

— Young girl, Bandiagara, Mali



"I go to school to help my parents buy a house and a game."

— Girl, 11, Mopti, Mali



"The love of writing."

— Girl, 10, Mali

Key achievements and impact

This year, EMPOWER contributed to improving the quality, accessibility, and continuity of education for displaced children in Mali:



2,000 birth certificates provided to displaced children missing legal documentation — enabling school enrollment for the first time



6,666 learning booklets supplied to partner schools to strengthen literacy and foundational skills



1,050 school kits distributed to support children's return to learning



Eight Temporary Learning Centres (TLCs) established in internally displaced persons (IDP) sites



Psychosocial support games and activities integrated into learning, helping children manage stress, build resilience, and reduce anxiety — changes observed and documented by community facilitators

Behind every statistic is a child who picked up a pencil—to draw, to write, and to **imagine a future beyond conflict**. We are grateful to Global Affairs Canada for its support, and to the Ministry of National Education of Mali and the education academies of Gao, Mopti, and Bandiagara for their partnership. The drawings featured here are the work of the young artists themselves.

Restoring childhood amid conflict



The situation in Gaza remains critical, with conflict, repeated displacement, and prolonged school closures profoundly affecting children's safety, learning, and emotional well-being. Many no longer have access to secure, structured environments where they can play, learn, and reconnect with peers—conditions essential to their healthy development.

Circle of Hope responds to this urgent need by supporting approximately **1,100 conflict-affected children** aged 5–12 living in shelters and displacement settings. Funded by the **AFAS Foundation** and implemented in partnership with the **Tamer Institute for Community Education**, the program offers safe, predictable learning and psychosocial support activities that help restore children's sense of stability and connection to education. Caregivers are also engaged to better support their children's coping and resilience in this highly stressful environment.

"You give them a small toy, and they hold it as if it were their homeland, as if it were a cloud lifting them away from the war, a cloud that rains dreams. You offer them a smile, and they return it with a laugh louder than the bombs."

— Ahmad Mortaja, Psychosocial Specialist, Gaza



Impact and reach

-  **1,108 children reached**
-  **12 structured Arabic literacy and numeracy sessions**, helping counter significant learning loss due to school closures
-  **5 Temporary Learning Spaces (TLS) established** in collaboration with the Tamer Institute, providing safe access to learning and social interaction for displaced children
-  **28 facilitators trained** in Play-Based Learning (PBL) methodologies, safeguarding, child protection, gender inclusion, and strategies for creating supportive classroom environments

PROGRAM SPOTLIGHT

Where play becomes power

First Nations, Inuit, and Métis communities across Canada continue to face inequitable access to safe housing, culturally grounded education, healthcare, clean water, and healthy food. These inequities place significant pressure on individuals, families and communities—and the effects are felt across generations.

Right To Play worked with **80 Community Partners** and **93 Community Mentors** to run the **PLAY Program**, making fun, supportive, safe spaces for children and youth.

“It was really like an outlet for me when I was growing up, I really looked forward to going every day.”

— Sam, former Community Mentor & PLAY Program Participant

In 2025, **4,914 children and youth** had regular supervised spaces to build essential socio-emotional skills—confidence, communication, leadership, and connection. All across Canada, we used the power of play to nurture resilience and belonging.



Photo credit © Right To Play / Kaylee Smoke & Tyler Shaw

Growing up, giving back

For youth in Aamjiwnaang First Nation, the PLAY program comes with myriad activities, including games, movie nights, and learning to make fry bread with Cody, the third Community Mentor to hold the role in a decade of partnership with Right To Play.

The “close-knit community” is why Cody and many other members of the First Nation want to move back to the reserve. The PLAY program, as one of many services offered across every stage of life, certainly exemplifies that kind of community-based and community-oriented connection.

Key results

92%
of youth reported **feeling confident in themselves**, up from 66% at the start of the program

86%
of youth **felt confident in their own leadership**—nearly doubling from 56% at the start of the program

94%
practiced healthy relationships by helping and collaborating with others, up from 78%

How we scaled up learning in 2025

Play-based learning is no longer a philosophy—it’s gaining ground in classrooms worldwide. In 2025, Right To Play’s sustained advocacy delivered concrete policy influence, system adoption, and scaled implementation.

Thought leadership at the ADEA Triennale

Right To Play presented at the **2025 Association for the Development of Education in Africa (ADEA) Triennale**, in support of the Ghana Ministry of Education. Alongside our Technical Assistance partners—Sabre Education, Lively Minds, and Innovations for Poverty Action—we shared evidence-based and scalable approaches to early learning and teacher development.

Advocacy at the International Education Conference in Paris

At the **4th International Education Conference** in Paris, Right To Play Mali highlighted how play-based pedagogy supports inclusive education for displaced children—advancing the case for investment in fragile contexts.



Photo credit © Right To Play / Luca Imberi

Influencing policy in Ghana

Right To Play and partners secured the inclusion of Kindergarten In-service Teacher Training on Play-based Learning within Ghana’s Global Partnerships for Education Ghana Accountability for Learning Outcomes project. This delivers play-based training to approximately 29,000 public kindergarten teachers across 14,700 schools. We are also supporting the development of Social Emotional Learning (SEL) curricula and early childhood stimulation modules spanning ages 0–3 through Primary 4.

Supporting future teachers in Mozambique

In Mozambique, Right To Play partnered with the Ministry of Education to train pre-service teachers in play-based learning methodologies—strengthening the next generation of educators.

Featured Impact and Partnerships



A celebration of 25 years of impact

In August 2025, Right To Play Norway celebrated its 25th anniversary by hosting a charity gala, bringing together 150 ambassadors, long-standing supporters, corporate partners, and friends of the organization.

The evening celebrated a quarter century of creating opportunities for children through play-based learning while looking ahead to the work still to be done. Through generous donations and a live charity auction, guests raised enough to provide an entire year of learning and support for 7,620 children.

More than a celebration of our history, the evening highlighted the strength of the Right To Play community and the power of partnerships to create lasting change for children around the world.

Right To Play's impact is made possible through the commitment of our partners, ambassadors, supporters, and donors. Together, they help children learn, grow, and thrive through play-based education. In 2025, as we celebrated 25 years of empowering children through play, we were reminded that lasting change is always achieved together.



Henriette Jæger joins Right To Play

Norwegian athletics star **Henriette Jæger** joined Right To Play as a new ambassador in 2025, inspired by her own experiences of how play and sport shaped her childhood.

Henriette quickly became an active advocate, participating in fundraising initiatives, corporate events, and awareness campaigns throughout the year. Together with our dedicated team of ambassadors, she helped raise awareness of every child's right to learn, play, and reach their full potential.

Anton Sport—a partnership that creates lasting change

Since 2012, Anton Sport has shown how long-term partnerships can create meaningful impact for children. Through its annual Round Up campaign, employees and customers across Norway have helped support Right To Play's work year after year.

In 2025, the campaign achieved its strongest result ever. Nearly 37,000 customers rounded up their purchases, raising a record-breaking NOK 1,908,551—enough to give more than 6,350 children access to Right To Play programmes for an entire year.

We are proud of this long-standing partnership and grateful to everyone at Anton Sport and their customers for continuing to create lasting change for children.



One Accounting—a new corporate partner

In 2025, we were proud to welcome One Accounting as a new corporate partner, strengthening our network of companies committed to children's rights.

Through financial support, employee engagement, and a shared commitment to creating opportunities for children, the partnership will help expand the reach of Right To Play's play-based learning programmes. We look forward to creating lasting impact together.



Photo credit © Right To Play Mali

All children, even those born into war and poverty, have the right to hope and dignity and the chance to live a life characterized by more than survival.

— Johann Olav Koss
Founder, Right To Play International

Partners and Supporters

Gold Partner

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Skattum Holding
Taconic
Ness, Risan & Partners
Swiss-Life Asset Managers
Tom Wilhelmsen's Foundation
Brødrene Jensen

Silver Partner

Zeiner Invest
Summa Equity
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Keystone Sports
Egil Verne
Pecunia
Concept Restaurants
Morningstar
One Accounting

Government Partner

Norad

Event Partner

Holmenkollstafetten
Sentrumsløpet
Oslo Triatlon
Birken AS
Kloss Expo
Kongelig Norsk Seilforening
3Toppsløpet Jeløya

Norweigan Ambassadors

Alpin

Kjetil Jansrud
Aksel Lund Svindal
Ragnhild Mowinckel
Aleksander A. Kilde

Atletics

Henrik Ingebrigtsen
Karoline Bjerkeli Grøvdal
Sondre Nordstad Moen
Fredrik Sandvik
Henriette Jæger

Golf

Suzann Pettersen
Caroline Martens

Cross Country

Therese Johaug
Marthe Kristoffersen
Ingvild Flugstad Østberg
Team Ragde Eiendom
Hans Christer Holund

Wrestling

Stig Andre Berge

Ice Hockey

Mats Zuccarello

Rowing

Birgit Skarstein

Speed skating

Ida Njåtun

Freestyle

Tiril Sjaastad Christiansen

Biathlon

Tarjei Bø
Johannes Thingnes Bø
Synnøve Solemdal

Cykling

Sven Erik Bystrøm
Carl Fredrik Hagen

Beachvolleyball

Christian Sørum
Anders Mol
Hendrik Mol
Mathias Berntsen

Influenser

Martine Halvorsen

Motorsport

Andreas Mikkelsen

Skijumping

Halvor Egner Granerud

Our Ambassadors

Thank you to all the Ambassadors who supported and amplified our work in 2025.

Aleksander Aamodt Kilde, Alpine Skiing, Norway

Paul Accola, Alpine Skiing, Switzerland

Chemmy Alcott, Alpine Skiing, United Kingdom

Abdi Salam Ali, Track & Field, Switzerland

Kayla Alexander, Basketball, Canada

Bianca Andreescu, Tennis, Canada

Nora Angehrn, Golf, Switzerland

Duan Asemota, Track & Field, Canada

Miranda Ayim, Basketball, Canada

Billy Bridges, Sledge Hockey, Canada

Marco Büchel, Board Member, Alpine Skiing, Liechtenstein

Matthijs Büchli, Cycling, The Netherlands

Dario Cologna, Cross-Country Skiing, Switzerland

Thijs van Dam, Field Hockey, The Netherlands

Thomas Dekker, Cycling, The Netherlands

Diggy Dex, Singer/Songwriter, The Netherlands

Sasha DiGiulian, Rock Climbing, United States

Uschi Disl, Biathlon, Germany

Eva Drummond-de Goede, Field Hockey, The Netherlands

Sam Effah, Track & Field, Canada

Halvor Egnér Granerud, Ski Jumping, Norway

Allyson Felix, Track & Field, United States

Nouchka Fontijn, Boxing, Coach, Speaker, The Netherlands

Severin Freund, Ski Jumping, Germany

Akwasi Frimpong, Skeleton, The Netherlands

Roger Furrer, Golf, Switzerland

Moritz and Stephanie Fürste, Field Hockey & Co-Founder of Hyrox, Germany

Sasha Golish, Track & Field, Canada

Marco Hagemann, Commentator & Moderator, Germany

Michelle Heimberg, Springboard Diving, Switzerland

Alison Jackson, Cycling, Canada

Hugo Kennis, TV Chef, The Netherlands

Simone van de Kraats, Waterpolo, The Netherlands

Rutger Letschert, Fitness & Lifestyle, The Netherlands

Carlos Lima, Handball, Switzerland

Aksel Lund Svindal, Alpine Skiing, Norway

Rosie MacLennan, Gymnastics, Canada

Lucas Malcotti, Fencing, Switzerland

Sadio Mané, Football, Senegal

Alexander Martinez, Track & Field, Switzerland

Diana Matheson, Soccer, Canada

Brolin Mawejje, Snowboarding, Uganda, United States

Sade McCreath, Track & Field, Canada

Anders Mol, Beach Volleyball, Norway

Ragnhild Mowinckel, Alpine Skiing, Norway

Tanguy Nef, Slalom, Switzerland

Marissa Papaconstantinou, Para Athletics, Canada

Pat Perry, Mental Magician and Conjuror, Switzerland

Suzann Pettersen, Golf, Norway

Andrew Poje, Ice Dancing, Canada

Grace Prendergast, Rowing, United Kingdom

Nathan Redmond, Football, United Kingdom

Laurine van Riessen, Cycling, The Netherlands

Laurence Rochat, Cross-Country Skiing, Switzerland

Bernhard Russi, Honorary Board Member, Alpine Skiing, Switzerland

Pien Sanders, Field Hockey, The Netherlands

Maximilian Schachmann, Cycling, Germany

Anna Schaffelhuber, Para Alpine Skiing, Germany

Lauritz Schoof, Rowing, Germany

Myrthe Schoot, Volleyball, The Netherlands

Alex & Maia Shibutani, Ice Dancing, United States

Birgit Skarstein, Rowing, Cross-Country, Norway

Arvin Slagter, 3x3 Basketball, The Netherlands

Sami Jo Small, Ice Hockey, Canada

Ben Sonnemans, Judo, Entrepreneur, The Netherlands

Christian Sørum, Beach Volleyball, Norway

Lauren Stam, Field Hockey, The Netherlands

Jeroen Stekelenburg, Sports Journalist, The Netherlands

Amelie Stiefvatter, Moviemaker & Moderator, Germany

Johannes Thingnes Bo, Biathlon, Norway

Eva van Timmeren, Content Creator, The Netherlands

Maarten Tjallingii, Cycling, The Netherlands

Tessa Veldhuis, Rugby, TV Host, The Netherlands

Rivkah op het Veld, Sports Journalist, The Netherlands

Anouk Vergé-Dépré, Beach Volleyball, Switzerland

Anouk Vetter, Track & Field, The Netherlands

Marijn de Vries, Cycling, Journalist, Host, The Netherlands

Andreas Wenzel, Alpine Skiing, Switzerland

Hayley Wickenheiser, Ice Hockey, Canada

Raphael Wicky, Football, Switzerland

Erica Wiebe, Wrestling, Canada

Markus Zberg, Cycling, Switzerland

Mats Zuccarello, Ice Hockey, Norway

SAFEGUARDING COMMITMENT

Photo credit © Right To Play / Mpumbya Rodney

Safeguarding means ensuring that every person who encounters our work—children, community members, and colleagues alike—is protected from harm. It is a commitment rooted in the UN Convention on the Rights of the Child and aligned with the Core Humanitarian Standard. Our Safeguarding Policy, reviewed and strengthened in 2025, embeds this commitment into everything we do—from project design and partnership agreements to the resourcing of survivor-centred support.

Reporting & response

In 2025, we received 12 concerns. All were acknowledged within 48 hours, fully investigated, and closed. Of the 6 substantiated cases—involving bullying and online harassment—psychosocial support was offered to every survivor, and staff received follow-up training in safeguarding, positive masculinity, gender communication, and DEIA.

Every concern raised is a sign that our systems are working—that people feel safe enough to speak, and trust that they will be heard. That trust is something we work to earn every day.

Building a safeguarding culture

86%

of staff received safeguarding training in 2025

100%

of safeguarding focal points, partners, and community representatives completed safeguarding induction

Safeguarding every person, without exception



LEARN MORE ABOUT OUR COMMITMENT TO SAFEGUARDING

Global Leadership Council

This network of international leaders is committed to supporting our work. We thank our founding members for their leadership.

Johann Koss	Barbara Keller	Dr. Michael Siefke
Martin Bidermann	Greg Lai	Dag Skattum
Rainer-Marc Frey	Robert MacLellan	Larry Tanenbaum
Tatjana Frey	Meridee Moore	Florian Wendelstadt
Ragnar Horn	Merhdad Noorani	Urs & Simone Wietlisbach
Adrian Keller	Rob Pulford	

Global Donors & Supporters

We thank the following funders who contributed CAD \$25,000 or more to Right To Play between January 1, 2025 and December 31, 2025.

# 60 Million Girls Foundation	C Canadian Postcode Lottery Foundation	F Felix Family Foundation	I IDRC	P PepsiCo Canada Foundation	T The Lawrence and Judith Tanenbaum
A Mireille Abujawdeh & John Lunn	The Carson Family Charitable Trust	Flutter International	Ingeborg Dénes-Muhr Stiftung	Andrew Pickersgill & Stephanie Bloomfield	Family Foundation
AFAS Foundation	Capgemini Invent	Dr. Christoph Franz & Isabelle Schaal	Infront Sports & Media AG	Leo Plank	Timeless Foundation
AltaGas Ltd.	CD&R Foundation (made possible through the Foundation's Employee Giving Campaign)	French Embassy in Lebanon	JSJN Children's Charitable Trust	Kirsten and Dwight Poler	Garrick Tiplady
Anonymous	The Charles H. Ivey Foundation	Frey Charitable Foundation	K Karsh Family Foundation	Postcode Lotterie in Germany	Tom Wilhelmsen's Foundation
Anton Sport	The Church of Jesus Christ of Latter-day Saints	Luisa & Georg Fritzmeier	Anka Kast	Postcode Lottery (UK)	Tripp/Smith Family Foundation
ASICS	CIBC	G Trevor and Cindy Gardner	Kensington Philanthropies	Power Corporation of Canada	U UK Aid from the UK Government
B Bain Capital Children's Charity	Jim and Penny Coulter	Goldbach Neo	Kindle Capital Group Inc.	Principality of Liechtenstein, Ministry of Foreign Affairs, Education and Sport	UNFPA
Barry Callebaut's Cocoa Horizons Foundation	D Däster-Schild Stiftung	GoodLife Fitness	Kristin Skauan Kleven	Promedica Stiftung	UNICEF
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Martin & Barbara Bidermann	Dentsu Norge	Green Leaves Education Foundation	L Jake & Charity Lawrence	RBC Capital Markets	W Walter Haefner Stiftung
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Bernhard & Christine Blum	E The Edgerley Family Foundation	HandSpark Charitable Trust	The LEGO Foundation	READ Foundation	Welsh and Plautz Family Foundation
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	Robert & Dana Emery Family Foundation	The Henry White Kinnear Foundation	M Alistair & Karyn Macdonald	Dr. Heinz-Peter Roß	Z ZSC Lions Eishockey AG
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				Ines Syz	



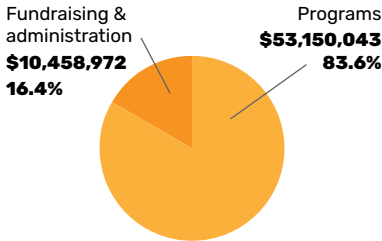
Consolidated Financial Statements

We are grateful for the trust that donors have placed in us to protect, educate, and empower children. We are proud to share annual reports and consolidated financial statements as part of our commitment to openness and accountability.

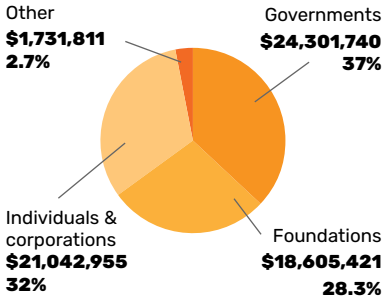
Consolidated Statement of Financial Position

As at December 31, 2025	2025	2024
Assets	CAD \$	CAD \$
Current assets		
Cash	20,137,867	26,444,589
Investments	8,683,549	5,834,342
Contributions receivable	5,875,556	5,404,326
Harmonized Sales Tax receivable	118,044	196,889
Prepaid and other expenses	1,205,547	1,553,414
	36,020,563	39,433,560
Capital assets	353,670	486,419
	36,374,233	39,919,979
Liabilities		
Current liabilities		
Accounts payable and accrued liabilities	3,819,153	2,191,883
Deferred contributions	10,862,550	17,780,265
Deferred lease inducement	45,074	45,074
Employee post-retirement benefits	115,525	588,462
	14,842,302	20,605,684
Long-term		
Employee post-retirement benefits	574,097	310,986
Deferred lease inducement	122,241	160,325
Deferred capital contributions	149,707	230,010
	15,688,347	21,307,005
Net assets		
Invested in capital assets	203,963	256,409
Internally restricted net assets	4,155,782	4,155,782
Unrestricted	16,326,141	14,200,783
	20,685,886	18,612,974
	36,374,233	39,919,979
For the year ended December 31, 2025		
Revenue		
Government	24,301,740	25,387,538
Individuals	9,998,399	7,220,248
Corporations	11,044,556	11,152,413
Foundations and charities	18,605,421	20,761,979
Other income	1,731,811	2,154,838
Total revenue	65,681,927	66,677,016
Expenses		
Program expenses		
Program implementation	50,431,347	54,177,335
Public awareness and education	2,718,696	2,290,445
Total program expenses	53,150,043	56,467,780
Non-program expenses		
Administrative	4,369,892	4,074,815
Fundraising	6,089,080	6,112,871
Total non-program expenses	10,458,972	10,187,686
Total expenses	63,609,015	66,655,466
Excess of revenue over expenses	2,072,912	21,550

Where the Money Goes



Where the Money Comes From



Visit our website to see the full set of Right To Play International's consolidated financial statements, including notes and the auditor's report.

LEARN MORE



Financial Statements for Right To Play Norway

Annual accounts Right To Play Norway 2025

ACQUIRED FUNDS	2025	2024
Government income		
Grants from Norad	kr 38,000,000	kr 33,550,000
Return of unused funds	-kr 4,025,892	-
VAT-compensation	kr 352,450	kr 396,288
Total government income	kr 34,326,558	kr 33,946,288
Income from fundraising		
Gifts and fundraising	kr 7,759,054	kr 6,522,909
Total income from fundraising	kr 7,759,054	kr 6,522,909
Income from operational activities		
Corporate partnerships and sponsors	kr 2,539,144	kr 2,567,440
Total income from operational activities	kr 2,539,144	kr 2,567,440
Finance and investment income		
Interest income	kr 3,765	kr 4,191
Total finance and investment income	kr 3,765	kr 4,191
TOTAL ACQUIRED FUNDS	kr 44,628,521	kr 43,040,828
RESOURCES EXPENDED		
Expenditure on generating funds		
Fundraising costs	kr 1,484,476	kr 1,265,226
Total expenditure on generating funds	kr 1,484,476	kr 1,265,226
Costs related to operational activities (sponsors etc.)		
Generating corporate partnerships	kr 2,040,526	kr 1,869,973
Total costs related to operational activities	kr 2,040,526	kr 1,869,973
Expenditure on charitable activities		
Transfer of government grants	kr 38,000,000	kr 33,550,000
Return of unused funds	-kr 4,025,892	-
Norad project management	kr 856,149	kr 806,931
Transfer of unrestricted funds	kr 5,300,000	kr 2,810,900
Purpose costs	kr 1,106,980	kr 1,004,117
Total expenditure on charitable activities	kr 41,237,237	kr 38,171,948
Administrative costs		
Administrative costs	kr 1,203,898	kr 1,354,748
Total administrative costs	kr 1,203,898	kr 1,354,748
TOTAL RESOURCES EXPENDED	kr 45,966,137	kr 42,661,895
NET INCOME FROM ACTIVITIES	-kr 1,337,616	kr 378,933
ALLOCATIONS AND EQUITY TRANSFERS		
Transferred from equity to Right To Play HQ		
Transferred to/from other equity	-kr 1,337,616	kr 378,933
Total allocations and equity transfers	kr 1,337,616	kr 378,933

Visit our website to see a full audited report of Right To Play Norway's 2025 Financials, including notes that are an integral part of these consolidated financial statements.

LEARN MORE



Select 2025 Partners

We are deeply thankful to the following global partners who have shown significant commitment to Right To Play over the last year by generously providing funding, supporting program implementation, and amplifying awareness of the organization at a global level.



Boards of Directors

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Perihan Bassatne
(resigned June 2025)
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Nancy Curtin
Sonal Dash
Lindsay Groves
Alex Howell
Kasase Kabwe
Ben Kay
(appointed Sept 2025)
Karyn Macdonald
Kjartan Rist
Doug S. Smith
(appointed July 2025)
Louisa Watt
(resigned June 2025)

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Lindsay Groves
Nancy Arnot Taussig
Lance R. Taylor, Treasurer
Marvin Larbi-Yebo

"Sport and play are
the soil from which
possibility sprouts."

— Johann Olav Koss
Founder, Right To Play International



Offices

Country Offices

Burundi

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Lebanon

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Industrial Park Bldg, 4th Floor
Dekwaneh, Mount-Lebanon
+961 1 684183, +961 1 684332

Mali

Route du 3e Pont, Missabougou
Bamako

Mozambique

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First Floor, Bairro da Sommerchield
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Pakistan

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Palestinian Territories

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Nile Street, Al Tireh, Ramallah
0097022975733

Rwanda

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Senegal

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+221 338242046

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www.righttoplay.org.uk

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www.righttoplayusa.org

protecting.
educating.
& empowering
children
through
play.



RIGHT TO PLAY

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