Working Together to Maximize Our Global Impact

Annual Report 2017
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 Desai (AFS ’67)  Chair, Board of Trustees
Daniel Obst  President and CEO
AFS in 2017

12,151 PARTICIPANTS

$28 million SUPPORT FOR SCHOLARSHIPS AND INITIATIVES

5,000 SCHOOL ALLIANCES

500,000 AFS ALUMNI

5,000 SCHOOL ALLIANCES

10,000 HOST FAMILIES

53,509 AFS VOLUNTEERS WORLDWIDE

PROGRAM ACTIVITY IN 98 COUNTRIES

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
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!
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 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 Bliff (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 Vander Luis Meneses Brilhante (Brazil to USA, 1987) founded the Centro Integrado de Estudo e Programas de Desenvolvimento Sustentável (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 impact projects serving 500,000+ Brazilians.

Studying activist Monique Jafri 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.

**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 Bliff (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 Vander Luis Meneses Brilhante (Brazil to USA, 1987) founded the Centro Integrado de Estudo e Programas de Desenvolvimento Sustentável (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 Jafri 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.

**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 Bliff (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 Vander Luis Meneses Brilhante (Brazil to USA, 1987) founded the Centro Integrado de Estudo e Programas de Desenvolvimento Sustentável (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 Jafri 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.

**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 Bliff (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 Vander Luis Meneses Brilhante (Brazil to USA, 1987) founded the Centro Integrado de Estudo e Programas de Desenvolvimento Sustentável (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 Jafri 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.

**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 Bliff (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 Vander Luis Meneses Brilhante (Brazil to USA, 1987) founded the Centro Integrado de Estudo e Programas de Desenvolvimento Sustentável (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 Jafri 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.”

Environmentalist 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 the United Nations, and was President of the UN Security Council in 2017.

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.

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

AFS volunteers, alumni and staff leverage their intercultural skills and strategic partnerships to help the world learn to live together.
We support and equip more than 5,000 educators, schools, institutions and NGOs to deliver effective intercultural programs that build global competence.

Globalize schools and institutions

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.
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 those of Nour Bejaoui (Tunisia to Italy, 2016–17) who received an AFS Investing in Africa’s Future Leaders scholarship. Nour Bejaoui

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

“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 its work 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)"

“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 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 FRONTIERE) 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.

“‘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)”
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 Program (ECTP) in 2017 attracted 219 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 (Intercultural) 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 1,900 classes, with over 26,000 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 Kardesleri” fosters understanding between different cultures in Turkey, and promotes the value of multiculturalism in a democratic society. Managed by Türk Külüf Valiliği (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 (AYIEP). 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)

Where do AFS participants come from?
- Africa & Middle East: 2%
- Asia Pacific: 20%
- Europe: 57%
- Latin America: 12%
- North America: 9%
"I really enjoyed being with the students, sharing my ideas and getting to know their perspective on interfaith dialogue."

— Aajra Shaikh, AFS India volunteer

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.

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.

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 Chatwattanasuk, 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

Where do AFS host families come from?
- Africa & Middle East: 2%
- Asia Pacific: 17%
- Europe: 40%
- Latin America: 17%
- North America: 24%
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, HSBC 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 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. Siegel 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 AFS USA has also been selected by Japan’s Ministry of Education, Culture, Sports, Science and Technology of Japan (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 Japan has also been selected by Japan’s Ministry of Economy, 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.

LAUNCHING NEW INITIATIVES WITH BP
Around the world, AFS alumni partner with us to champion diversity and inclusion. AFS alumni 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.

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
BP Oil and Gas
Doris Duke Charitable Foundation
Richard Imes Estate
Steven C. Wallace
The Hassler Trust

$1,000 up to $9,999
Annyal Bates
Barbara Annan
Bayard D. Clarkson
Christian A. Kurfeis

Aero Montage SARL
Amazon
ANZ Banking Group Ltd
Australian Department of Foreign Affairs and Trade
Batiform Aquitaine
Belgica - Belgian Science Policy
Bonnet Etancherie
České - německý fond budoucnosti
Cruz Arul Sahid
Danish Youth Council
Deutsche Bank AG.
Ecobuilding
Eduardo Naulaf
ENAIF - Italian Air Traffic Control
Erasmus - European Commission
EPSA Empresa de Energia del Pacifico
European Social Fund
European Youth Foundation – Council of Europe
Eurotherm SA
EXXONMOBIL
Flexhydro Composants SA
Fonciere MH

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.

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.

AFS Intercultural Programs Donors and Sponsors

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.
Our Leadership

AFS Board Of Trustees

Term Trustees

Vishakha Desai (Chair)  
New York, USA  
Senior Advisor for Global Affairs to  
the President of Columbia University  
Senior Research Scholar at the School of  
International and Public Affairs  
President Emerita of the Asia Society

J. Brian Atwood (Vice Chair)  
Massachusetts, USA  
Senior Fellow at the Watson Institute  
Brown University  
Former Dean & Chair of Global  
Studies at the University of Minnesota  
Hubert H. Humphrey School of Public Affairs  
and Professor Emeritus

Jackie Chimhami  
Johannesburg, South Africa  
CEO of the African Leadership Institute

Maureen Erasmus  
London, United Kingdom  
Non-Executive Director on the boards  
of Credit Suisse, Mizuho International,  
Holdings International, and Masawarajkt

Amala Ferdinand  
Copenhagen, Denmark  
Consultant, CO-industry, the Central  
Organization of Industrial Employees in  
Denmark

Makito Haraga  
Tokyo, Japan  
Writer and translator

Ivonne de Leon  
Florida, USA  
Founding Partner at Transilient

William (Bill) Marsee  
Massachusetts, USA  
Retired Partner, Ropes & Gray LLP

Najmuzzaman Mohammad  
Bangladesh,(Kamalapur, India  
Chief Product Officer at Capria  
VentureBasicscamp

Dan Mohanar  
New York & Maryland, USA  
President & Chief Executive Officer  
The Synergis Institute  
Vice Chair: Hand & Jet KhiemmaFoundation,  
New Delhi, India

Daniel Obst  
New York, USA (ex officio)  
President and Chief Executive Officer, AFS  
Intercultural Programs, Inc.

Ernesto Rey Moreno  
Bogota, Colombia  
Founder & CEO, Empresas REYMORENO  
and President and CEO at PiLife Felicidad

Roberto Ruffino  
Cole di Val d’Elsa, Italy  
Secretary General of Fondazione  
Interculture

Ragnar Thoervardsson  
Reykjavik, Iceland  
Senior Advisor for Arctic Affairs, Ministry of  
Foreign Affairs of Iceland

Ulrich Voss  
Kronberg, Germany  
Founder and Managing Partner at Kronberg  
Advisors

Alfonso Zuccolli  
Cordoba, Argentina  
Latin America Big Data Sales Director,  
Teradata

Life Trustees

We thank the following trustees whose service ended in 2017:

Dede Huang  
Hong Kong, S.A.R.  
Director of Development, Chinese International School

Elisabeth Hardt  
Brussels, Belgium and Italy  
Freelance Consultant

Reg Smith  
Melbourne, Australia  
Business Consultant, ER Solutions Pty Ltd

Richard M. Huret*  
Massachusetts, USA  
The University Marshal, Harvard University  
(retired)

Sachiko Kusamoto  
California, USA  
Regional Director Japanese-American Citizens League, California (retired)

Ward Chamberlin, Jr.*  
Massachusetts, USA  
Vice President & Managing Director, Channel  
Thirteen/WNET, New York, President,  
Chamberlin Associates (retired)

Edwin R. Masback, Jr.*  
New York, USA  
President, Masback Hardware Company  
(retired)

*World War II American Field Service ambulance driver

We thank the following trustees whose service ended in 2017:

We mourn the loss of two Life Trustees in 2017:

Sachiye Kuwamoto  
California, USA  
The University Marshal, Harvard University  
(retired)

We thank the following Partner Director  
Representatives whose service ended in 2017:

Chirawatana Charoenpatarapong  
AFS Thailand

Sheriffa Feyez  
AFS Egypt

Marit Gronneklev  
AFS Norway

AFS Executive Team

Daniel Obst  
President & Chief Executive Officer

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

Maria Grazia Brizi  
Assistant General Counsel, Corporate  
Secretary & Data Protection Officer

Hal Denton  
General Counsel &  
Chief Risk Management Officer

Melissa Liles  
Chief Global Engagement Officer

Sheryl Tucker  
Chief External Affairs Officer

Bert Vercamer  
Chief Program Innovation and Educational  
Products Officer & Sentio CEO

Lucas Welter  
Chief Organizational Development &  
Strategy Officer

AFS Partner Director Representatives

Rita Bangatá Jarecóni  
AFS Hungary

Simone Caporalí  
AFS Italy

Jorge Castro  
AFS Perú

Rosario Gutierrez  
AFS Colombia

Ingeborg Suppin-Fabisch  
AFS Austria

Ulrike Wehner  
AFS Denmark

*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.

Board of Directors,  
Sentio® Global Education Network

Daniel Obst (Chair)  
New York, USA  
President & Chief Executive Officer, AFS  
Intercultural Programs

Evelyne Suter (Vice Chair)  
Bern, Switzerland  
Lawyer and partner,  
Wernli Beddermann Partner  
AFS Swiss

Bert Vercamer (Ex Officio)  
New York, USA  
General Manager, Sentio

Nina Lemmens  
New York, USA  
Director, German Academic Exchange Service  
(DAAD) North America Regional Office

AFS Educational Advisory Council

Melissa Liles (Chair)  
New York, USA  
Chief Global Engagement Officer, AFS  
Intercultural Programs

Darla Deardorff, Ph.D.  
Ohio University (USA)  
Heritage College of Osteopathic Medicine,  
Ohio University (USA)

Mitchell R. Hammer (Special Advisor), Ph.D.  
Maryland, USA  
President, IDI, LLC and  
Hammer Consulting, LLC

Bruce La Brack (Special Advisor), Ph.D.  
California, USA  
Professor Emeritus of Anthropology and International Studies,  
School of International Studies, University of the Pacific

Professor Nagesh Rao  
Ohio, USA  
Special Advisor, Inclusion & Faculty Affairs,  
Heritage College of Osteopathic Medicine,  
Ohio University (USA)

Nina Lemmens  
New York, USA  
Director, German Academic Exchange Service  
(DAAD) North America Regional Office

Dalpa J. Dandekar, Ph.D.  
North Carolina, USA  
Executive Director Association of  
International Education Administrators  
and Research Scholar Program in Education,  
Duke University

Dr. Roberto Ruffino  
Cole di Val d’Elsa, Italy  
Secretary General, Fondazione Intercultura
AFS Network Finances

Balance Sheets (in US dollars)

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>change from prior year</th>
<th>2015</th>
<th>change from prior year</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>ASSETS</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash &amp; Receivables</td>
<td>99,789,607</td>
<td>-3%</td>
<td>99,697,687</td>
<td>+3%</td>
<td>96,768,132</td>
</tr>
<tr>
<td>Investments</td>
<td>31,138,052</td>
<td>-4%</td>
<td>32,298,593</td>
<td>-15%</td>
<td>37,947,077</td>
</tr>
<tr>
<td>Property &amp; Equipment</td>
<td>8,141,903</td>
<td>+23%</td>
<td>6,618,985</td>
<td>-29%</td>
<td>9,334,344</td>
</tr>
<tr>
<td>Other Fixed Assets</td>
<td>5,030,281</td>
<td>+9%</td>
<td>4,634,052</td>
<td>+26%</td>
<td>3,684,008</td>
</tr>
<tr>
<td>Prepaid Expenses &amp; Deposits</td>
<td>16,261,637</td>
<td>+2%</td>
<td>15,880,933</td>
<td>-11%</td>
<td>17,763,901</td>
</tr>
<tr>
<td>TOTAL ASSETS</td>
<td>157,361,480</td>
<td>-1%</td>
<td>159,130,249</td>
<td>-4%</td>
<td>165,497,482</td>
</tr>
</tbody>
</table>

| LIABILITIES |            |                        |            |                        |            |
| Accounts payable and Accrued Expenses | 33,405,315 | -8%                    | 36,450,997 | +6%                    | 34,820,638 |
| Mortgages | 14,831 | -53%                    | 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 | +2%                    | 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% | 160,003,878 |

| 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% | 672,923 | -27% | 919,333 |
| Other Fundraising Income | 2,653,853 | +9% | 2,424,524 | +45% | 1,670,983 |
| Subtotal | 22,011,581 | -24% | 22,268,947 | +27% | 24,908,390 |
| Interest & Other Income | 4,813,783 | -24% | 4,334,404 | +27% | 4,991,222 |
| TOTAL REVENUES | 185,017,542 | -2% | 188,180,703 | -3% | 194,903,490 |

| 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 |

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

2016 Regional Summary (in U.S. dollars)

<table>
<thead>
<tr>
<th>Region</th>
<th>Total Liabilities</th>
<th>Total Assets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Europe</td>
<td>37,286,446</td>
<td>57,868,289</td>
</tr>
<tr>
<td>Asia-Pacific</td>
<td>16,364,388</td>
<td>46,318,586</td>
</tr>
<tr>
<td>USA</td>
<td>5,414,854</td>
<td>18,387,571</td>
</tr>
<tr>
<td>The Americas (without USA)</td>
<td>9,512,343</td>
<td>18,503,303</td>
</tr>
<tr>
<td>AFS International</td>
<td>5,889,032</td>
<td>15,518,464</td>
</tr>
<tr>
<td>Africa</td>
<td>379,988</td>
<td>767,127</td>
</tr>
<tr>
<td>Worldwide Totals</td>
<td>157,361,480</td>
<td>74,447,051</td>
</tr>
</tbody>
</table>

2016 Operating Results (in U.S. dollars)

<table>
<thead>
<tr>
<th>Region</th>
<th>Total Revenues</th>
<th>Total Expenses</th>
<th>Surplus/(Deficit)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Europe</td>
<td>72,526,468</td>
<td>(72,712,542)</td>
<td>(186,074)</td>
</tr>
<tr>
<td>Asia-Pacific</td>
<td>30,751,199</td>
<td>(34,710,933)</td>
<td>260,719</td>
</tr>
<tr>
<td>USA</td>
<td>18,545,898</td>
<td>(18,857,486)</td>
<td>(311,588)</td>
</tr>
<tr>
<td>Africa</td>
<td>1,663,140</td>
<td>(1,567,462)</td>
<td>95,678</td>
</tr>
<tr>
<td>Worldwide Totals</td>
<td>185,017,542</td>
<td>(183,317,910)</td>
<td>1,699,732</td>
</tr>
</tbody>
</table>

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.
AFS Mission

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.

Learn more about AFS at afs.org
Connect with us at facebook.com/afs.org
Discover the #AFSeffect at instagram.com/afsprograms
Join the conversation at twitter.com/AFS
Support our mission at afs.org/donate

AFS Intercultural Programs, Inc.
71 West 23rd Street, 6th Floor
New York, NY 10010-4102, USA
Tel: 1.212.807.8686
E-mail: info@afs.org

© 2018 AFS Intercultural Programs, Inc. All Rights Reserved.