



Working Together to Maximize Our

GLOBAL
IMPACT

ANNUAL REPORT
2017

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A New Global Strategy to Maximize Our Global Impact

In 2017, world events compelled AFS to adopt an urgent new agenda that addressed this major challenge:

How can AFS best promote our learning-to-live-together agenda when nations are closing borders, communities are more divided and access to basic education opportunities remains problematic?

Guided by our mission, AFS launched an ambitious strategy to better leverage our global network and maximize our impact in the 98 countries where we work and offer programs. Our mandate:

Empower people of all ages and all backgrounds with the intercultural knowledge, skills and understanding required to take action and make a positive difference wherever they live, study, work and volunteer.

Although demanding, the transformation process to become an even more impact-driven international education organization was enlightening. Our network-wide collaboration re-energized our work in four action areas: programs, education, volunteerism and advocacy. We then focused the impact we want to make into three powerful mission-driven goals:

- **Develop active global citizens** to take action in their communities and around the world.
- **Globalize schools and institutions** to deliver effective intercultural learning programs that lead to global competence.
- **Expand access to intercultural education** through scholarships and community outreach.



Throughout this journey to define the future of AFS we were:

- **Inspired** that two-thirds of young people surveyed in 20 countries want to contribute to society, and many believe eradicating prejudice is critical (Varkey Foundation). These are the young people we want to help take their first steps as global citizens.
- **Encouraged** that global competence is increasingly considered an essential “power skill.” In fact, AFS forums on four continents validated that intercultural skills are in demand by employers worldwide.
- **Motivated** by working with more than 5,000 schools, recognized by Education Ministries in 24 countries and partnering with organizations such as **UNESCO, OECD, Teach For All, Purdue University, BP** and many other corporations, foundations and community organizations. These alliances and sponsorships help accelerate the AFS mission.

Our impact goals also demonstrate our commitment to the **United Nations Sustainable Development Goals**, especially Goal #4 Quality Education and Goal #16 Peace, Justice & Strong Institutions. We invite you to help us promote intercultural understanding in support of these goals by signing the AFS Declaration of Accra at afs.org/pledge/.

Thank you to our allies, sponsors and the AFS global community of more than one million doers, thinkers and givers for helping the world learn to live together.

Vishakha

Vishakha Desai (AFS '67)
Chair, Board of Trustees

Daniel

Daniel Obst
President and CEO

AFS in 2017

12,151
PARTICIPANTS

\$28 million
SUPPORT FOR
SCHOLARSHIPS AND INITIATIVES

PROGRAM
ACTIVITY IN
98
COUNTRIES

5,000
SCHOOL ALLIANCES

53,509
AFS VOLUNTEERS WORLDWIDE

500,000
AFS ALUMNI

10,000
HOST FAMILIES

RECOGNIZED BY
24
EDUCATION
MINISTRIES

60 NATIONAL AFS ORGANIZATIONS

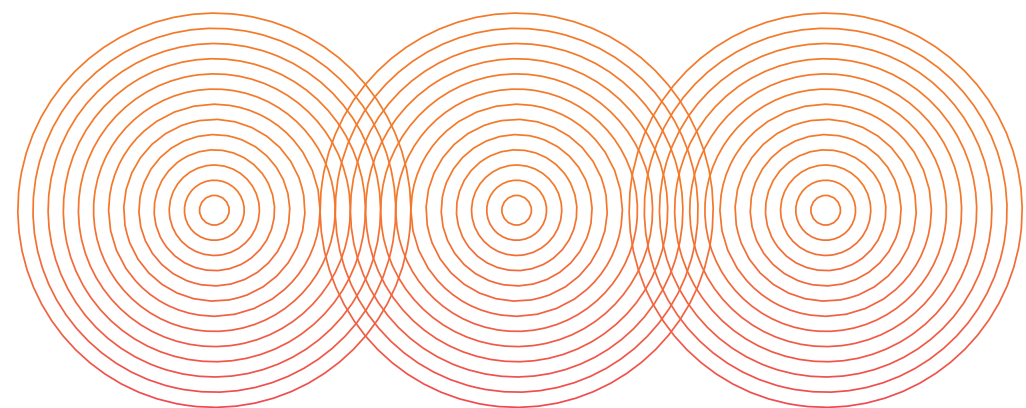
These AFS organizations celebrated their anniversaries:

- AFS France: 70 years;** 26,648 students
- AFS Netherlands: 70 years;** 9,403 students
- AFS New Zealand: 70 years;** 25,517 students
- AFS Norway: 70 years;** 18,650 students
- AFS Denmark: 60 years;** 17,973 students
- AFS Philippines: 60 years;** 3,339 students
- AFS Ghana: 50 years;** 2,737 students
- AFS Russia: 25 years;** 3,848 students





Active Global Citizens + Impact Goals = #AFSeffect



The new AFS strategy focuses on building a larger, more prepared and engaged community of responsible citizens to achieve our peace and justice mission. We are working even harder to ensure that these global citizens are prepared to lead, think critically and be comfortable communicating, collaborating and solving problems across cultural and other differences.

AFS volunteers, alumni and staff worldwide combine their passion and professional skills to bring people together and use intercultural understanding to address society’s greatest challenges.

Alliances with more than 5,000 schools and education ministries, government agencies, NGOs and funders are central to this effort. They support our strategy, sponsor our programs and join us to advocate for global competence as a fundamental skill all young people need to navigate diverse communities and a globalized world.

Our new strategy focuses the impact we want to make beyond our study abroad and other exchange programs with a clear pathway to harness the resources of a global organization operating in 60 countries.

We call this the #AFSeffect!

IMPACT
GOAL #1

Develop active global citizens

AFS volunteers, alumni and staff leverage their intercultural skills and strategic partnerships to help the world learn to live together.

AFS global citizens of all ages achieve impact in many ways—from facilitating interfaith dialogues to serving society within the professions they choose. Here's how AFSers around the world are advancing our mission to foster intercultural understanding to help build a more just and peaceful world.

VOLUNTEERS + SPONSORS = IMPACT

In 2017, AFS volunteers and staff tapped the resources of allies and sponsors to organize hundreds of social impact initiatives. Many projects were designed to broaden the perspectives of young people, and help diverse communities achieve common goals.

Looking to find better ways for unaccompanied minor asylum seekers and local communities to connect, **AFS Belgium Flanders** teamed up with schools and the **Federal Agency for the Reception of Asylum Seekers** (Fedasil). Students learned about the challenges of displaced people in Europe before they were asked to help integrate young refugees into their new hometowns through an established “buddy system.” (Photo 1)

Improving the educational experience of young children was a productive joint project of **Round Table India** and **AFS India**. The volunteers conducted hygiene, English and technology lessons, repaired three schools, and donated school supplies. (Photo 2)

Two AFS organizations celebrated International Youth Day 2017 with outreach activities to build bridges across cultures. **AFS South Africa** volunteers from the Gauteng Region engaged in intercultural and interfaith dialogue with youth activists from Palestine (ages 11-14) to learn about each other's struggles in obtaining equal access to education. (Photo 3)

AFS Philippines used art activities to promote sustainable peace in the Mindanao Island, which is burdened with regional conflicts. Donations were collected for displaced people in the region at the “Youth Building Peace” event, which was organized with the **Rotary Club of Davao**, **ASEAN Young Leaders Association Davao**, and the **National Youth Commission Philippines**. (Photo 4)



AFS ALUMNI + PROFESSIONAL SKILLS = IMPACT

AFS alumni are making an impact across industries, in the private and public sectors and at the forefront of important international issues and social causes. For some, helping others is their life's work. For many, volunteerism and social action are central to their personal values.

Austrian researcher and economist Gudrun Biffl (Austria to USA, 1966), was awarded the Gabriele Possanner Appreciation Award 2017 in recognition for her scientific lifetime achievement in the field of economics and gender studies.

Social entrepreneur Vandr  Luis Meneses Brilhante (Brazil to USA, 1987) founded the Centro Integrado de Estudo e Programas de Desenvolvimento Sustent vel (Integrated Center for Sustainable Development Studies and Programs), which partners with public and private institutions throughout Brazil. Over the past 20 years, the Center has delivered more than 400 social impact projects serving 500,000+ Brazilians.

Tech innovator Regina Agyare Honu (Ghana to Norway, 2000), Ghanaian changemaker and founder of Soronko Academy and Tech for Girls, was named as one of the BBC 100 Women for empowering women and girls with technology skills. (Photo 5)

Student activist Monique Jaffa (South Africa to USA, 2013) led a dynamic discussion on gender equality at the University of the Free State. The session was sponsored by the U.S. Department of State's

Kennedy-Lugar Youth Exchange & Study (YES) Program and the Human Rights Office of the University.

Mayor Justin Lester (New Zealand to Germany, 1966) of Wellington, capital of New Zealand, is a major advocate for arts and culture, and affordable housing.

United States Senator Jeff Merkley (USA to Ghana, 1973) led a bipartisan resolution that passed in December 2017, which states: “International education and exchange programs further United States national security and foreign policy priorities, enhance United States economic competitiveness, and promote mutual understanding and cooperation among nations, and for other purposes.”

Environmentalism Oscar Oviedo (Dominican Republic to Germany, 1993) created Vida Azul, a nonprofit that cleans the Dominican Republic's coasts, and educates people about preserving the environment and recycling. Vida Azul's annual event organizes hundreds of volunteers to clean more than 140 coasts and rivers.

United Nations Ambassador Elbio Rosselli (Uruguay to USA, 1964) has served his country as a distinguished career diplomat for 30 years. He is currently the Permanent Representative of Uruguay to the United Nations, and was President of the UN Security Council in 2017.



Globalize schools and institutions

We support and equip more than 5,000 educators, schools, institutions and NGOs to deliver effective intercultural programs that build global competence.



The British Council *Culture at Work* survey of 400 employers in nine countries reported that there is “real business value in employing staff who have the ability to effectively work with individuals and organizations from cultural backgrounds other than their own.”

To meet this urgent demand for globally competent employees, AFS is developing strategic alliances with educators, policymakers and business leaders.

EMPOWERING EDUCATORS

This year, working with schools is particularly important, as many school districts prepare for the new Global Competence Framework that will be incorporated to OECD’s PISA annual assessment of teenagers, beginning in September 2018.

Integrating intercultural learning into the classroom requires high-level collaboration. For the past eight years, Fondazione Intercultura, **European Federation for Intercultural Learning (EFIL)** and AFS have convened the **Forum on Intercultural Learning and Exchange (FILE)** to advocate for intercultural lessons in schools. In 2017, representatives from **Harvard University**, the **Council of Europe**, and the **Organisation for Economic Co-operation and Development (OECD)** presented. **Intercultura Foundation (AFS Italy)** sponsored this event.

The **EFIL, European School Heads Association, French-German Youth Office** and local schools launched the Intercultural Learning for Teachers and Pupils Project. The free online learning hub and training for 200 teachers in France, Belgium, Italy and Germany were funded by **Erasmus+**, an education, training, youth and sports program of the European Union. (Photo 1)

AFS Czech Republic also received a significant grant from the **European Social Fund** to fund intercultural learning for educators.

School clubs were established in some AFS organizations to foster intercultural understanding beyond traditional exchanges. **AFS Ghana** celebrated the 50th anniversary of school clubs in their country in 2017. **AFS Philippines** introduced these clubs last year to promote the benefits of volunteering and studying abroad.

PARTNERING WITH GOVERNMENTS

More Government agencies and education ministries are turning to AFS to work directly with schools and districts. Last year, **AFS Argentina and Uruguay** facilitated 122 intercultural learning workshops for 3,000 students at schools where AFS students are placed. The **Victoria Department of Education and Training** contracted **AFS Australia** to deliver global competence trainings to students and teachers as part of the International Student Forum, as well as orientations for 150+ students and 20+

teachers in the **Victorian Young Leaders to China** program.

AFS Belgium Flanders helped 35 diplomats improve their personal intercultural communication skills, making them more confident to engage with diverse communities. The diplomats took the **Sentio Global Competence Certificate program (GCC)** for an online and in-person blended learning experience.

COLLABORATING WITH UNIVERSITIES

Universities are also requesting study abroad prep for students. In 2017, **Purdue University** signed a three-year partnership with the **Sentio Global Education Network**, a nonprofit subsidiary of AFS Intercultural Programs, to administer the Sentio GCC program. The partnership extends to collaborating on assessment tools and leveraging research to improve the program.



Expand access to intercultural education

IMPACT
GOAL #3

Scholarships, outreach and advocacy ensure that more people from diverse and underserved communities participate in and benefit from AFS programs and initiatives.

We believe a just and peaceful world is only possible when the global community respects diversity, embraces inclusiveness and works together to address the world's most pressing challenges.

AFS is using scholarships, outreach and advocacy to help make international education more inclusive, and invite more voices and perspectives to join this growing global movement.

SCHOLARSHIPS: TICKETS TO NEW HORIZONS

Now more than ever, the world needs talented young global citizens from all backgrounds. Scholarship programs provide international experiences that help build global perspectives like for AFS alumnus **Nour Bejaoui (Tunisia to Italy, 2016–17)** who received an AFS Investing in Africa's Future Leaders scholarship. "I learned how to insert myself into a new society while adapting to the change of habits, new customs and seeing things from new perspectives. This opened my eyes to the diversity of issues around the world, and ways of dealing with them."

Over the next five years, AFS is committed to having participants reflect the diversity of populations in countries where we operate. To achieve this, AFS is significantly increasing our

fundraising efforts. In 2017, AFS awarded \$25.8 million to more than 4,500 students.

OUTREACH: BUILDING BRIDGES

AFS is a welcoming community, and we believe the world is stronger because of our differences. In 2017, AFS celebrated a groundbreaking initiative that helps open doors to the LGBTQ community. Founded in 2010 by volunteers and staff of **AFS Germany**, **QueerExchange** (QueerTausch) was honored by the German association Bündnis für Demokratie und Toleranz for



1



"There is a real urgency to provide opportunities to all young people to engage with the unfamiliar, appreciate and respect differences, and use the knowledge gained from understanding cultural differences to find and act on solutions for the problems in the world. This is not a luxury but a necessity. The peaceful survival of the world depends on it." — Dr. Vishakha Desai, AFS Board Chair, speaking at the WISE Innovation Summit (Qatar, 2017)

promoting democracy and tolerance last year. **QueerExchange** raises awareness about LGBTQ (lesbian, gay, bisexual, transgender, queer/questioning and other) issues, sexual diversity and supports AFS students and volunteers. **AFS Germany** Board Chair Andrea Arnemann and her wife Shuggi, who helped found **QueerExchange**, received the 2017 AFS Peggy and Art Howe award for their service to AFS, which includes hosting six international students. (Photo 1)

ADVOCACY: LEADING GLOBAL CONVERSATIONS

AFS forums and AFS speakers at significant industry events advocated for global competence as an essential 21st century skill, and helped strengthen the intercultural learning movement.

More than 1,200 people attended five AFS forums in 2017 to discuss how global competence increases employability, and the best ways to prepare young people to thrive in a global economy.

These symposiums were hosted by **AFS Organizations in the Dominican Republic, Ghana, Hong Kong, India and Tunisia**. Prominent speakers included UNESCO Chair in Global Citizenship Education **Carlos Torres**, Lead of World Bank Global Solutions Group on Tertiary Education **Francisco Marmolejo**, Ghana's



"The role and responsibility of global educators is to increase participation using all forms of intercultural learning and global engagement. While in-person exchanges allow for maximum cultural immersion, virtual and domestic exchanges remove cost and other barriers making these platforms more accessible." — Daniel Obst, President and CEO of AFS Intercultural Programs speaking at the Global Learning Conference (Chicago, USA, 2017)

Minister of State for Tertiary Education **Kwesi Yankah**, and Teach For Ghana CEO **Daniel Dotse**.

AFS Tunisia's Global Citizenship Education Forum identified the resources needed to bring intercultural learning into the classrooms. Keynoting the event were **Wided Bouchamaoui**, Tunisian Nobel Peace Prize Laureate, and **Ambassador Hatem Atallah**, the Executive Director of the Anna Lindh Foundation.

UNESCO, World Bank Group, British Council, Asia Society Hong Kong, Education World and **Rosetta Stone** sponsored individual events.

In March, AFS also convened two conferences focused on using dialogue as an intercultural tool. **AFS France** (AFS Vivre Sans Frontière) brought together 150 participants to brainstorm concrete ways for "Living, Learning and Innovating Together." The difficulty of dealing with religious differences in intercultural dialogue and training was discussed at the "The Unspoken Sacred" event hosted by the Intercultural Foundation (**AFS Italy**) in Bari, which was attended by 300 conference participants.

More at [afs.org/events](https://www.afs.org/events).

Redefining Study Abroad Programs for **Active Global Citizens**



More than 12,000 young people begin their transformative journey toward global competence in AFS Programs every year, gaining an appreciation for the world beyond their own.

Diversifying our programs to meet the interests and needs of these Generation Z teens and Millennial young adults has resulted in a dynamic portfolio of more relevant content, new program formats and strategic partnerships.

Over the next few years, more programs will include preparation and direct experiences in changemaking and social impact projects—important exposure for developing active global citizens.

AFS Programs for active global citizens around the world

AFS offers a portfolio of intercultural opportunities relevant to teens and young adults.

HIGH SCHOOL EXCHANGE: In 2017, we celebrated the 70th anniversary of our pioneering AFS High School Exchange program founded by the heroic AFS Volunteer Ambulance Drivers who served in World War I and II. The brave men had the noble vision to help young people build bridges across cultures while still in school. Last year more than 8,000 AFS students attended a semester, trimester or year-long high school exchange program, living with a host family and going to a local school.

YOUNG ADULTS PROGRAMS: The Danish Folk College is a unique concept described as a “School of Life,” with no academic requirements for admittance, and focused on helping young adults develop self-awareness, interpersonal and intercultural skills. This program is organized by **AFS Denmark**. (Photo 1)



REGIONAL EXCHANGES: The ninth edition of AFS’s European Citizenship Trimester Programme (ECTP) in 2017 attracted 289 teens from more than 25 countries. This three-month-long study abroad program facilitated by the **European Federation for Intercultural Learning (EFIL)** offers workshops on the rights and responsibilities of European citizenship, what it means to be an active citizen, and includes visits to the European Parliament and the European Commission in Brussels.

CLASS EXCHANGES: For more than 25 years, **AFS Italy** (Intercultura) has been running class exchanges: week-long intercultural study abroad programs for groups of students and teachers from Europe and beyond. So far, more than 1,400 classes, with over 28,000 students and 2,800 teachers participated in class exchanges. Driven by teachers, each class exchange focuses on a different topic, related to intercultural learning and the UN Global Goals.

VIRTUAL EXCHANGES: **AFS India** developed a Virtual Class Exchange Program with schools identified by **AFS Russia**, **AFS Turkey**, and **AFS Mexico**. More than 500 students connected through video conferences and emails to explore topics like climate change, culture and heritage. (Photo 2)

GLOBAL CHOICE: Launched in 2013, **AFS New Zealand**’s Global Choice program students are hosted by families in New Zealand in the area, type and duration of a study abroad program of their own choosing—focusing on academics, English language, sports, nature or the arts. Almost 50 students participated in Global Choice programs in New Zealand in 2017 on programs lasting from two weeks to one year.

DOMESTIC EXCHANGES: “Türkiye Kardeşleri” fosters understanding between different cultures in Turkey, and promotes the value of multiculturalism in a democratic society. Managed by Türk Kültür Vakfı (**AFS Turkey**) and AFS Volunteers Association of Turkey, the nine-day scholarship program includes community service. More than 300 students, 30+ teachers and 20 schools have participated since it was launched in 2015.

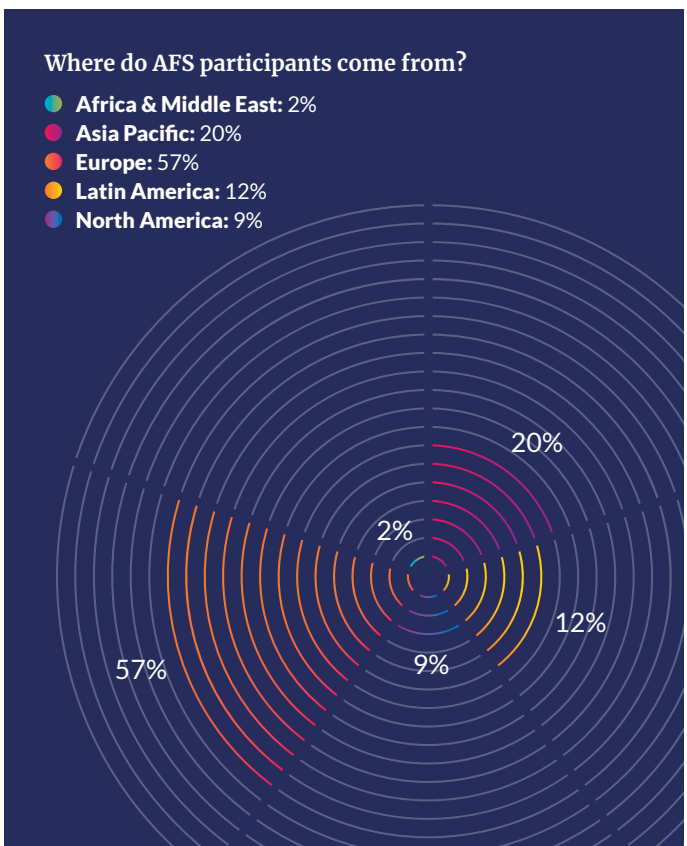
GLOBAL PREP: The Global Prep concept was originated by **AFS USA** and explores a range of relevant topics for teens, such as the refugee crisis in Hungary, STEM studies in Germany and wildlife conservation in Kenya. In 2017, 15 U.S. students went on a fascinating two-week Global Prep Islamic Culture and History in Egypt program developed by **AFS USA** and **AFS Egypt**. (Photo 3)

GOVERNMENT-SPONSORED PROGRAMS: Local and national government agencies continue to partner with AFS to deliver

programs. In 2017, **Australia’s Department of Foreign Affairs and Trade** selected **AFS Australia** to manage the Australian phase of the Australia Indonesia Youth Exchange Program (AIYEP). Now in its 36th year, this program provides Indonesian and Australian young adults with the opportunity to complete internships and community service, as well as to live with host families in each other’s countries.

The **Kennedy-Lugar Youth Exchange and Study (YES) Program** is an innovative high school exchange program funded by the **U.S. Department of State’s Bureau of Educational and Cultural Affairs**. This public diplomacy initiative builds bridges of international understanding, especially between Americans and people in countries with significant Muslim populations. As of 2017, AFS has 4,275 YES program alumni from the USA and 12 other countries. The YES program has been transformative for many students, such as **AFS alumna and Secretary of YES Alumni Malaysia Celine Yew Lin Lean** (Malaysia to USA, 2013), who is blind. Lean says the exchange experience helped her realize that disabilities are not barriers. Living abroad encouraged Lean to follow her passion to help the underprivileged. Lean was instrumental in launching “The Gift of Sight,” which improved books and learning materials for students of the only school for the blind in Malaysia.

HOST FAMILY PROGRAMS: For 70 years, AFS host families have welcomed international students into their homes. Long considered a key element in the well-being of exchange students, host families provide so much more than shelter and meals. Supported by dedicated and trained volunteers and staff, host families help students navigate their new schools and



communities. In return, hosting provides an amazing cultural adventure for more than 10,000 families every year, like the Carrelet family from **AFS France** who hosted Xi Xu from China (pictured below). Many host families are guided through their own intercultural learning journeys to help them become global citizens without leaving home. (Photo 4)



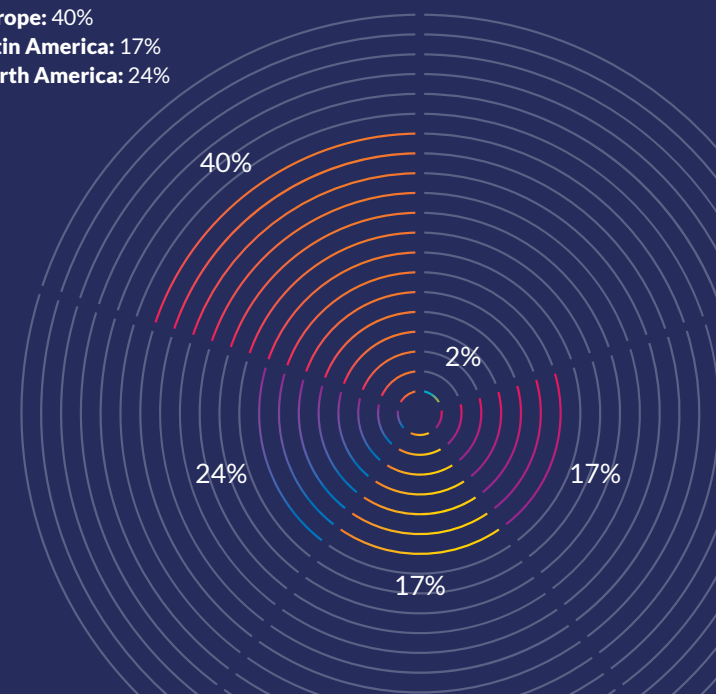
AFS VOLUNTEER PROGRAMS: More than 43,000 AFS volunteers deliver our programs. They match AFS students with host families and help everyone get to know each other. Our volunteers liaise with schools and introduce participants to their new communities. Volunteers also guide participants through group orientations and individual intercultural learning journeys. Regular check-ins with students and families are the hallmark of the AFS volunteer experience.

"I really enjoyed being with the students, sharing my ideas and getting to know their perspective on interfaith dialogue."

— Aajra Shaikh, AFS India volunteer

Where do AFS host families come from?

- **Africa & Middle East:** 2%
- **Asia Pacific:** 17%
- **Europe:** 40%
- **Latin America:** 17%
- **North America:** 24%



AFS HONORS OUR EXCEPTIONAL VOLUNTEERS

The AFS Galatti Award recognizes AFS volunteers whose long-time commitment, dedication and exceptional journey with the organization have advanced the AFS mission. In 2017 we honored:

Floria Arias, *Costa Rica*
 Roselyne Batteux, *France*
 Suwanee Chatwattanasukon, *Thailand*

The Peggy and Art Howe Award goes to the outstanding service of AFS volunteer families. In 2017 we honored:

Shuggi M. and Andrea Arnemann, *Germany*
 Jessica and Jason Andres, *USA*

AFS study reveals Gen Z's attitudes on study abroad

What's driving Generation Z students in 35 countries to consider leaving home to study abroad? Cultural exploration and English-speaking destinations, according to a first-of-its-kind AFS study, *Mapping Generation Z: Attitudes Toward International Education Programs*. This 2017 global study, which polled more than 10,000 students, ages 13-18 worldwide, has sparked an industry-wide focus on how the current generation of high school students feels about immersing themselves in drastically different cultures than their own.

Key findings of the report were presented at six international conferences, including the 2017 World Youth and Student Travel Conference (WYSTC) and the 2017 IIE Summit on Generation Study Abroad, and will be discussed at the 2018 Annual NAFSA Conference. At each event, *Mapping Generation Z* showcased how educational organizations can adjust their approach to cater to changing student motivations in our increasingly turbulent times.

Helping AFS Achieve Our Mission

Thank you to all our generous donors and sponsors for their commitment to advance intercultural understanding. Your scholarship donations and sponsorships funded many of the events and projects featured in this year’s Annual Report.

CELEBRATING 30 YEARS OF GIVING FROM HSBC

We are especially grateful to long-time supporters like the **Hong Kong and Shanghai Banking Corporation Limited (HSBC)**. Since 1988, HSBC has sponsored nearly 300 children of its employees in Hong Kong to participate in AFS study abroad programs. This program has enhanced employee morale, helped retain talented employees, improved company culture, and provided employee families with incentives to remain actively and fully engaged with HSBC. This scholarship program was replicated in other countries.

“For 30 years, AFS has provided a variety of unique opportunities for hundreds of children of HSBC employees to live and study overseas. We watched them grow into confident, resilient, mature and culturally aware young adults—some of the very qualities that HSBC values in our people,” says Steven Travis, HSBC Chief Administration Officer.

ALUMNI LEADING THE CHARGE: JOAN SIEGEL

We give a special nod of appreciation to amazing AFS alumni who stepped up as major donors and sponsors of corporate partnerships. **AFS USA** credits a well-timed \$50,000 matching gift by **AFS USA Board Chair, Joan Siegel** (USA to Japan, 1979), for its successful Giving Tuesday “USA Hometown Diplomacy” fundraising and awareness campaign that collected \$130,000. Siegal has been a generous donor to **AFS USA** for more than three decades, providing scholarships and support to the Fund for **AFS USA**. The retired U.S. government analyst with a Master’s degree in Japanese linguistics and politics from Harvard University says studying abroad shaped her life and career significantly: “I made a 30-year career out of my one year in Japan with AFS.”

Support AFS: Your donation will help transform the lives of AFS participants seeking to learn their place in the world. Donate at [afs.org/donate](https://www.afs.org/donate).

LAUNCHING NEW INITIATIVES WITH BP

Around the world, AFS alumni partner with us to champion diversity and inclusion. **AFS alumnus and Group Human Resources Director at BP, Helmut Schuster** (Austria to USA, 1977) has helped us create several effective AFS diversity scholarship programs for students interested in STEM (science, technology, engineering and math). The new four-week **BP Global STEM Academies** will host 300 talented students from around the world over the next three years. The Academies were co-developed with **AFS Brazil**, **AFS Egypt** and **AFS USA**, where they will be held. This project builds on the success of our **BP Citizens of Tomorrow** scholarship program that ran for five years. AFS also thanks Helmut Schuster for hosting the London launch reception for AFS’s newest diversity scholarship program, **Faces of the World**. “Our world needs future leaders with cultural fluency and the ability to transcend different languages, beliefs and cultures in an intuitive way,” says Schuster.

BROADENING HORIZONS IN JAPAN

Governments connect with AFS for innovative solutions to intriguing challenges. When Tokyo wanted to “internationalize” the city in preparation for the 2020 Summer Olympics, the city’s **Metropolitan Board of Education** turned to **AFS Japan** for a creative solution. Mobilizing the **AFS organizations in Australia, Canada, New Zealand, Thailand and the United States**, **AFS Japan** placed 80 international students in public high schools in Tokyo to help globalize Japanese public schools.

AFS Japan has also been selected by Japan’s **Ministry of Education, Culture, Sports, Science and Technology** (MEXT) to implement the new **Kakehashi** (Japanese for “building bridges”) scholarship program for 1,000 high school students focused on facilitating intercultural exchange and understanding between teenagers in Japan and 20 other Asian countries.

AFS Intercultural Programs Donors and Sponsors

Thank you to all AFS Intercultural Programs contributors. With your support, AFS provides study abroad scholarships, intercultural educational resources for teachers and volunteer training programs. Below is a list of selected donors, sponsors and funding organizations that contributed to AFS International.

Above \$10,000

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AFS Network Organization Donors and Sponsors

We also thank the hundreds of corporations, foundations, government agencies and individual donors that partner with our AFS Network Organizations around the world to expand access to intercultural education. Below is a list of selected donors, sponsors, and funding organizations.

Aero Montage SARL	Fondazione Lorenzo Bergamini	Ministerstvo školství, mládeže a tělovýchovy
Amazon	Fondazione Vincenzo Casillo	Ministry of Education, Culture, Sports, Science and Technology of Japan (MEXT)
ANZ Banking Group Ltd	Fortis Fellowship	Mitsubishi Corporation
Australian Department of Foreign Affairs and Trade	Fundación Costa Rica Estados Unidos para la Cooperación (CRUSA)	Mitsui Coal
Batiform Aquitaine	Gerhard Müller	Mitsui Iron Ore
Belspo - Belgian Science Policy	Government of Japan	Morimura Houmeikai Foundation
Bonnet Etancheite	HSBC	National Youth Commission Philippines
Česko - německý fond budoucnosti	IEFP - Instituto do Emprego e Formação Profissional	OMNIMI Association
Cruz Azul Salud	IPDJ - Instituto Português do Desporto e Juventude I.P	Pirelli & C. S.p.A
Danish Youth Council	Joan Siegel	Productos ROCHE
Deutsche Bank AG.	Kennedy-Lugar Youth Exchange and Study (YES)	Rob Nagelfonds
Eco Building	Kreuzberger Kinderstiftung gGmbH	Rosetta Stone
Eduardo Naufal	Program (U.S. Department of State’s Bureau of Educational and Cultural Affairs)	Rotary Club Davao (Philippines)
ENAV - Italian Air Traffic Control	Luca Parmitano	Round Table India
Erasmus+ - European Commission	M2Z	Sargood Bequest
EPSA Empresa de Energía del Pacífico	M&I Systems, Co. Group	Société ORSYS
European Social Fund	Magistrát hl.m. Praha	Stiftung MERCATOR gGmbH
European Youth Foundation - Council of Europe	Maribel Social Fund - FE.BI	Tolvent
Eurotherm SA	Marina Pallaver	Victoria Department of Education and Training
EXXONMOBIL	Microsoft	Victorian Young Leaders to China
Flexhydro Composants SA		VISY
Fonciere MH		Yoshiko Kinoshita

Our Leadership

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**Sentio is an AFS subsidiary, which sent more than 1,300 adults on international volunteer, language, study abroad, teacher and internship programs in 2017, supported by the Global Competence Certificate education program.*



AFS Network Finances

Balance Sheets (in US dollars)	2016	change from prior year	2015	change from prior year	2014
ASSETS					
Cash & Receivables	99,789,607	-3%	99,697,687	+3%	96,768,132
Investments	31,138,052	-4%	32,298,593	-15%	37,947,097
Property & Equipment	8,141,903	+23%	6,618,985	-29%	9,334,344
Other Fixed Assets	5,030,281	+9%	4,634,052	+26%	3,684,008
Prepaid Expenses & Deposits	16,261,637	+2%	15,880,933	-11%	17,763,901
TOTAL ASSETS	157,361,480	-1%	159,130,249	-4%	165,497,482
LIABILITIES					
Accounts payable and Accrued Expenses	33,405,315	-8%	36,450,997	+6%	34,280,638
Mortgages	14,831	-55%	33,065	-88%	271,793
Loans	1,389,692	+15%	1,206,910	-54%	2,652,286
Deposits & Funds Held for Others & Deferred Income	31,717,169	+1%	31,460,827	-11%	35,230,004
Other Liabilities	7,920,043	-1%	8,014,334	-4%	8,354,816
TOTAL LIABILITIES	74,447,050	-4%	77,166,133	-4%	80,789,537
NET ASSETS					
General Unrestricted	34,758,797	-2%	35,506,502	+3%	34,351,591
Board Designated Funds	35,117,146	+5%	33,560,841	-7%	36,226,121
Temporarily Restricted	6,730,063	0%	6,724,333	-15%	7,885,353
Permanently Restricted	6,308,424	+2%	6,172,439	-1%	6,244,880
TOTAL NET ASSETS	82,914,430	+1%	81,964,116	-3%	84,707,945
TOTAL LIABILITIES AND NET ASSETS	157,361,480	-1%	159,130,249	-4%	165,497,482

Statement of Activities (in US dollars)

PROGRAM REVENUES	158,102,174	-1%	159,577,453	-3%	165,003,878
CONTRIBUTIONS RECEIVED					
Corporations, Foundations & Governments	18,471,725	-2%	18,881,534	-14%	22,042,480
AFS Volunteer Network	264,898	-9%	290,496	+5%	275,591
Individual Donors	711,109	+6%	672,293	-27%	919,336
Other Fundraising Income	2,653,853	+9%	2,424,524	+45%	1,670,983
Subtotal	22,101,585		22,268,847		24,908,390
Interest & Other Income	4,813,783	-24%	6,334,404	+27%	4,991,222
TOTAL REVENUES	185,017,542	-2%	188,180,703	-3%	194,903,490
EXPENSES					
Program Expenses	(134,605,827)	-2%	(137,281,104)	-3%	(142,231,509)
Administrative Expenses	(45,685,333)	+10%	(41,521,799)	-7%	(44,535,444)
Interest & Other Expenses	(3,026,651)	+3%	(2,933,049)	-6%	(3,124,176)
TOTAL EXPENSES	(183,317,810)	+1%	(181,735,952)	-4%	(189,891,129)
SURPLUS	1,699,732	-74%	6,444,751	+29%	5,012,361



2016 Regional Summary (in U.S. dollars)

	Total Liabilities	Net Assets	Total Assets
Europe	37,286,446	20,582,383	57,868,829
Asia-Pacific	16,364,388	29,952,198	46,316,586
USA	5,414,854	12,972,317	18,387,171
The Americas (without USA)	9,112,343	9,390,960	18,503,303
AFS International	5,889,032	9,629,432	15,518,464
Africa	379,988	387,139	767,127
Worldwide Totals	157,361,480	82,914,429	74,447,051

2016 Operating Results (in U.S. dollars)

	Total Revenues	Total Expenses	Surplus/(Deficit)
Europe	72,526,468	(72,712,542)	(186,074)
Asia-Pacific	30,751,199	(29,899,537)	851,662
USA	34,971,652	(34,710,933)	260,719
The Americas (without USA)	26,559,184	(25,569,849)	989,335
AFS International	18,545,898	(18,857,486)	(311,588)
Africa	1,663,140	(1,567,462)	95,678
Worldwide Totals	185,017,542	(183,317,810)	1,699,732

AFS Intercultural Programs, Inc. ("AFS International") is a not-for-profit organization incorporated under the laws of New York State, USA, and is a tax-exempt organization under the Internal Revenue Code 501(c)(3) of the United States of America. AFS Partner organizations ("Partners") are incorporated under the laws of the country in which they are located, and likewise prepare financial statements and tax reports as required by the jurisdictions in their respective countries.

Each Partner undergoes an annual fiscal audit and presents to AFS International a copy of the independent auditor's opinion along with its financial statements. While rules and regulations vary among Partner nations, audits generally follow standards consistent with GAAP (Generally Accepted Accounting Principles). The tables presented are not the result of an audit performed by one firm, but represent combined information from audits performed by independent auditors in each Partner country. The information for the three years shown has been gathered from the audited financial statements of all the Partners and AFS International for these years. The resulting tables reflect the combined financial activity in the AFS worldwide network of Partners, and include a regional summary for the fiscal year 2016. The compilation of the 2017 financial statements will be available once the annual audits around the world are completed.

Dr. Urs-Rainer von Arx
Vice President, Chief Operations & Financial Officer

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AFS is an international, voluntary, non-governmental, nonprofit organization that provides intercultural learning opportunities to help people develop the knowledge, skills and understanding needed to create a more just and peaceful world.

AFS Values

AFS enables people to act as responsible, global citizens working for peace and understanding in a diverse world. It acknowledges that peace is a dynamic concept threatened by injustice, inequity and intolerance.

AFS seeks to affirm faith in the dignity and worth of every human being and of all nations and cultures. It encourages respect for human rights and fundamental freedoms without distinction as to race, sex, language, religion or social status.

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